



Corporate Governance

04

Glossary

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

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

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Corporate Governance



Amid the recovery from the COVID-19 pandemic, BCA remains committed to improving the quality of the implementation of its Good Corporate Governance. BCA continues to work and collaborate to ensure that its business activities are based on the principles of Good Corporate Governance. BCA also continually strengthens its integration of corporate governance to provide added value to its stakeholders.



INTRODUCTION

1. The Objective of the Implementation of Good Corporate Governance

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

- a. Support BCA's vision to become "the bank of choice for the community and a major pillar of the Indonesian economy."
- b. Support BCA's mission:
 - To build centers of excellence in payment settlements and financial solutions for businesses and individuals.

- To understand diverse customer needs and provide the right financial services to optimize customer satisfaction.
- To enhance our corporate franchise and stakeholder values.

- c. Provide added benefits for the shareholders and stakeholders.
- d. Maintain long term business continuity (sustainable).
- e. Increase investor confidence in BCA.

2. Roadmap

BCA has prepared a governance roadmap as a reference. The BCA governance roadmap from 2017 to 2022 is as follows:

2017

- Formulate:
 - A mechanism and submission of Self-Assessment Report on the Implementation of Integrated Governance
 - The Mapping of BCA's Integrated Governance
- Improve:
 - The Integrated Governance Guidelines
 - The Reporting Flow Mechanism of Specific Share Ownership
 - The Governance Guidelines
 - The Board of Directors and Board of Commissioners Charters
- Corporate Governance Sharing Sessions

2018

- Amendment to the Articles of Association
- Formulation:
 - Insider Trading Policy
 - Dividend Policy
 - Board of Commissioners and Board of Directors Assessment Policy.
- Improvements:
 - Corporate Governance Guidelines
 - Audit Committee Charter
 - Affiliated Party and Conflicts of Interest Transaction Practices
 - BCA website section on Corporate Governance
 - Good Corporate Governance (GCG) socialization through GCG Articles on MyBCA portal
- Fulfillment of the ASEAN Corporate Governance Scorecard (ACGS) Indicators
- Disclosure of the recommendation table of the Financial Services Authority (OJK)
- Workshop on Integrated Governance with the Subsidiaries in collaboration with the National Committee on Governance Policy (KNKG)

2019

- Fulfillment of OJK Recommendations on Governance
- Improvements:
 - Corporate Governance Guidelines
 - Policy on Affiliated Party Transactions and Conflicts of Interest.
 - GCG articles on MyBCA portal.
- Study/Analysis:
 - Code of Ethics
 - Annual Disclosure
 - BCA website section on Governance
- Implementation:
 - Performance appraisal of the Board of Commissioners and the Board of Directors by OJK Directives
 - Invitation to the Annual General Meeting of Shareholders (AGMS) 28 days before the AGMS
 - Publication of the results of the AGMS on the same day as it was AGMS
- Development of Sustainability Governance



2020

- Monitoring the implementation of GCG at BCA according to regulations
- Improvements:
 - GCG Implementation based on external assessment results
 - ACGS implementation
 - Sustainability Governance implementation
 - Integrated Governance Guidelines
 - Integrated Governance implementation
- Socialization:
 - Code of Ethics
 - Annual Disclosure Practices
 - GCG e-Learning materials for all employees

2021

- Improvements:
 - Corporate Governance Guidelines
 - Board of Commissioners Charter
 - Board of Directors Charter
- Formulation:
 - Anti-Corruption and Gratification Control Policy
 - Corporate Secretary Work Guidelines
- Socialization:
 - Affiliated Party and Conflicts of Interest Transaction Practices
 - Annual Disclosures Digitalization
 - Special List Reports Digitalization
 - Reports of the Board of Commissioners and the Board of Directors on the Company's Share Transactions Digitalization

2022

- Formulation
 - Corporate Action manuals
 - GCG policy based on the consultant's Maturity Assessment results
- Improvements
 - Subsidiary affiliate transaction reports
 - Standardize the presentation of related website information of Subsidiary Company
- Socialization
 - GCG implementation video
 - Regular Communication Forum with Subsidiaries
- Digitization & Automation
 - Develop Regtech for Capital Market regulations
 - Digitization & Automation of GCG reporting related to GCG Self-Assessment as well as Integrated Corporate Governance and Annual Report

3. Corporate Governance Achievements in 2021

In line with the governance roadmap for 2021, BCA has carried out various activities to improve the quality of its Good Corporate Governance while observing all regulatory updates.

BCA Governance Achievements in 2021

Improvements

- Corporate Governance Guidelines.
- Board of Commissioners Charter.
- Board of Directors Charter.
- Amendments of BCA's Articles of Association concerning BCA's stock split.
- Implementation of affiliated party transactions and transactions with conflicts of interest, namely through in-house system applications development for Affiliated Parties for data and reports on Affiliate Transactions.
- Monitoring mechanism to increase the competence of the Board of Commissioners and the Board of Directors through digitizing the training recap of the Board of Commissioners and the Board of Directors.
- Implementation of the General Meeting of Shareholders (GMS) with reference to the latest provisions in OJK Regulation No. 15/POJK.04/2020 concerning the Plan and Organization of the Company's GMS; and the implementation of electronic power of attorney (e-Proxy) for the Shareholders to conduct the Extraordinary GMS through the eASY.KSEI facility provided by PT KSEI.
- Organizing the 2021 Extraordinary General Meeting of Shareholders (EGMS) electronically through the KSEI Electronic General Meeting System ("eASY.KSEI").
- Improvement of the implementation of Good Corporate Governance (GCG), with reference to the ASEAN Corporate Governance Scorecard (ACGS) criteria, in the form of:
 - a. Issuance of the Integrity Pact;
 - b. Implementation of the Board of Directors orientation program.
- Updates of the Corporate Governance section on BCA's website.

Formulation

- Anti-Corruption and Gratification Control Policy
- Integrated Governance Committee Decree
- Corporate Secretary Charter

Socialization

- e-Learning that must be completed by all BCA personnel prior to 31 December 2021.
- Socialization to all BCA personnel through videos uploaded on BCA's internal social media and internal digital publications media at BCA Branch Offices throughout Indonesia regarding:
 - GCG principles
 - Code of Conduct
 - Main Entity and Subsidiary
- Enterprise Management System, an internal BCA portal created to assist reporting, information and GCG policy including in relation to:
 - Digitization of the Board of Commissioners and the Board of Directors Meeting Reports.
 - Digitization of Meeting Reports of the Committees under the Board of Commissioners and the Board of Directors.
 - Digitization of the Share Transaction Reports of the Board of Commissioners and the Board of Directors.
 - Digitization of Special Lists
 - Digitalization of legal information relating to BCA and its Subsidiaries.
- Digitization of the Annual Disclosure Conflict of Interest.
- Digitization of the Integrity Pact.
- Digitization of the the training recap of the Board of Commissioners and the Board of Directors.



In 2021, BCA achieved the following achievements:

- The Best Responsibility of The Board 2021 from Indonesian Institute for Corporate Directorship;
- Top 50 Big Capitalization Public Listed Company from Indonesian Institute for Corporate Directorship; and
- The Best Corporate Secretary Award 2021 in banking sector from The Economics.

4. Reference

BCA implements Good Corporate Governance with reference to regulatory provisions, internal provisions, and best practices that are applicable on a national and international scale. In addition, the internal policies and provisions related to the implementation of Good Corporate Governance also refer to BCA's Articles of Association in order to ensure that the formulated policies not only comply with existing regulations but are also in line with BCA's business efforts.

The laws and regulations that are used as reference points in the implementation of Good Corporate Governance at BCA include:

- Law No. 8 of 1995 concerning the Capital Market.
- Law No. 40 of 2007 concerning Limited Liability Companies.
- OJK Regulation No. 17/POJK.03/2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerations.
- OJK Regulation No. 18/POJK.03/2014 concerning the Implementation of Integrated Governance for Financial Conglomerations.
- OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Public Companies.
- OJK Regulation No. 8/POJK.04/2015 concerning Websites of Issuers or Public Companies.
- OJK Regulation No. 21/POJK.04/2015 concerning Implementation of Governance Guidelines for Public Companies.
- OJK Regulation No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies.
- OJK Regulation No. 5/POJK.03/2016 concerning the Bank Business Plan.
- OJK Regulation No. 32/POJK.03/2016 concerning Amendments to OJK Regulation No. 6/POJK.03/2015 concerning Transparency and Publication of Bank Reports.
- OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Good Corporate Governance for Commercial Banks.
- OJK Regulation No. 29/POJK.04/2016 concerning the Annual Report of Issuers or Public Companies.
- OJK Regulation No. 18/POJK.03/2016 concerning the Implementation of Risk Management for Commercial Banks.
- OJK Regulation No. 39/POJK.03/2019 concerning the Implementation of Anti-Fraud Strategy.
- OJK Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions.
- OJK Circular Letter No. 14/SEOJK.03/2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerations.
- OJK Circular Letter No. 15/SEOJK.03/2015 concerning the Implementation of Integrated Governance for Financial Conglomerations.
- OJK Circular Letter No. 32/SEOJK.04/2015 concerning the Guidelines for the Governance of Public Companies.
- OJK Circular Letter No. 25/SEOJK.03/2016 concerning Commercial Bank Business Plans.
- OJK Circular Letter No. 43/SEOJK.03/2016 concerning Transparency and Publication of Conventional Commercial Bank Reports.
- OJK Circular Letter No. 13/SEOJK.03/2017 concerning the Implementation of Good Corporate Governance for Commercial Banks.
- OJK Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of the Annual Report of Issuers or Public Companies.

In its implementation of Good Corporate Governance, BCA also refers to the following best practice guidelines:

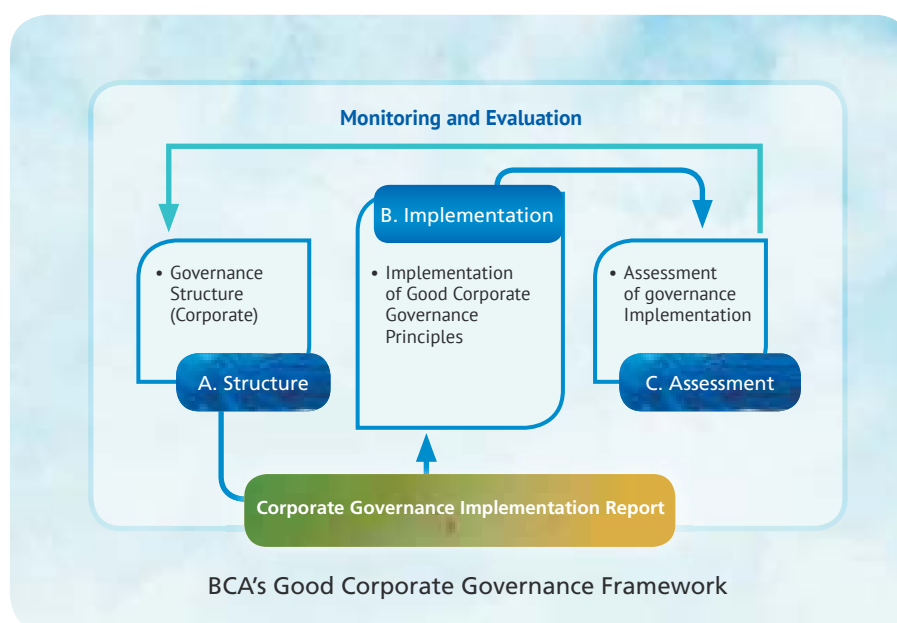
- Roadmap of Indonesian Corporate Governance Guidelines issued by OJK.
- General Guidelines for Good Corporate Governance (GCG) of Indonesia issued by the National Committee on Governance Policy (KNKG).
- ASEAN Corporate Governance Scorecard issued by the ASEAN Capital Market Forum (ACMF).
- Principles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

In general, the disclosure of corporate governance in this Annual Report refers to the following regulations:

- OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Good Corporate Governance for Commercial Banks.
- OJK Regulation No. 29/POJK.04/2016 concerning the Annual Report of Issuers or Public Companies.
- OJK Circular Letter No. 13/SEOJK.03/2017 concerning the Implementation of Good Corporate Governance at Commercial Banks, Chapter IX concerning Transparency in the Implementation of Governance.
- OJK Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of the Annual Report of Issuers or Public Companies.

5. Good Corporate Governance Framework and Action Plan

BCA's good corporate governance framework:



The Good Corporate Governance framework at BCA consists of a governance structure as the foundation, implementation as the embodiment of the governance principles, and the assessment of implementation of corporate governance as a parameter of measurement. This parameter is applied by BCA organs to ensure continuous improvement in the implementing of the Good Corporate Governance principles. The disclosure of the corporate governance framework is stipulated in the Corporate Governance Implementation Report.

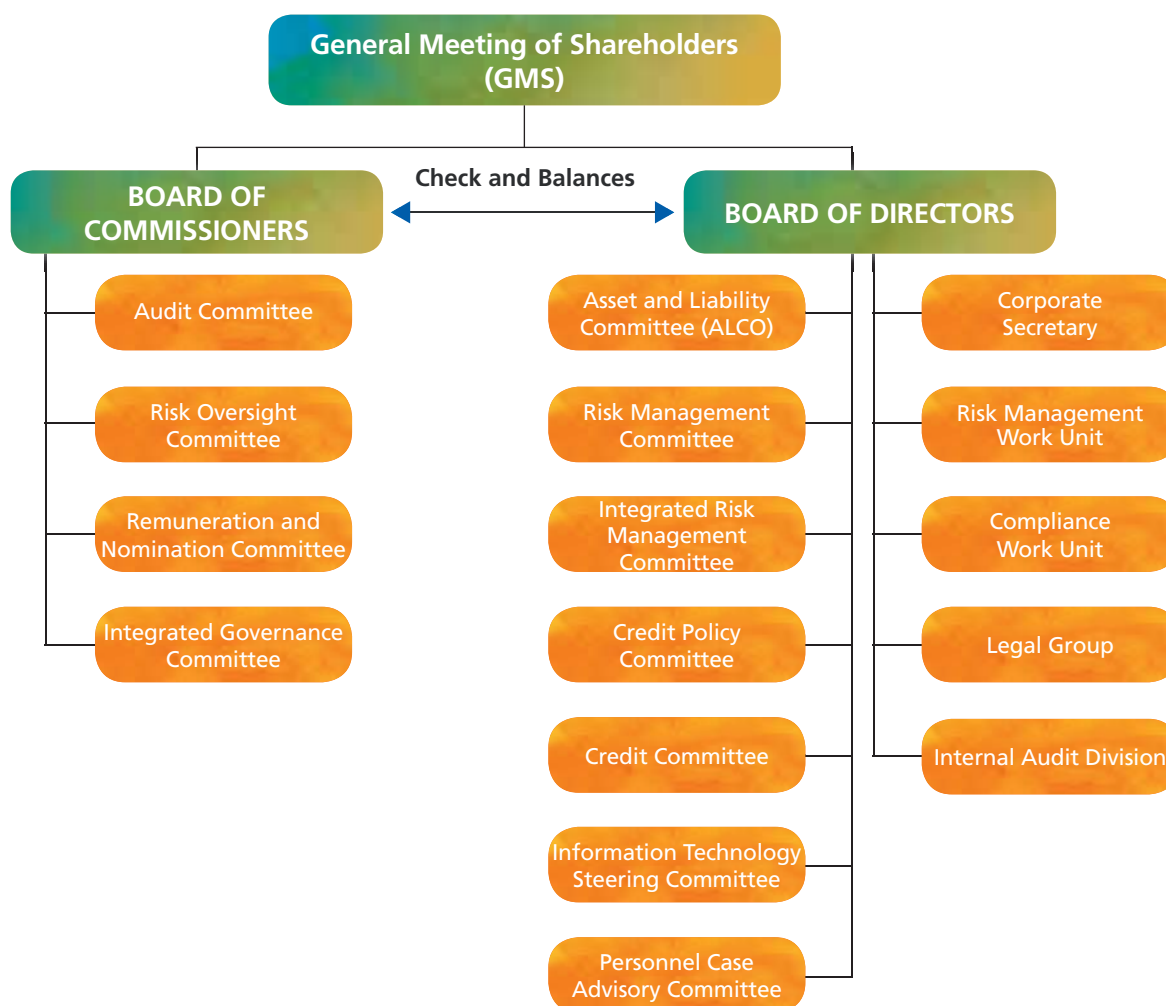
BCA applies the PDCA principles (Plan, Do Check, Act) to support implementation of the GCG Framework.



A. CORPORATE GOVERNANCE STRUCTURE

BCA has established a Good Corporate Governance structure with checks and balances.

BCA Corporate Governance Structure



BCA's corporate governance structure consists of:

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

B. IMPLEMENTATION

BCA's commitment to implementing Good Corporate Governance is embodied in the following:

1. Existing internal policies related to Good Corporate Governance

BCA has internal policies related to Good Corporate Governance as a means of its compliance with regulations. Some of BCA's policies related to Good Corporate Governance include:

Subject	Internal Policy Type
General Provisions	<ol style="list-style-type: none"> Articles of Association. Code of Ethics.
Corporate Governance Guidelines	Board of Directors Decree No.121/SK/DIR/2021 dated June 30, 2021 concerning Amendment of Governance Guidelines.
Board of Commissioners and Board of Directors	The Board of Commissioners Guidelines and Code of Conduct as well as the Board of Directors Guidelines and Code of Conduct which become an integral part of the Corporate Governance Guidelines.
Committees Under the Board of Commissioners	<ol style="list-style-type: none"> Board of Commissioners Decree No. 117/SK/KOM/2019 dated July 10, 2019 concerning Audit Committee Charter PT Bank Central Asia Tbk. Board of Commissioners Decree No. 172/SK/KOM/2019 dated November 7, 2019 concerning Risk Oversight Committee Charter. Board of Commissioners Decree No.035/SK/KOM/2017 dated February 24, 2017 concerning the Remuneration and Nomination Committee Structure. Board of Commissioners Decree No. 114/SK/KOM/2021 dated July 8, 2021 concerning Integrated Governance Committee Charter – BCA. Chapter 3 BCA Governance Guidelines concerning Guidelines and Code of Conduct for the Supporting Committees of Board of Commissioners.
Corporate Secretary	Corporate Secretary Charter.
Integrated Governance	<ol style="list-style-type: none"> Board of Directors Decree No. 217/SK/DIR/2020 dated December 30, 2020 concerning Integrated Corporate Governance Guidelines of PT Bank Central Asia Tbk (BCA) and its Subsidiaries. Board of Directors Decree No. 037/SK/DIR/2017 dated March 27, 2017 concerning Integrated Compliance Risk Management Policy. Corporate Charter – BCA Financial Conglomeration.
Affiliate Transactions and Conflict of Interest	<ol style="list-style-type: none"> Board of Directors Decree No. 214/SK/DIR/2019 dated December 27, 2019 concerning Affiliated Transactions and Transactions Containing Conflicts of Interest. Circular No. 319/SE/POL/2019 dated December 27, 2019, Guidelines for the Implementation of Affiliated Transactions and Transactions Containing Conflicts of Interest. Board of Directors Decree No. 219/SK/DIR/2003 dated November 10, 2003 the date of Provisions Regarding Conflicts of Interest.
Anti- Fraud	<ol style="list-style-type: none"> Board of Directors Decree No. 114/SK/DIR/2021 dated June 17, 2021 concerning the Adjustment of Anti-Fraud Strategy Policy. Board of Directors Decree No.139/SK/DIR/2020 dated July 30, 2020, the date of the Anti-Fraud Declaration and Integrity
Audit and Internal Control	<ol style="list-style-type: none"> Board of Directors Decree No. 078/SK/DIR/2019 dated May 28, 2019 concerning Internal Audit Charter. Board of Directors Decree No. 183/SK/DIR/2017 dated December 13, 2017 concerning PT Bank Central Asia Tbk's Internal Control System Standard Guidelines (PSSPI).
Risk Management	Board of Directors Decree No. 126/SK/DIR/2017 dated October 3, 2017 concerning General Risk Management Policy of PT Bank Central Asia Tbk.
Anti-Money Laundering	<ol style="list-style-type: none"> Board of Directors Decree No. 065/SK/DIR/2015 dated May 15, 2015 concerning Revision of the Anti-Money Laundering and Prevention of Terrorism Financing Policy. Board of Directors Decree No. 143/SK/DIR/2018 dated September 20, 2018 concerning Issuance of APU and PPT Guidelines in 2018.
Whistleblowing System	Board of Directors Decree No. 146/SK/DIR/2017 dated November 1, 2017 concerning Implementation of the Whistleblowing System at BCA.
Procurement	<ol style="list-style-type: none"> Board of Directors Decree No. 130/SK/DIR/2017 dated October 10, 2017 concerning Provisions for the Procurement of Goods and/or Logistics Services and Building. Board of Directors Decree No.089/SK/DIR/2018 dated June 6, 2018 concerning Procurement of Goods and/or Services Related to Information Technology (IT).
Insider Trading	Chapter 11 BCA Governance Guidelines for Insider Trading Transactions.

Governance Guidelines

BCA has governance guidelines concerning Revision of Corporate Governance Guidelines that have been updated and ratified through the Board of Directors Decree No. 121/SK/DIR/2021 dated June 30, 2021. The provisions in the guidelines take into account:

- Principles of Good Corporate Governance.
- General Meeting of Shareholders (GMS) and its implementation.
- The Board of Commissioners and its guidelines and code of conduct.
- Supporting Committees of the Board of Commissioners and their guidelines and code of conduct.
- The Board of Directors and its guidelines and code of conduct.
- Communication and Information.
- Information Disclosure.
- Insider Trading Transactions.
- Dividend Distribution.
- Self-Assessment Reports on the Implementation of Governance and Integrated Governance.
- Annual Reports on the Implementation of Corporate Governance and Integrated Governance.

Primary BCA governance guidelines can be accessed on the BCA website under the Governance section (<https://www.bca.co.id/en/tentangbca/tata-kelola/acgs/kebijakan-gcg>).

One of the efforts in implementing Good Corporate Governance, BCA has several policies that have met the principle standards and ACGS recommendations are, among others:

Insider Trading Transaction Policy

The insider trading transaction policy is stipulated in the BCA Governance Guidelines. BCA's personnel must comply with the prevailing capital market regulations and uphold the values of the BCA Code of Ethics. BCA's personnel must ensure that their interests do not conflict with the interests of BCA as a banking entity or its customers. They cannot exercise their position and authority for personal or family interests, and cannot take any actions that could harm their professional image and the image of BCA. The primary insider trading policies can be downloaded from the Governance Policy section of the BCA website (<https://www.bca.co.id/en/tentangbca/tata-kelola/acgs/kebijakan-gcg>).

Dividend Policy

The Dividend Policy is stipulated in the BCA Governance Guidelines, which cover dividend distribution, dividend distribution offers, and decisions of the GMS regarding dividends. Announcements (publications), schedules, and procedures for dividend payments refer to the provisions and/or applicable laws and regulations, including regulations of Bank Indonesia, the Financial Services Authority (OJK), the Indonesia Stock Exchange (IDX), taxation, and BCA's Articles of Association. The dividend policy can be downloaded from the Governance Policy section (<https://www.bca.co.id/en/tentangbca/tata-kelola/acgs/kebijakan-gcg>) of the BCA website. Throughout 2021, the realization of dividend payments had been carried out in accordance with the applicable regulations.

Conflicts of Interest Policy

BCA has a Conflicts of Interest Policy based on the Board of Directors Decree No. 219/SK/DIR/2003 concerning Provisions Regarding Conflicts of Interest. This policy is a guideline for individuals at BCA to prioritizing certain values when dealing with customers, partners, and colleagues. This ensures the implementation of good governance practices and increases public trust. The conflicts of interest policy can be downloaded from the Governance Policy section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>) of the BCA website.

Emergency Management Policy

The Emergency Management Policy is stipulated in the Integrated Business Continuity Policy of the BCA Financial Conglomerate, which is based on the Board of Directors Decree No. 180/SK/DIR/2017 dated December 11, 2017. The policy promotes Business Continuity to ensure the sustainability of BCA and BCA Financial Conglomerate Members in an event of business disruption. The policy regulates business continuity plans, protocols from BCA to BCA Financial Conglomerate Members and vice versa, as well as the order of priority in cases of recovery.

Information Technology Governance Policy

In line with the rapid technology developments in banking services, BCA has Information Technology Governance Guidelines covering policies related to information technology risks, change of management in the area of information technology, information technology problem management, quality control in information technology, capacity management in information technology, communication network in

information technology, and physical data center security. BCA has also carried out an information technology maturity assessment. The primary information technology governance policies can be downloaded from the Governance Policy section of the BCA website (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

Procurement Policy

To support its business activities, BCA requires the procurement of goods and services. As such, BCA has procurement guidelines for obtaining goods and/or services at the expected quality and in accordance with the applicable regulations and the Good Corporate Governance principles. Procurement policies at BCA include procurement policies for goods and/or logistics services and buildings as well as procurement related to information technology. These include the procurement policy as stipulated in the Board of Directors Decree No. 130/SK/DIR/2017 dated October 10, 2017 and No. 089/SK/DIR/2018 dated June 6, 2018.

The policy for the procurement of goods and/or logistics and building services outlines the terms of the assignment of the authority for procurement, centralized and decentralized procurement systems, types of goods and/or services, procurement problem handling, supporting documents, procurement process/flow, and vendor selection. Procurement policies related to information technology cover procurement, trial and end-user computing activities, procurement recommendations and approvals, procurement recommendations and approval authority, implementation of multi principal/multi-vendor/multi-brand and procurement implementation guidelines. The procurement policy also regulates the mechanism for finding and selecting potential vendors by looking at factors such as the cost of the goods/services offered, and the professionalism and credibility of each vendor. The primary procurement policies can be downloaded from the Governance Policy section of the BCA website (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

BCA Personnel is subject to the Code of Conduct for Vendors which can be found on page 522 in the Code of Ethics Section of this Annual Report. Throughout 2021, BCA carried out the procurement and/or process of appointing suppliers/contractors in adherence with BCA's internal policies regarding the Procurement of Goods/Services/Information Technology and other stipulated provisions.

Communication Policy

BCA recognizes the importance of a policy that regulates communication between BCA and its stakeholders. BCA has a Communication Policy and a Disclosure of Information policy in the Governance Guidelines. The policies cover issues related to the Corporate Secretary, Reporting and Disclosure, Investor Relations, Communication Media, Access to Information, Determining the Level of Disclosure, Transparency, and Disclosure of Material Information or Facts. BCA makes it convenient for its stakeholders and the community to access BCA information and data. The primary communication policy can be downloaded from the Governance Policy section of the BCA website (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

Policy on Affiliate Transactions and Transactions Involving Conflicts of Interest

The Policy on Affiliated Transactions and Transactions Involving Conflicts of Interest can be found on page 500 in the Information of Affiliated Transactions and Conflicts of Interest Section of this Annual Report.

Loan Policy for the Board of Directors and the Board of Commissioners

The Loan Policy for the Board of Directors and the Board of Commissioners can be found on page 526 in the Provision of Funds to Related Parties Section of this Annual Report.

2. Fulfillment of the Principles of Good Corporate Governance

BCA has complied with the principles of Good Corporate Governance, which are based on Indonesian regulations. BCA is committed to improving the implementation of the principles of Good Corporate Governance in accordance with the prevailing laws and regulations and the development of best practices in corporate governance as well as the ASEAN CG Scorecard.

a. Basic Principles of Good Corporate Governance.

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

Fulfillment of the Principles of Good Corporate Governance

Transparency	<ul style="list-style-type: none"> • BCA has provided a Corporate Governance Implementation Report and discloses information in a timely manner, making it easily accessible to its stakeholders through the BCA website. • BCA discloses important information in line with the procedures stipulated in the capital market regulations and/or related laws. • BCA provides public clarifications of the news presented in the mass media. • The principles adopted by BCA do not reduce its obligation to fulfill the requirements of bank and job confidentiality.
Accountability	<ul style="list-style-type: none"> • Members of the Board of Directors and the Board of Commissioners have clear duties and responsibilities. • The Board of Directors and the Board of Commissioners are held accountable for their performance through the Annual GMS. • BCA has established clear tasks for each organ of the organization that are in line with BCA's vision, mission, strategic objectives, and business. This can be seen in BCA's Organizational Structure where each organ of the organization acts in accordance with its assigned responsibilities.
Responsibility	<ul style="list-style-type: none"> • BCA adheres to the principle of prudence (prudential banking principle) when carrying out its business activities. • BCA acts as good corporate citizen.
Independence	<ul style="list-style-type: none"> • BCA acts professionally without the intervention of external parties, and is objective in all decision making. • BCA avoids conflicts of interest.
Fairness	<ul style="list-style-type: none"> • BCA takes into account the interests of all stakeholders based on the equality principle. • BCA provides an opportunity for all its shareholders to express their opinions at the GMS. • To ensure transparency, all stakeholders have access to information.

- b. Implementation of Public Company Governance Guidelines (recommended OJK Circular Letter No.32/SEOJK.04/2015). BCA has complied with the implementation of the Public Company Governance guidelines, in accordance with Article 3 of OJK Regulation No. 21/POJK.04/2015 concerning the Implementation of Public Company Governance Guidelines. In this Annual Report, BCA discloses information regarding the implementation of the recommendations in the Governance Guidelines, as referred to in OJK Circular Letter No.32/SEOJK.04/2015 concerning the Guidelines for the Governance of Public Companies, which are as follows:

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

No.	Recommendation	Description
A	RELATIONSHIP OF PUBLIC COMPANY WITH SHAREHOLDERS IN ENSURING THE RIGHTS OF SHAREHOLDERS	
	1st Principle Increase in the Value of the General Meeting of Shareholders (GMS).	
1.1	Public Company has technical methods or procedures for collecting votes, either open and closed manner which prioritize independence and the interest of shareholders.	<p>Implementation: Comply</p> <p>The voting technique at the BCA GMS is stipulated in the GMS Rules of Conduct (distributed to shareholders or their proxies who are present and read prior to the GMS) as well as in the Articles of Association which prioritize independence and interests of shareholders. As a form of transparency, shareholders and the general public can also download the rules of the BCA GMS on the BCA website https://www.bca.co.id/en/tentang-bca/tata-kelola/aksi-korporasi under the GMS Rules of Procedure section.</p> <p>At the Annual GMS held on March 29, 2021, and the Extraordinary GMS on September 23, 2021, voting ordinance for every agenda submitted of the GMS was carried out in open manner in accordance with the procedures presented by the Chairperson of the Meeting, namely:</p> <p>a. Voting for shareholders or their proxies who are physically present at the Meeting shall be conducted in the following manner:</p> <ol style="list-style-type: none"> 1) The Chairperson of the Meeting will ask the shareholders or their proxies who DO NOT AGREE or ABSTAIN on the proposed agenda to raise their hands and submit a ballot letter to the Meeting officers; 2) For the proxies of shareholders who receive power of attorney by voting through the eASY.KSEI application, the votes that will be counted are the votes cast by the eASY.KSEI holders, with the relevant shareholders not needing to appoint and submit a ballot letter to the meeting officers; <p>b. Voting for shareholders or their proxies who are present electronically through the eASY.KSEI application is conducted in the following manner:</p> <ol style="list-style-type: none"> 1) The voting process takes place in the eASY.KSEI application under the E-Meeting Hall menu, Live Broadcasting sub menu; 2) Shareholders who are present or have power of attorney electronically at the Meeting through eASY.KSEI, but have not yet made their vote, then the shareholders or their proxies have the opportunity to submit their vote during the voting period opened by the Company through the E-Meeting Hall screen in the eASY.KSEI application; 3) During the electronic voting process, the status "Voting for agenda item no [] has started" will appear in the 'General Meeting Flow Text' column; 4) Direct voting electronically through the eASY.KSEI application is allocated for 2 (two) minutes; 5) If the shareholders or their proxies do not vote until the status of the Meeting as shown in the 'General Meeting Flow Text' column changes to "Voting for agenda item no [] has been ended", then the shareholders or their proxies will be deemed to have voted ABSTAIN for the relevant meeting agenda. <p>Furthermore, the votes cast by the shareholders or their proxies both physically and electronically are counted by the Securities Administration Bureau and then supported by an independent public official Notary.</p>
More info on the page 341-343		

No.	Recommendation	Description									
1.2	All members of the Board of Directors and Board of Commissioners of a Public Company should present at the Annual GMS.	<p>Implementation: Comply</p> <p>The attendance of all members of the Board of Directors and Board of Commissioners at the Annual GMS on March 29, 2021 and the Extraordinary GMS on September 23, 2021 are as follows:</p> <table border="1"> <thead> <tr> <th>GMS</th><th>AGMS</th><th>EGMS</th></tr> </thead> <tbody> <tr> <td>Board of Commissioners</td><td>100%</td><td>100%</td></tr> <tr> <td>Board of Directors</td><td>100%</td><td>100%</td></tr> </tbody> </table> <p>More info on the page 337-338</p>	GMS	AGMS	EGMS	Board of Commissioners	100%	100%	Board of Directors	100%	100%
GMS	AGMS	EGMS									
Board of Commissioners	100%	100%									
Board of Directors	100%	100%									
1.3	Summary of the minutes of the GMS shall be made available on the Public Company Website for at least 1 (one) year	<p>Implementation: Comply</p> <p>BCA has published a summary of the minutes of the Annual GMS on March 29, 2021 and the Extraordinary GMS on September 23, 2021 on the BCA website and is available for more than 1 (one) year. The summary of the Minutes of the 2021 Annual GMS and Extraordinary GMS as well as the summary of the Minutes of the GMS for the past 5 years can be downloaded on the BCA website: https://www.bca.co.id/en/tentang-bca/tata-kelola/aksi-korporasi under the General Meeting of Shareholders section.</p> <p>More info on the page 343-356</p>									
2nd Principle Improving the Quality of Communications between the Public Company and Its Shareholders or Investors											
2.1	Public Company has a communication policy with shareholders or investors.	<p>Implementation: Comply</p> <p>BCA has a communication policy with shareholders as regulated in the Corporate Governance Guidelines Chapter Communication and Information Functions. BCA has an Investor Relations that supports the communication process between BCA and shareholders and other capital market communities. This communication includes conducting analyst meetings to present the performance, public exposes, conference calls, as well as submitting information through the Investor Relation section on BCA website. This information can also be accessed by the public through the BCA website: https://www.bca.co.id/en/tentang-bca/hubungan-investor</p> <p>More info on the page 469 and 509</p>									
2.2	Public Company discloses the Public Company's communication policy with shareholders or investors on the Website	<p>Implementation: Comply</p> <p>BCA discloses its communication policy with shareholders on the BCA website which can be seen at: https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg under the Policies related to Governance section and Communication Policy sub section.</p> <p>More info on the page 469 and 509</p>									
B FUNCTIONS AND ROLES OF THE BOARD OF COMMISSIONERS											
3rd Principle Strengthening the Membership and Composition of the Board of Commissioners.											
3.1	Determination of the number of members of the Board of Commissioners considered the conditions of the Public Company.	<p>Implementation: Comply</p> <p>BCA has complied with the provisions of Article 23 OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Good Corporate Governance for Commercial Banks, namely bank is required to have members of the Board of Commissioners with a minimum number of 3 (three) people and a maximum equal to the number of members of the Board of Directors. The number of members of the Board of Commissioners of BCA as of December 31, 2021 is 5 (five) members, including 3 (three) of whom are Independent Commissioners. The number and composition of the members of the Board of Commissioners are determined through the BCA's Remuneration and Nomination Committee which provides recommendations to the Board of Commissioners to then ask for approval from the GMS. The recommendations have also taken into account the applicable regulations/stipulations and taken into account the conditions, capacities, objectives, and fulfillment of BCA's needs.</p> <p>More info on the page 361-362</p>									

No.	Recommendation	Description
3.2	The determination of the composition of the members of the Board of Commissioners takes into account the diversity of expertise, knowledge, and experience required.	<p>Implementation: Comply</p> <p>The BCA's Remuneration and Nomination Committee is tasked with, among others, compiling and providing recommendations to the Board of Commissioners regarding:</p> <ul style="list-style-type: none"> - System and procedure for selecting and/or replacing members of the Board of Commissioners and Board of Directors; - Composition of the positions of members of the Board of Directors and/or members of the Board of Commissioners; - Policies and criteria required in the nomination process; and - Performance evaluation policies for members of the Board of Directors and/or members of the Board of Commissioners. <p>The policy for diversity in the composition of the Board of Commissioners has been stated in the provisions regarding the Composition and Criteria for the Board of Commissioners in Chapter 3 BCA's Governance Guidelines. In determining the composition of the Board of Commissioners, BCA has taken into account the diversity of its members, both in terms of education (field of study), work experience, age, and expertise regardless of gender, ethnicity, religion, and race. The diversity of each member of the Board of Commissioners who has high competence supports BCA's performance improvement.</p> <p>More info on the page 407</p>
4th Principle Improving the Quality of the Implementation of Duties and Responsibilities of the Board of Commissioners.		
4.1	The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners.	<p>Implementation: Comply</p> <p>BCA has a Board of Commissioners's self-assessment policy as stated in Chapter 14 of the BCA's Governance Guidelines. The Board of Commissioners's self-assessment policy is a guideline used as a form of accountability for the Board of Commissioners's performance appraisal.</p> <p>The evaluation of the Board of Commissioners's self-assessment is carried out by the Board of Commissioners based on recommendations from the Remuneration and Nomination Committee.</p> <p>More info on the page 408</p>
4.2	Self-assessment policy to assess the performance of the Board of Commissioners disclosed through the Public Company's Annual Report.	<p>Implementation: Comply</p> <p>BCA has disclosed self-assessment policy on the performance of the Board of Commissioners through this Annual Report.</p> <p>More info on the page 408</p>
4.3	The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes.	<p>Implementation: Comply</p> <p>The policy regarding the resignation of members of the Board of Commissioners from their positions if they are involved in financial crimes has been regulated in the Board of Commissioners's Charter and Article 14 of BCA's Articles of Association.</p>
4.4	The Board of Commissioners or the Committee that carries out the Nomination and Remuneration Function develops succession policy in the nomination process of members of the Board of Directors.	<p>Implementation: Comply</p> <p>The BCA's Remuneration and Nomination Committee is tasked with developing the succession policy in the nomination process for members of the Board of Directors as described in Chapter 3 of the BCA's Governance Guidelines. The implementation of the succession policy for the Board of Directors includes providing recommendations regarding the system, procedures, and candidates for the selection and/or replacement of members of the Board of Directors to the Board of Commissioners and then to be submitted to the GMS.</p> <p>More info on the page 432</p>

No.	Recommendation	Description
C	FUNCTIONS AND ROLE OF THE BOARD OF DIRECTORS	
	5th Principle Strengthening the Membership and Composition of the Board of Directors.	
5.1	The determination of the number of members of the Board of Directors takes into account the condition of the Public Company and its effectiveness in decision making.	<p>Implementation: Comply</p> <p>BCA has complied with the provision in Article 2 of OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Public Companies, Board of Directors of an issuer or public company must consist at least 2 (two) members of Board of Directors. The number of members of the BCA's Board of Directors as of December 31, 2021, is 12 (twelve) people. The determination of the number and composition of the members of the Board of Directors is carried out through the BCA's Remuneration and Nomination Committee which provides recommendations to the Board of Commissioners to then ask for approval from the GMS. BCA has also considered the conditions, capacity, objectives, and fulfillment of BCA's needs in determining the number of members of the Board of Directors.</p> <p>More info on the page 375</p>
5.2	The determination of the composition of the members of the Board of Directors takes into account the diversity of expertise, knowledge, and experience required.	<p>Implementation: Comply</p> <p>The BCA's Remuneration and Nomination Committee is tasked with, among others, preparing and providing recommendations to the Board of Commissioners regarding:</p> <ul style="list-style-type: none"> - System and procedure for selecting and/or replacing members of the Board of Commissioners and Board of Directors; - Composition of the positions of members of the Board of Directors and/or members of the Board of Commissioners; - Policies and criteria required in the nomination process; and - Performance evaluation policies for members of the Board of Directors and/or members of the Board of Commissioners. <p>Through the implementation of the duties of the Remuneration and Nomination Committee, the determination of the composition of the members of the BCA's Board of Directors has taken into account the diversity of expertise and experience required. The policy for diversity in the composition of the Board of Directors has also been stated in the provisions regarding the Composition and Criteria for the Board of Directors in Chapter 4 of the BCA Governance Guidelines, including taking into account the diversity of the Board of Directors in terms of gender, age, educational background and expertise.</p> <p>More info on the page 408</p>
5.3	Members of the Board of Directors in charge of accounting or finance have expertise and/or knowledge in accounting.	<p>Implementation: Comply</p> <p>Member of the Board of Directors in charge of accounting and finance have experience in finance and accounting.</p> <p>More info on the page 71 (Vera Eve Lim's profile).</p>
	6th Principle Improving the Quality of the Implementation of Duties and Responsibilities of the Board of Directors.	
6.1	The Board of Directors has a self-assessment policy to assess the performance of the Board of Directors.	<p>Implementation: Comply</p> <p>BCA has a self-assessment policy for the Board of Directors, as stated in Chapter 4 of the BCA's Governance Guidelines. Self-assessment is carried out by referring to the Bank's Business Plan which has been approved by the Board of Commissioners.</p> <p>The results of the self-assessment of members of the Board of Directors (including the President Director) are evaluated by the Board of Commissioners through a meeting based on recommendations from the Remuneration and Nomination Committee.</p> <p>More info on the page 409</p>
6.2	Self-assessment policy to assess the performance of the Board of Directors disclosed through the Public Company's Annual Report.	<p>Implementation: Comply</p> <p>The performance appraisal of the Board of Directors has been disclosed in this Public Company's Annual Report.</p> <p>More info on the page 409</p>

No.	Recommendation	Description
6.3	The Board of Directors has a policy regarding the resignation of members of the Board of Directors if they are involved in financial crimes.	<p>Implementation: Comply</p> <p>The policy regarding the resignation of members of the Board of Directors if they are involved in financial crimes has been regulated in the Board of Directors's Charter. In addition, Article 11 of BCA's Articles of Association has stipulated provisions regarding the resignation of members of the Board of Directors.</p>
D	STAKEHOLDER PARTICIPATION	
	7th Principle Improving Corporate Governance Aspects through Stakeholder Participation.	
7.1	The Public Company has a policy to prevent insider trading.	<p>Implementation: Comply</p> <p>BCA's insider trading policy is included in the BCA's Governance Guidelines. The main points of insider trading policy are disclosed through the policies related to governance section on BCA website: https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg under Insider Trading Policy sub section.</p> <p>More info on the page 320</p>
7.2	The Public Company has an anti-corruption and anti-fraud policy.	<p>Implementation: Comply</p> <p>BCA has: Anti-corruption policy as regulated in: a. Code of Ethic b. Board of Directors Decision Letter No. 269/SK/DIR/2021 concerning Anti-Corruption Policy and Gratification Control</p> <p>Additionally, BCA also has its anti-fraud policy as stipulated in Anti-Fraud Strategy Implementation Guideline which refers to OJK Regulation No. 39/POJK.03/2019 concerning the Implementation of Anti-Fraud Strategy at Commercial Banks. The policy has been ratified in the Board of Directors Decree No. 114/SK/DIR/2021 dated 17 June 2021 concerning the Adjustment of Anti-Fraud Strategy Policy.</p> <p>More info on the page 498 and 492</p>
7.3	The Public Company has a policy regarding the selection and capacity building of suppliers or vendors.	<p>Implementation: Comply</p> <p>BCA has a policy for the procurement of goods and services related to logistics, buildings, and information technology which is stated in the Decree of the Board of Directors No. 130/SK/DIR/2017 dated October 10, 2017, and No. 089/SK/DIR/2018 dated June 6, 2018. The policy regulates the value of procurement transactions and the selection method used (tenders, price comparisons/direct elections, direct appointments, repeat orders, payment systems, and so on) to ensure that the procurement process in BCA is fair and transparent.</p> <p>More info on the page 321 and 522</p>
7.4	The Public Company has the policy for the fulfillment of creditors' rights.	<p>Implementation: Comply</p> <p>BCA guarantees the fulfillment of creditor rights:</p> <ul style="list-style-type: none"> - The right to obtain clear information. - The right to submit suggestions/inputs, complaints/complaints, and to obtain the results of its resolution. - The right to claim creditor's rights in accordance with the agreement. - The right to access the Annual Report and the Audited Financial Report. - The right to obtain information and ease of access to announcements, invitations, and results of the GMS in accordance with the procedures stipulated in the regulation related to the GMS. <p>In its implementation, BCA is committed to always fulfilling the rights of creditors in accordance with the policies stipulated in the applicable provisions and based on the agreement established with the rights of creditors in the relationship between BCA and creditors.</p> <p>Throughout 2021, BCA has fulfilled the rights of creditors in accordance with applicable regulations.</p>

No.	Recommendation	Description
7.5	The Public Company has a whistleblowing system	<p>Implementation: Comply</p> <p>BCA has a Whistleblowing System Policy which is stated in the Decree of the Board of Directors No.146/SK/DIR/2017 dated November 1, 2017, concerning the Implementation of the Whistleblowing System at BCA. The main points of the whistleblowing system are disclosed through the policies related to governance section on BCA website: https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/ACGS under the WBS (Whistleblowing System) Policy sub section</p> <p>More info on the page 496</p>
7.6	The Public Company has a policy of providing long-term incentives to the Board of Directors and employees.	<p>Implementation: Comply</p> <p>BCA has disclosed its Incentive Policy to the Board of Directors in this Annual Report. The Policy of Providing Incentives to Employees is stated in the Joint Employment Agreement and the Board of Directors's Decree No. 005/SK/DIR/2019 concerning The Principal Policies of Performance Assessment, Position/ Rank and Payroll.</p>
E	INFORMATION DISCLOSURE	
	8th Principle	
	Improvement of Information Disclosure Implementation.	
8.1	The Public Company utilizes the use of information technology more broadly aside from the Website as a medium for information disclosure.	<p>Implementation: Comply</p> <p>The use of information technology as a medium for BCA's information disclosure:</p> <p>a. External, among others:</p> <ul style="list-style-type: none"> Website (www.bca.co.id), Hello BCA, Twitter account (@XpresiBCA, @GoodLife, @BizGuideBCA, @HaloBCA, @KartuKreditBCA), Facebook (/XpresiBCA, /GoodLifeBCA, /BizGuideBCA, /BankBCA, /KartukreditBCA), Youtube (www.youtube.com/solutionbca), Slideshare (www.slideshare.net/SolusiBCA), LinkedIn PT Bank Central Asia Tbk, Instagram (@goodlifeBCA), Line (BankBCA). <p>b. Internal</p> <p>Internal information disclosure through MyBCA Intranet Portal, Facebook group for employees (BCA Semua Beres), Instagram @bcasemuaberes, BCA Info Magazine, Plasma TV, and Tiktok @BankBCA.</p> <p>More info on the page 511-521</p>
8.2	The Public Company's Annual Report discloses the ultimate beneficiary of company's shareholding ownership of at least 5% (five percent), in addition to the disclosure of the final beneficial owner in the share ownership of Public Company through the major/controlling shareholders.	<p>Implementation: Comply</p> <p>BCA's Annual Report has disclosed:</p> <p>a. List of BCA shareholders with share ownership of 5% or more;</p> <p>b. The ultimate beneficiary in BCA's share ownership;</p> <p>c. The BCA's major/controlling shareholders.</p> <p>More info on the page 357</p>

BCA has implemented all the recommendations for the Implementation of the Public Company Governance Guidelines in accordance with OJK Circular Letter No.32/SEOJK.04/2015 concerning Guidelines for the Governance of Public Companies. Until December 31, 2021, no any of the above recommendations have not been implemented.

c. OECD Corporate Governance Principles

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

BCA implements the following OECD principles of corporate governance:

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

BCA has implemented the principles of Corporate Governance developed by the OECD. Until December 31, 2021, there are no other recommendations that are not implemented by BCA.

- d. The Principles of Corporate Governance in accordance with the Guidelines for the Principles of Good Corporate Governance for Banks issued by the Basel Committee for Banking Supervision.

BCA has implemented 12 (twelve) principles of corporate governance outlined in the guidelines issued by the Basel Committee on Banking Supervision. The principles of Good Corporate Governance developed by the Basel Committee serve as a reference point for the implementation of corporate governance in banking.

No.	Description	Implementation in BCA
1.	Responsibilities of the Board of Commissioners The Board of Commissioners has responsibilities which include: approval and supervision of the implementation of the business strategy, governance structures and mechanisms, and corporate culture	In the Board of Commissioners' Charter and Code of Conduct which is integrated into the Corporate Governance Guidelines, the Board of Commissioners' responsibilities include: providing direction, monitoring and evaluating the implementation of BCA's strategic policies, reviewing the Company's vision and mission, and ensuring the implementation of Good Corporate Governance in every BCA business activity. Board of Commissioners' Charter can be downloaded on the Organizational Structure on the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi).
2.	Qualifications and Composition of the Board of Commissioners Members of the Board of Commissioners must possess the skills to execute their duties and responsibilities, both individually and collectively. The Board of Commissioners must have an understanding of corporate governance, as well as the ability to carry out sound and objective decision-making.	BCA has the qualifications and composition of the Board of Commissioners in accordance with the duties and responsibility in accordance with OJK Circular Letter Recommendation Fulfillment Table No.32/SE OJK.04/2015 – Aspect B (Functions and Roles of the Board of Commissioners) 3 rd Principle. Strengthening the membership of the Board of Commissioners. The qualifications and composition of the Board of Commissioners can be seen in the the Board of Commissioners' Charter which can be downloaded in the Organizational Structure section of the BCA website (https://www.bca.co.id/en/about-bca/tata-kelola/Struktur-Organization).
3.	Structure and Mechanism of the Board of Commissioners The Board of Commissioners must establish appropriate governance structures and practices to carry out its duties and periodically review its effectiveness.	BCA has a structure and mechanism for the Board of Commissioners in accordance with OJK Circular Letter Recommendation Fulfillment Table No.32/SE OJK.04/2015 – Aspect B (Functions and Role of the Board of Commissioners) 4 th Principle. Improving the quality of implementation of the duties and responsibilities of the Board of Directors. The structure and mechanism of the Board of Commissioners can be seen in the the Board of Commissioners' Charter which can be downloaded in the Organizational Structure section of the BCA website (https://www.bca.co.id/en/about-bca/tata-kelola/Struktur-Organization).

No.	Description	Implementation in BCA
4.	The Board of Directors Under the direction and supervision of the Board of Commissioners, the Board of Directors needs to manage the Bank's activities in accordance with its strategies, risk options, remuneration policies, and other policies approved by the Board of Commissioners.	The Board of Directors carry out their duties and responsibilities in accordance with the strategy approved business, risk appetite, remuneration policies and other policies by the Board of Commissioners in accordance with OJK Circular Letter Recommendation Fulfillment Table No.32/SE OJK.04/2015 – Aspect C (Functions and Roles of the Board of Directors). The duties and responsibilities of The Board of Directors can be seen in the the Board of Directors' Charter which can be downloaded in the Organizational Structure section of the BCA website (https://www.bca.co.id/en/about-bca/tata-kelola/Struktur-Organization).
5.	Business Group Governance Structure. The Board of Commissioners of the parent company owns the entirety of the business group and determines the establishment and implementation of governance related to the structure, business, and risks of business groups and entities. The Board of Commissioners and the Board of Directors must understand the organizational structure of the business group and the risks it faces.	BCA has had Integrated Governance Guidelines since November 21, 2017. BCA has also established an Integrated Governance Committee which is chaired by an Independent Commissioner. The Integrated Governance Committee supports the Main Entity's Board of Commissioners in supervising the implementation of integrated governance at the BCA Financial Conglomerate. Integrated Governance Guidelines can be downloaded in GCG Policy section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg).
6.	Risk Management Function. Banks must have a risk management function that is independent and has access to the Board of Commissioners.	The risk management function at BCA is carried out by the Risk Management Unit led by the Director of Risk Management. BCA also has a Risk Management Committee and an Integrated Risk Management Committee whose tasks are to provide recommendations to the Board of Directors on the implementation of integrated risk management at BCA and its Subsidiaries. Updates about the implementation of risk management at BCA is communicated to the Board of Commissioners through the Risk Monitoring Committee. The main points of the Risk Management Policy can be downloaded in the GCG Policy Section of the BCA website (https://www.bca.co.id/en/about-bca/tata-kelola/acgs/policy-gcg). More info on page 480-488
7.	Identification of Risk Monitoring and Control. All risks must be identified, monitored, and controlled. The quality of risk management infrastructure and internal control must be able to keep up with changes in the Bank's risk profile, external risk conditions, and industry practices.	BCA mitigates risk through identification, measurement, monitoring, and risk control in accordance with the applicable risk management framework as well as regular risk profiles. The main points of the Risk Management Policy can be downloaded in the GCG Policy Section of the BCA website (https://www.bca.co.id/en/about-bca/tata-kelola/acgs/policy-gcg). More info on page 480-488
8.	Communication of Risk. The implementation of effective risk governance requires accurate risk communication within the Bank, both between organizations as well as through reporting to the Board of Commissioners and the Board of Directors.	BCA submits the BCA Risk Profile Report every quarter and the Risk Profile Report every semester to the Board of Directors, the Board of Commissioners, and the Financial Services Authority (OJK). The main points of the Risk Management Policy can be downloaded in the GCG Policy Section of the BCA website (https://www.bca.co.id/en/about-bca/tata-kelola/acgs/policy-gcg).
9.	Compliance. The Board of Commissioners is responsible for supervising management related to the Bank's compliance risk. The Board of Commissioners must establish a compliance function and provide advice about and approve policies and processes, assessments, monitoring and reporting.	The compliance function at BCA is carried out by the Compliance Work Unit (SKK) led by the Director in charge of the compliance function. SKK monitors the implementation of the compliance function and the level of compliance of the Subsidiaries in an integrated manner. The Board of Commissioners carries out active supervision in the form of approval of policies and procedures, periodic reporting, follow ups, and meetings. The responsibilities of the Board of Commissioners can be seen in the the Board of Commissioners' Charter which can be downloaded in the Organizational Structure section of the BCA website (https://www.bca.co.id/en/about-bca/tata-kelola/Struktur-Organization). More info on page 477

No.	Description	Implementation in BCA
10.	Internal Audit. The internal audit function must make reports about independent assurance activities to the Board of Commissioners and must support the Board of Commissioners and the Board of Directors in the implementation of effective governance processes.	The Internal Audit function is carried out by the Internal Audit Division through independent assurance and consulting activities to provide added value to the risk management process, internal control, and corporate governance activities. The Internal Audit Division reports directly to the President Director and communicates with the Board of Commissioners through the Audit Committee. The internal audit function can be seen in the Internal Audit Charter which can be downloaded from the GCG Policy Section of the BCA website (https://www.bca.co.id/en/about-bca/tata-kelola/acgs/policy-gcg). More info on the page 470
11.	Compensation. The Bank's remuneration structure must support the implementation of corporate governance and risk management.	BCA's current remuneration structure is in line with OJK Regulation No. 45/POJK.03/2015 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks and OJK Circular Letter Number 40/SEOJK.03/2016 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks. Regular evaluation of the implementation of the remuneration policy is carried out by RNC. Regarding the remuneration function of RNC, you can download it from the Organizational Structure Section of the BCA website (https://www.bca.co.id/en/about-bca/tata-kelola/structure-organization). More info on the page 411
12.	Disclosure and Transparency. The implementation of the Bank's governance must be carried out transparently in respect of the Shareholders, Depositors, Stakeholders, and Market Participants.	BCA has implemented disclosure and transparency as an implementation of governance to Shareholders, Depositors, other relevant Stakeholders and Market Participants in accordance with OJK Circular Letter Recommendation Fulfillment Table No.32/SE OJK.04/2015 – Aspect E (Disclosure of Information). Disclosure and transparency policies can be found in the Governance Guidelines which can be downloaded in the GCG Policy Section of the BCA website (https://www.bca.co.id/en/about-bca/tata-kelola/acgs/policy-gcg).

3 Internalization

One of the efforts to encourage the implementation of Good Corporate Governance at BCA involves internalizing all levels of BCA's employees from entry to managerial levels. Internalization activities to support the implementation of Good Corporate Governance at BCA include:

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

As a tangible manifestation of BCA's commitment to improving the implementation of the principles of Good Corporate Governance in accordance with all applicable regulations, every year BCA requires employees between echelon 5 and echelon 1 to sign the Annual Disclosure statement.

The written Annual Disclosure statement includes:

- 1) Statement of whether or not there is an ownership of shares/shares participation of 10% or more in a company in the name of the employee or his/her wife/husband and/or children, either individually or jointly;

- 2) Statement of whether the person concerned serves as a Commissioner/Director/employee/partner/manager at the company in point 1) above and/or other companies;
- 3) Statement whether during the reporting period the company referred to in point 1) or 2) above received credit or became a BCA partner;
- 4) Statement of whether or not transactions are involved in the process of granting credit/transactions as partners;
- 5) Statement of whether or not there is a family relationship with the owners, Commissioners/Directors, and/or BCA partners;
- 6) Statement of whether the person concerned is a member of another organization that creates a conflict of interests;
- 7) Statement whether the person has receiving gifts/rewards from parties related to BCA, which may influence their decisions and/or whether the price of the gift-reward exceeds the reasonable limit; and
- 8) Other statements related to Conflicts of Interest.

b. Socialization of BCA Values.

BCA Values or corporate values that are instilled in each individual employee include:

1) Customer Focus

The implementation of Customer Focus includes, among others, SMART SOLUTION activities, which are programs to achieve the goal of achieving BCA's excellent service to meet customer needs and providing financial solutions, assessment of the Branch Service Quality Index, and assessment of Customer Engagement.

2) Integrity

The implementation of Integrity includes, among others, cultural internalization activities, namely the spirit of One BCA (One Goal, One Soul, One Joy) and Senada (Always by Your Side).

3) Teamwork

The implementation of Teamwork includes the TEAAA (Team Engagement Action, Action, Action) and Share Your TEX (Team Engagement Xperience) programs where each leader can share stories about the action plan to improve Team Engagement that has been carried out in his work unit through BCA internal social media, namely MyXperience.

4) Continuous Pursuit of Excellence

The implementation of the Continuous Pursuit of Excellence includes the BCA Innovation Award program which is open to all employees to provide innovative ideas for the development of BCA.

The principles of Good Corporate Governance are embodied in all BCA values, particularly in the Value of Integrity and the Value of Continuous Pursuit of Excellence. Vision, Mission, and BCA Values can be viewed on the BCA website (<https://www.bca.co.id/en/about-bca/korporasi/visi-misi>).

Socialization activities are carried out through sharing sessions and face-to-face meetings with leaders and colleagues of a division

(Community of Practice/ COP), and creating comics, intranet, and videos for BCA's internal portal, which can be downloaded by the employees.

c. Socialization of Good Corporate Governance. Socialization of Good Corporate Governance is carried out through:

1) Socialization of the Principles of Good Corporate Governance.

This socialization of the Principles of Good Corporate Governance was carried out through the Corporate Governance bulletin (GCG series bulletin) on the MyBCA internal portal that can be accessed by all BCA employees, though means such as infographics with themes of affiliated transactions and conflicts of interest, filling in the annual disclosures, etc.



2). Socialization of the Code of Ethics

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



- 3) Main Entity and Subsidiary Outreach
This socialization is carried out through Plasma TVs in various Headquarters in the Division/Work Unit and internally BCA Branch Office display. With Main Entity and Subsidiary playback with the video format playing repeatedly, it is hoped that BCA personnel can know more about the meaning of Entity Main and types of BCA Subsidiary Companies.



- 4) Socialization about Anti-Corruption and Gratification Control
This socialization is carried out through Plasma TVs in various Headquarters in the Division/Work Unit and internally BCA Branch Office display. With screening of Gratification Control and Anti Corruption with video formats played over and over again, hopefully BCA personnel can be more careful and avoid gratification practices and/or corruption.
- 5) Anti Fraud Awareness (AFA).
BCA has guidelines for implementing anti-fraud strategies that include information about sanctions and mandatory reports about risk management. BCA also actively promotes fraud awareness and gratification control through the distribution of anti-fraud themed comics, anti-fraud statements, anti-fraud slides, and a whistleblowing system that can be accessed by employees on the My BCA internal portal, AFA videos, posters, COP implementation of anti-fraud strategies, and compulsory e-learning.

BCA implements the AFA program so that every employee is able to play an active role in the Bank's anti-fraud culture. This is an effort to apply the principles of accountability and independence in

Good Corporate Governance, and to create a working environment that is free from fraud.



AFA Comic



Anti Fraud e-Learning campaign

- 6) Socialization About Affiliated Transactions and Transactions Involving Conflicts of Interest.
BCA plays an active role in disclosing information or reports about affiliated transactions and conflicts of interest in an effort to apply the principles of Good Corporate Governance. Policies related to reports of affiliated transactions and conflicts of interest are stipulated in the Board of Directors' Decree No. 214/ SK/ DIR/2019 dated December 27, 2019 concerning Affiliated Transactions and Transactions containing Conflicts of Interest and Circular Letter No. 319/ SE/POL/2019 dated December 27, 2019 on the Implementation Manual for Affiliated Transactions and Transactions Containing Conflicts of Interest. The policy can be accessed via the MyBCA intranet portal by all BCA employees nationwide. The socialization is held through GCG series bulletins and infographics on the internal portal MyBCA.

The implementation of Good Corporate Governance is an important factor in maintaining the trust of BCA's shareholders and stakeholders. The need to implement Good Corporate Governance is significant to maintaining BCA's business continuity amidst increasing business risks and challenges in the banking industry. It is expected that BCA can maintain healthy and sustainable business continuity through the application of the principles of Good Corporate Governance.

C. ASSESSMENT OF THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

Indicators of target achievement in the area of Good Corporate Governance implementation are assessed both internally and externally. The corporate governance assessment policy can be seen in the BCA Governance Guidelines which can be downloaded on the GCG Policy Section on the BCA website (<https://www.bca.co.id/en/about-bca/tata-kelola/acgs/policy-gcg>).

1. Internal Assessment

BCA performs an internal assessment of Good Corporate Governance implementation every semester through the self-assessment working paper method that references OJK Regulation No. 55/POJK.03/2016 and OJK Circular Letter No.13/SEOJK.03/2017 concerning the Implementation of Good Corporate Governance at Commercial Banks.

a. Procedure

BCA's Secretariat and Corporate Communications Division collect data and relevant information to perform the self-assessments related to the adequacy and effectiveness of the implementation of Good Corporate Governance. The assessments cover all aspects of governance by looking at the principles of significance and materiality. After the data is collected, the following aspects of governance are investigated:

1. Governance structure
Assess the adequacy of the structure and infrastructure of BCA's Governance so that the process of implementing the principles of Good Corporate Governance produces outcomes that are in line with the expectations of BCA's stakeholders.

2. Governance process
Assess the effectiveness of the process of implementing the principles of Good Corporate Governance, which is supported by the adequacy of the structure and infrastructure of BCA's Governance.
3. Governance outcome
Assess whether the quality of the governance outcomes meets the expectations of BCA's stakeholders.

b. Assessment Criteria

The criteria used in the assessment are stipulated in OJK Circular Letter No. 13/ SEOJK.03/2017 concerning the Implementation of Governance at Commercial Banks and includes at least 11 (eleven) assessment factors, namely:

1. Implementation of the duties and responsibilities of the Board of Directors;
2. Implementation of the duties and responsibilities of the Board of Commissioners;
3. Completeness and implementation of committee duties;
4. Handling conflicts of interest;
5. Implementation of the compliance function;
6. Implementation of the internal audit function;
7. Implementation of the external audit function;
8. Implementation of risk management including the internal control system;
9. Provision of funds to related parties and large exposures;
10. Transparency of the bank's financial and non-financial conditions, reports on the implementation of governance and internal reporting; and
11. Bank's strategic plan.

c. The parties conducting the assessment

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

d. The Results of Self-Assessment

The results of the self-assessments of the implementation of Good Corporate Governance conducted in the first and second semesters of 2021 ranked BCA at 1 (one), with the following details:

Self-Assessment Results of the Implementation of Good Corporate Governance in Individual

	Rank	Definition of Rank
1 st Semester	1	BCA's management has applied very good governance. The results are reflected in the adequacy of the principles of governance. If flaws existed in the implementation of the principles of governance, generally they were insignificant and could be resolved by normal actions taken by BCA's management.
2 nd Semester	1	BCA's management has applied very good governance. The results are reflected in the adequacy of the principles of governance. If flaws existed in the implementation of the principles of governance, generally they were insignificant and could be resolved by normal actions taken by BCA's management.

2. External Assessment

In 2021, the implementation of corporate governance at BCA was also assessed by independent external parties i.e. RSM Indonesia as a Domestic Ranking Body (DRB) of Indonesia for the ASEAN Corporate Governance (CG) Scorecard assessment.

ASEAN Corporate Governance (CG) Scorecard

The ASEAN CG Scorecard is one of the initiatives of the ASEAN Capital Market Forum (ACMF) supported by the Asian Development Bank (ADB) to improve the governance practices of ASEAN listed companies. Indonesia is 1 (one) of the 6 (six) ASEAN countries participating in this initiative. BCA is committed to implementing aspects of the assessment of the ASEAN CG Scorecard in order to improve its practice of good corporate governance.

In 2021, 100 (one hundred) of the Listed Companies with the largest market capitalization value in each of the ASEAN countries (Indonesia, the Philippines, Malaysia, Singapore, Thailand, and Vietnam) were assessed based on the criteria of the ASEAN CG Scorecard. BCA was one of the Companies listed in Indonesia that was assessed.

a. The party performing the assessment

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

b. Assessment Aspects

The ASEAN CG Scorecard assessment is based on information that can be accessed by the public. Aspects of the ASEAN CG Scorecard assessment are based on the corporate governance principles published by the Organisation for Economic Cooperation and Development (OECD).

Aspects of the ASEAN CG Scorecard assessment include:

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

c. Assessment Results

The ASEAN CG Scorecard indicators are used as the benchmark for the assessment results. BCA has exceeded the standard implementation of each of these indicators, as follows:

1. Summary of the AGM results is published on the next working day after the date of the Annual General Meeting of Shareholders and the Extraordinary General Meeting of Shareholders.
2. BCA has implemented the internationally-recognized framework for Sustainability Reporting.
3. BCA may utilize third-party services to search for the members of the Board of Commissioners and/or the Board of Directors.
4. Policies and completeness of the related governance processes around information technology issues including the handling of interference, cyber security, and disaster recovery.
5. BCA has also conducted a self-assessment based on the ASEAN CG Scorecard indicators to assist the assessors in measuring the implementation of the indicators. The self assessment results can be accessed through the BCA website at <https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/ACGS>.

d. BCA has carried out good corporate governance practices

In accordance with applicable regulations. Matters of concern in relation to the ASEAN CG Scorecard are still being discussed internally within BCA.

GENERAL MEETING OF SHAREHOLDERS

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

The legal basis for organizing the GMS of BCA refers to:

1. Law No. 40 of 2007 concerning Limited Liability Companies.
2. OJK Regulation No. 15/POJK.04/2020 dated April 21, 2020 concerning Planning and Holding General Meeting of Shareholders of Public Limited Companies.
3. OJK Regulation No. 16/POJK.04/2020 dated April 21, 2020 concerning the Implementation of Electronic General Meeting of Shareholders of Public Limited Companies.
4. BCA's Articles of Association can be seen on (can be seen on BCA website <https://www.bca.co.id/en/tentang-bca/tata-kelola/akta-perusahaan>).
5. Corporate Governance Guideline (can be seen on BCA website, <https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

1. Shareholders' Rights

The rights of the shareholders, among others:

- a. Attend the GMS.
- b. Propose GMS agenda in accordance to prevailing regulations.
- c. Obtain published GMS material no later than 28 days prior to the GMS.
- d. Receive opportunity to raise questions and/or opinions on each GMS agenda.

- e. Receive equal treatment from BCA.
- f. Voting at the GMS.
- g. Nominates candidates for the Board of Commissioners and/or the Board of Directors.
- h. Appoint a member of the Board of Directors and/or the Board of Commissioners or more to increase the number of existing members of the Board of Directors and/or the Board of Commissioners or to replace members of the Board of Directors and/or the Board of Commissioners who are dismissed.
- i. Dismiss members of the Board of Directors and the Board of Commissioners at any time before their ending term through GMS.
- j. Receive dividend payments in accordance with applicable procedures and regulations.
- k. Execute other rights and/or authorities pursuant to the BCA's Articles of Association and applicable laws and regulations, including the right to participate in case of authorizing the increase of capital, amend BCA's Articles of Association, and transfer all or part of assets that cause the sale of the company.

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

2. 2021 Annual GMS and Extraordinary GMS

In 2021, BCA held Annual GMS (AGMS) and Extraordinary GMS (EGMS). The agenda (along with an explanation of each agenda) discussed at the AGMS and EGMS is available at the Secretariat and Corporate Communication Division - BCA head office, and has been uploaded on the BCA website on the same date as the notice for GMS was released with the following details:

1. AGMS:

17. AGMS:

Day/Date	Monday, 29 March 2021	
Time	09.52 – 12.11 WIB	
Venue	Menara BCA Grand Indonesia, 19 th Floor Jl. M.H. Thamrin No. 1, Jakarta 10310	
Quorum	The number of share present or represented in the 2021 AGMS was 21,438,626,224 shares or equal to 86.954% of the total outstanding shares of BCA with valid voting rights, namely 24,655,010,000 shares, therefore the quorum as required by Article 23 Paragraph 1 letter a of the BCA's Articles of Association has been met.	
Attendance of: The Board of Commissioners	Djohan Emir Setijoso	President Commissioner
	Tonny Kusnadi*	Commissioner
	Cyrillus Harinowo	Independent Commissioner
	Raden Pardede*	Independent Commissioner
	Sumantri Slamet*	Independent Commissioner
	* attend the AGMS through video conferences, which enabled them to see and listen to one another during the Meeting so that they can pay attention, explain and answer directly to problems that occur or questions raised by shareholders regarding the agenda at the AGMS.	
All members of Board of Commissioners attend the AGMS (100%)		

Attendance of: the Board of Directors	Jahja Setiaatmadja	President Director
	Suwignyo Budiman	Deputy President Director
	Armand Wahyudi Hartono*	Deputy President Director
	Tan Ho Hien/Subur or also called Subur Tan	Director
	Henry Koenafi	Director
	Erwan Yuris Ang	Independent Director
	Rudy Susanto*	Director
	Lianawaty Suwono*	Director
	Santoso*	Director
	Vera Eve Lim	Director
	Gregory Hendra Lembong*	Director
	Haryanto Tiara Budiman	Director (concurrently as Director of Compliance)
	* attend the AGMS through video conferences, which enabled them to see and listen to one another during the Meeting so that they can pay attention, explain and answer directly to problems that occur or questions raised by shareholders regarding the agenda at the AGMS.	
	All members of Board of Directors attend the AGMS (100%)	
Attendance of: Audit Committee	Cyrillus Harinowo	Chairman
	Ilham Ikhsan*	Member
	Tjen Lestari*	Member
	* attend the AGMS through video conferences, which enabled them to see and listen to one another during the Meeting so that they can pay attention, explain and answer directly to problems that occur or questions raised by shareholders regarding the agenda at the AGMS.	
All members of Audit Committee attend the AGMS (100%)		
Attendance of: Risk Oversight Committee	Sumantri Slamet*	Chairman
	Endang Swasthika Wibowo*	Member
	Lianny Somyadewi D.*	Member
	* attend the AGMS through video conferences, which enabled them to see and listen to one another during the Meeting so that they can pay attention, explain and answer directly to problems that occur or questions raised by shareholders regarding the agenda at the AGMS.	
All members of Risk Oversight Committee attend the AGMS (100%)		
Attendance of: Remuneration and Nomination Committee	Raden Pardede*	Chairman
	Djohan Emir Setijoso	Member
	Rudi Lim*	Member
	* attend the AGMS through video conferences, which enabled them to see and listen to one another during the Meeting so that they can pay attention, explain and answer directly to problems that occur or questions raised by shareholders regarding the agenda at the AGMS.	
All members of Remuneration and Nomination Committee attend the AGMS (100%)		
Attendance of: Integrated Governance Committee	Sumantri Slamet*	Chairman
	Wimpie Rianto*	Member
	Sulistiyowati*	Member
	Gustiono Kustianto*	Member
	Joni Handrijanto*	Member
	Irianto Sutanto*	Member
	Mendari Handaya*	Member
	Ignatius Djulianto Sukardi*	Member
* attend the AGMS through video conferences, which enabled them to see and listen to one another during the Meeting so that they can pay attention, explain and answer directly to problems that occur or questions raised by shareholders regarding the agenda at the AGMS.		
8 members of Integrated Governance Committee attend the AGMS (72.7%)		

2. EGMS:

Day/Date	Thursday, 23 September 2021	
Time	10.20 – 10.55 WIB	
Venue	Menara BCA Grand Indonesia, 19 th Floor Jl. M.H. Thamrin No. 1, Jakarta 10310	
Quorum	The number of share present or represented in the 2021 EGMS was 21,430,645,151 shares or equal to 86.922% of the total outstanding shares of BCA with valid voting rights, namely 24,655,010,000 shares, therefore the quorum as required by Article 23 Paragraph 1 letter a of the BCA's Articles of Association has been met.	
Attendance of: The Board of Commissioners	Djohan Emir Setijoso	President Commissioner
	Tonny Kusnadi*	Commissioner
	Cyrrillus Harinowo	Independent Commissioner
	Raden Pardede*	Independent Commissioner
	Sumantri Slamet*	Independent Commissioner
	* attend the EGMS through video conferences, which enabled them to see and listen to one another during the Meeting so that they can pay attention, explain and answer directly to problems that occur or questions raised by shareholders regarding the agenda at the EGMS.	
	All members of Board of Commissioners attend the EGMS (100%)	
Attendance of: the Board of Directors	Jahja Setiaatmadja	President Director
	Suwignyo Budiman	Deputy President Director
	Armand Wahyudi Hartono*	Deputy President Director
	Tan Ho Hien/Subur or also called Subur Tan	Director
	Rudy Susanto	Director
	Lianawaty Suwono*	Director
	Santoso*	Director
	Vera Eve Lim	Director
	Gregory Hendra Lembong*	Director
	Haryanto Tiara Budiman*	Director (concurrently as Director of Compliance)
	Frengky Chandra Kusuma*	Director
	John Kosasih*	Director
	* attend the EGMS through video conferences, which enabled them to see and listen to one another during the Meeting so that they can pay attention, explain and answer directly to problems that occur or questions raised by shareholders regarding the agenda at the EGMS.	
	All members of Board Directors attend the EGMS (100%)	
Attendance of: Audit Committee	Sumantri Slamet*	Chairman
	Fanny Sagitadewi*	Member
	Rallyati A. Wibowo*	Member
	* attend the EGMS through video conferences, which enabled them to see and listen to one another during the Meeting so that they can pay attention, explain and answer directly to problems that occur or questions raised by shareholders regarding the agenda at the EGMS.	
	All members of Audit Committee attend the EGMS (100%)	
Attendance of: Risk Oversight Committee	Cyrrillus Harinowo	Chairman
	Subianto Rustandi*	Member
	Endang Swasthika Wibowo*	Member
	* attend the EGMS through video conferences, which enabled them to see and listen to one another during the Meeting so that they can pay attention, explain and answer directly to problems that occur or questions raised by shareholders regarding the agenda at the EGMS.	
	All members of Audit Committee attend the EGMS (100%)	

Attendance of: Remuneration and Nomination Committee	Raden Pardede*	Chairman
	Djohan Emir Setijoso	Member
* attend the EGMS through video conferences, which enabled them to see and listen to one another during the Meeting so that they can pay attention, explain and answer directly to problems that occur or questions raised by shareholders regarding the agenda at the EGMS.		
2 members of Remuneration and Nomination Committee attend the EGMS (66.7%)		
Attendance of: Integrated Governance Committee	Cyrillus Harinowo	Chairman
	Prabowo*	Member
	Sulistiyowati*	Member
	Pudjianto*	Member
	Sutedjo Prihatono*	Member
	Joni Handrijanto*	Member
	Irianto Sutanto*	Member
	Mendari Handaya*	Member
	Sri Indrajanti Dewi*	Member
* attend the EGMS through video conferences, which enabled them to see and listen to one another during the Meeting so that they can pay attention, explain and answer directly to problems that occur or questions raised by shareholders regarding the agenda at the EGMS.		
9 members of Integrated Governance Committee attend the EGMS (81.8%)		

3. Procedures for Organizing AGMS and EGMS

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

a. Notification

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

b. Announcement

- Announcements of the AGMS and EGMS are made no later than 14 (fourteen) days prior the notice of AGMS and EGMS.
- Announcement of the AGMS and EGMS are submitted to BCA's shareholders through at least at eASY.KSEI, the Indonesia Stock Exchange (IDX) website, and the BCA website. Moreover, the announcement of AGMS and EGMS are also published in national daily newspaper.
- Individual or more shareholders who jointly represent 1/20 (one twentieth) or more of the total number of BCA shares and have valid voting rights issued by BCA can propose agendas for the GMS. Proposals from shareholder must be received no later than 7 (seven) days prior the notice of GMS and will be included in the agenda of the GMS if they

meet the provisions of Article 21 Paragraph 4 of the BCA Articles of Association and Article 16 of the OJK Regulation No. 15/POJK.04/2020 dated April 20, 2020 on Planning and Holding General Meeting of Shareholders of Public Limited Companies.

c. Notice of GMS

- The time period for the notice of AGMS is 28 days prior to the day of AGMS and the notice of EGMS is 21 days prior to the day of EGMS without taking into account the date of the notice as well as the date of the EGMS. BCA also submitted an explanation for each agenda that requires shareholder approval.
- Notice of the AGMS and EGMS shall be made in at least at eASY.KSEI (e-Proxy), the Indonesia Stock Exchange (IDX) website, and the BCA website. Moreover, the notice of AGMS and EGMS are also published in national daily newspaper.
- To facilitate shareholders, proxy forms can be downloaded on the BCA website in the corporate governance section or can be obtained from PT Raya Saham Registra, BCA's Securities Administration Bureau, on working days and hours at Plaza Sentral Building 2nd Floor Jalan Jendral Sudirman Kavling 47-48, Jakarta, 12930.

d. Implementation

- Shareholders or shareholders' representatives who were entitled to attend the AGMS are shareholders whose names are registered in the Register of Shareholders on February 26, 2021 at 16:15 WIB. Shareholders or shareholders' representatives who were entitled to attend the EGMS are shareholders whose names are recorded in the register of holders of shares on August 31, 2021 at 16:15 WIB.
- In AGMS, in accordance with Article 23 Paragraph 1 of BCA's Articles of Association, the GMS is valid and therefore may be validly conducted and may adopt binding resolutions if the BCA's shareholders representing are more than $\frac{1}{2}$ (one half) of the total outstanding shares of the BCA with valid voting rights are present and/or represented at the GMS, unless otherwise specified.
- In EGMS, in accordance with to Article 27 paragraph 1 of BCA's Articles of Association, the EGMS is valid and therefore may be validly conducted and may adopt binding resolutions if the BCA's shareholders representing at least $\frac{2}{3}$ (two-thirds) of the total outstanding shares of the BCA with valid voting rights are present and/or represented at the EGMS.

- Each share issued has 1 (one) right to vote, the provisions in the BCA Articles of Association do not divide more than one classification of shares that can affect different voting rights.

e. Minutes of Meeting

- Summary minutes of the AGMS and EGMS are announced to the public through the BCA website within 1 (one) working day after the AGMS and EGMS are held and through a national daily newspaper and the IDX website no later than 2 (two) working days after the AGMS and EGMS are held. Moreover, the summary minutes of AGMS and EGMS are announced through eASY.KSEI.
- The proof of announcements of the summary minutes of the AGMS and EGMS are submitted to the OJK no later than 2 (two) working days after the announcement is made.
- The minutes of the AGMS and EGMS are submitted to OJK and IDX no later than 30 (thirty) days after the AGMS and EGMS are held. A copy of the minutes can be accessed and downloaded by the public on the BCA website under the corporate governance section.

AGMS and EGMS Procedures

Activity	AGMS	EGMS
Notification	Notified to OJK by sending letter No. 117/DIR/2021 dated February 4, 2021.	Notified to OJK by sending letter No. 777/DIR/2021 dated July 30, 2021.
Announcement	<ul style="list-style-type: none"> Published the AGMS Announcement through daily newspaper namely Bisnis Indonesia and The Jakarta Post, eASY.KSEI, and BCA website on February 11, 2021. Proof of the AGMS Announcement was submitted by sending hardcopy and e-reporting to OJK and IDX on February 16, 2021. 	<ul style="list-style-type: none"> Published the EGMS Announcement through daily newspaper namely Bisnis Indonesia and The Jakarta Post, eASY.KSEI, and BCA website on August 16, 2021. Proof of the EGMS Announcement was submitted by sending hardcopy and e-reporting to OJK and IDX on August 19, 2021.
Notice of GMS	<ul style="list-style-type: none"> The time period for the notice of AGMS was 28 (twenty-eight) days prior to the day of AGMS. Published the Notice of AGMS through daily newspaper namely Bisnis Indonesia and The Jakarta Post, eASY.KSEI, and BCA website on March 1, 2021. Proof of the Notice of AGMS was submitted by sending hardcopy and e-reporting to OJK and IDX on March 2, 2021. At the time of the Notice of AGMS, BCA also submitted the hardcopy and softcopy 2020 BCA Annual Report to the OJK. In addition, the 2020 BCA Annual Report is also available on the BCA website that can be accessed by stakeholders. 	<ul style="list-style-type: none"> The time period for the notice of EGMS was 21 (twenty-one) days prior to the day of EGMS. Published the Notice of EGMS through daily newspaper namely Bisnis Indonesia and The Jakarta Post, eASY.KSEI, and BCA website on September 1, 2021. Proof of the Notice of EGMS was submitted by sending hardcopy and e-reporting to OJK and IDX on September 3, 2021.
Implementation	Monday, March 29, 2021	Thursday, September 23, 2021

Activity	AGMS	EGMS
Summary of Minutes of Meeting	<ul style="list-style-type: none"> Published through BCA website on March 30, 2021. Published through KSEI website on March 31, 2021. Published through daily newspapers, Bisnis Indonesia and The Jakarta Post on March 31, 2021. Proof of publication was submitted by sending hardcopy and e-reporting to OJK and IDX on March 31, 2021. 	<ul style="list-style-type: none"> Published through BCA website on September 24, 2021. Published through KSEI website on September 27, 2021. Published through daily newspapers, Bisnis Indonesia and The Jakarta Post on September 27, 2021. Proof of publication was submitted by sending hardcopy and e-reporting to OJK and IDX on 27 September 2021.
Minutes of Meeting	<ul style="list-style-type: none"> Published through BCA website on April 15, 2021. Minutes of meeting was submitted by sending hardcopy and e-reporting to OJK and IDX on April 15, 2021. 	<ul style="list-style-type: none"> Published through BCA website on October 4, 2021. Minutes of meeting was submitted by sending hardcopy and e-reporting to OJK and IDX on October 4, 2021.

4. Attendance of Management, Committees, and Shareholders

A further description on the attendance of the management, committees, and shareholders in the AGMS and EGMS is listed on page 336-339 of this Annual Report.

5. Chairperson of AGMS and EGMS

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

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

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

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

- 1) Procedure for bringing up matters relating to the Meeting agenda
 - a) The shareholder or his/her proxy may ask questions and/or express opinions to the extent that they are directly related to the Meeting agenda item under discussion and require the Meeting resolution, subject to the following provisions:
 - i. The questions and/or opinions are submitted in writing by completing a form, which is provided to all the shareholders or their proxies before they enter the Meeting room, and the shareholder or his/her proxy must complete the form with the shareholder's name, the number of shares held/represented, the shareholder's e-mail address, and the questions and/or opinions to be asked or expressed; and

- ii. The questions and/or opinions are submitted at the time the Chairperson of the Meeting gives the shareholders or their proxies the opportunity to ask questions before conducting voting on the relevant agenda item, by raising hand and submitting the form to the Meeting officers.

- b) In the EGMS, the shareholder or the shareholder's proxy that electronically attends the Meeting may ask questions and/or express opinions, subject to the following provisions:

- i. The questions and/or opinions are submitted in writing through the chat feature in the "Electronic Opinions" column on the E-Meeting Hall screen of the eASY.KSEI application as long as the "General Meeting Flow Text" column is still displaying "Discussion started for agenda item no. []".

The Company will disable the "raise hand" and "allow to talk" features in the Zoom webinar on the AKSes facility.

- ii. When asking a question, the shareholder or the shareholder's proxy must provide information on the shareholder's name, the number of shares owned/represented, and the shareholder's e-mail address.
- c) Only the shareholders or their legitimate proxies that physically or electronically attend the Meeting are entitled to ask questions and/or express opinions in writing on the Meeting agenda item under discussion.
- d) The questions asked and/or opinions expressed must have a direct bearing on the Meeting agenda item under discussion.

- e) In AGMS, all questions will be answered in writing and will be sent to the e-mail address of the shareholders written in the form provided within 3 (three) working days after the date of the Meeting.
- f) In EGMS:
- The Company has the right to not answer any question that is raised without the shareholder's name and the number of shares owned/represented.
 - To give a fair opportunity to all shareholders, each shareholder or the shareholder's proxy that physically or electronically attends the Meeting may only ask and/or express a maximum of 3 (three) questions/opinions.
 - If several questions are related or about the same thing, the questions will be answered together.
 - To ensure the Meeting runs more effectively and efficiently, the Chairperson of the Meeting has the right to sort out the questions that will be answered outright (orally) and those that will be answered in writing.
 - The questions that have not been answered directly (orally) will be answered in writing within 3 (three) business days after the date of the Meeting. The Company will send the response to the e-mail address provided by the shareholder or the shareholder's proxy in the form provided for submitting questions or through the chat feature in the "Electronic Opinions" column on the E-Meeting Hall screen of the eASY.KSEI application. If the shareholder or the shareholder's proxy does not provide an e-mail address, the Company's response will be sent by mail to the shareholder's address as recorded in the Company's Register of Shareholders.
- 2) Procedure for voting and vote count
- In respect of all the Meeting agenda items that require a resolution, the vote count will be carried out with reference to the provisions of Company Law, OJK Regulation No. 15/POJK.04/2020 dated April 21, 2020 concerning the Planning and Holding General Meeting of Shareholders of Public Limited Companies (the "OJK REG ON GMS"), OJK Regulation No. 16/POJK.04/2020 dated April 20, 2020 concerning the Implementation of Electronic General Meeting of Shareholders of Public Limited Companies and the Company's Articles of Association, as follows:
- a) The Meeting resolutions shall be adopted by means of deliberation for consensus;
 - b) If the Meeting cannot adopt a resolution by deliberation for consensus, the resolution will be adopted by voting. During the voting, the shareholders or their proxies will have the right to cast their votes as AGREE, DISAGREE, or ABSTAIN on each meeting agenda item of the Company;
 - c) Quorum for passing resolutions:
 - (1) The resolution on the proposal put forward at the AGMS shall be valid if approved by more than $\frac{1}{2}$ (one half) of the total voting shares present at the Meeting.
 - (2) For EGMS, the resolution on the proposal put forward at the Meeting shall be valid if approved by more than $\frac{2}{3}$ (two-thirds) of the total voting shares present at the Meeting.
 - d) The Chairperson of the Meeting will ask the shareholders or their proxies that DISAGREE or ABSTAIN on the relevant proposal to raise their hands and submit their ballots to the Meeting officers, however, if the shareholder grants power to a proxy but casts votes through eASY.KSEI, the votes that will be counted are those cast by the shareholders through eASY.KSEI, and therefore the shareholder's proxy need not raise his/her hand and submit the ballot to the Meeting officers.
 - e) The shareholders or the shareholders' proxies that do not raise their hands to submit the ballots containing votes of DISAGREEMENT or ABSTENTION on the relevant proposal shall be deemed to have approved the relevant proposal without the Chairperson of the Meeting having to ask each of the shareholders or the shareholders' proxies to raise their hands to indicate agreement, except for the shareholders' proxies that have been granted the power of attorney through eASY.KSEI, with the votes having been cast through the eASY.KSEI application as described in d) above.
 - f) Based on the OJK REG ON GMS, any shareholders that ABSTAIN shall be deemed to cast the same votes as the majority votes cast by the shareholders at the Meeting.
 - g) For the vote count, the Meeting helpers will scan the barcodes on the ballots containing votes of DISAGREEMENT and ABSTENTION, which have been submitted to them.

- h) The shareholders or the shareholders' proxies that have registered their attendance but leave the Meeting room without reporting to the registration staff before the close of the meeting will be deemed to be present at the Meeting and approve the proposals put forward at the Meeting.
- i) In EGMS, voting by the shareholders or their proxies that electronically attend the Meeting through the eASY.KSEI application shall be done under the following procedure:
- The voting process takes place through the eASY.KSEI application on the E-Meeting Hall menu, Live Broadcasting submenu;
 - The shareholders that are present or have granted e-proxy in the Meeting through eASY.KSEI but have not cast their votes will have the opportunity to cast their votes during the voting period determined by the Company through the E-Meeting Hall screen in the eASY.KSEI application;
 - During the electronic voting process, the status "Voting for agenda item no [] has started" will appear in the 'General Meeting Flow Text' column;
 - The time allocated for direct e-voting through the eASY.KSEI application is 2 (two) minutes;
 - If the shareholder or the shareholder's proxy fails to cast any vote until the Meeting status shown in the 'General Meeting Flow Text' column changes to "Voting for agenda item no [] has ended", the shareholder or the shareholder's proxy will be deemed to ABSTAIN on the relevant Meeting agenda item
- j) Subsequently, the votes cast by the shareholders or their proxies either physically or electronically will be counted by the Company's Securities Administration Bureau and then verified by a Notary as an independent public official.
- k) The results of the vote count will be displayed on the screens in the Meeting room and GMS Video Streaming.

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

The independent parties that count and/or validate the votes at the 2021 AGMS and EGMS were PT Raya Saham Registra as BCA's Securities Administration Bureau and Christina Dwi Utami, SH, M.Hum., M.Kn., as the Public Notary who verified the vote count.

7. 2021 AGMS Decision and its Realizations

The decision of the 2021 AGMS and its realizations are as follows:

No.	Agenda	2021 AGMS Decision	Realization												
1.	First Agenda Approval of the Annual Report including the Company's Financial Statements and the Board of Commissioners' Report on its Supervisory Duties for the financial year ended 31 December 2020 and grant of release and discharge of liability (acquitt et decharge) to members of the Board of Directors for their actions related to the management of the Company and to members of the Board of Commissioners of the Company for their actions related to the supervision of the Company during the financial year ended 31 December 2020	<p>I. Approving the Annual Report, including:</p> <ol style="list-style-type: none"> 1. proving the Annual Report, including: 1. the Financial Statements, which include the Company's Balance Sheet and Profit or Loss Statement for the financial year ended 31 December 2020, audited by the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global), as evident from its report Number 00032/2.1025/AU.1/07/1124- 1/1/I/2021 dated 29 January 2021 with unmodified opinion, as contained in the 2020 Annual Report; and 2. the Board of Commissioners' Report on its Supervisory Duties, for the financial year ended 31 December 2020, as contained in the 2020 Annual Report; <p>II. Granting a release and discharge of liability (acquitt et decharge) to all members of the Board of Directors for their actions related to the management of the Company and the Board of Commissioners of the Company for their actions related to the supervision of the Company during the financial year ended 31 December 2020, to the extent that such actions were reflected in the Company's Annual Report and Financial Statements for the financial year ended 31 December 2020 and any relevant supporting documents thereof</p>	Realized.												
<table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>21,408,496,653 (99.860%)</td><td>3,932,200 (0.018%)</td><td>26,197,371 (0.122%)</td><td>-</td></tr> </table>				Voting Results:				Agree	Disagree	Abstain	Questions	21,408,496,653 (99.860%)	3,932,200 (0.018%)	26,197,371 (0.122%)	-
Voting Results:															
Agree	Disagree	Abstain	Questions												
21,408,496,653 (99.860%)	3,932,200 (0.018%)	26,197,371 (0.122%)	-												

No.	Agenda	2021 AGMS Decision	Realization												
2.	Second Agenda Appropriation of the Company's Net Profits for the financial year ended 31 December 2020	<p>I. Determining that according to the Company's Balance Sheet and Profit or Loss Statement for the financial year ended 31 December 2020, audited by the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PricewaterhouseCoopers Global), the Company's net profits for the financial year ended 31 December 2020 amounted to Rp27,131,109,059,999,- (twenty-seven trillion one hundred thirty-one billion one hundred nine million fifty-nine thousand nine hundred ninety-nine rupiah) ("Net Profits for 2020").</p> <p>II. Appropriating the Company's Net Profits for 2020 as follows:</p> <ol style="list-style-type: none"> An amount of Rp530,- (five hundred thirty rupiah) per share will be distributed as cash dividends for the financial year ended 31 December 2020 to the shareholders entitled to receive cash dividends; such amount includes the interim dividends of Rp2,416,190,980,000,- (two trillion four hundred sixteen billion one hundred ninety million nine hundred eighty thousand rupiah) or equal to Rp98,- (ninety-eight rupiah) per share already paid out by the Company on 22 December 2020; accordingly, the remaining amount of dividends is Rp10,650,964,320,000,- (ten trillion six hundred fifty billion nine hundred sixty-four million three hundred twenty thousand rupiah) or equal to Rp432,- (four hundred thirty-two rupiah) per share. As regards such dividend payments, the following terms and conditions shall apply: <ol style="list-style-type: none"> the remaining amount of dividends for the financial year 2020 will be paid out for each share issued by the Company as recorded in the Company's Register of Shareholders as at the record date, which will be determined by the Board of Directors; as regards the payments on the remaining dividends for the financial year 2020, the Board of Directors shall withhold tax on such dividends in accordance with the tax regulations in force; the Board of Directors is granted the power and authority to stipulate any matters concerning the payment of the remaining dividends for the financial year 2020, including (but not limited to): <ol style="list-style-type: none"> stipulating the record date as referred to in item (i) to determine the shareholders of the Company eligible to receive payments on the remaining dividends for the financial year 2020; and stipulating the date of payment of the remaining dividends for the financial year 2020, and any other technical matters with due observance of the regulations of the Stock Exchange where the Company's shares are listed; An amount of Rp271,311,090,599,- (two hundred seventy-one billion three hundred eleven million ninety thousand five hundred ninety-nine rupiah) will be appropriated as reserve fund; The remainder of the Net Profits for 2020 that has not been appropriated for any particular use will be determined as retained earnings. <p>III. Stating that such power and authority as described in point II item 1 of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p>	Realized.												
<table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>21,379,372,950 (99.724%)</td><td>37,171,037 (0.173%)</td><td>22,082,237 (0.103%)</td><td>-</td></tr> </table>				Voting Results:				Agree	Disagree	Abstain	Questions	21,379,372,950 (99.724%)	37,171,037 (0.173%)	22,082,237 (0.103%)	-
Voting Results:															
Agree	Disagree	Abstain	Questions												
21,379,372,950 (99.724%)	37,171,037 (0.173%)	22,082,237 (0.103%)	-												

No.	Agenda	2021 AGMS Decision	Realization																												
3.	Third Agenda Confirmation of the expiration of the term of office of and the appointment of the members of the Board of Commissioners and the Board of Directors of the Company	<p>I. Confirming that the expiry of the term of office of the members of the Board of Commissioners and the Board of Directors is effective from the close of the Meeting, and further granting a release and discharge of liability (acquitt et decharge) to all members of the Board of Commissioners of the Company for their actions related to the supervision of the Company and the Board of Directors for their actions related to the management of the Company during their respective terms of office, to the extent that such actions were reflected in the Company's books and records;</p> <p>II.a. Reappointing the members of the Company's Board of Commissioners and Board of Directors with the following composition:</p> <p>Board of Commissioners</p> <table><tr><td>Mr. Insinyur Djohan Emir Setijoso</td><td>President Commissioner</td></tr><tr><td>Mr. Tonny Kusnadi</td><td>Commissioner</td></tr><tr><td>Mr. Cyrillus Harinowo</td><td>Independent Commissioner</td></tr><tr><td>Mr. Doktor Insinyur Raden Pardede</td><td>Independent Commissioner</td></tr><tr><td>Mr. Sumantri Slamet</td><td>Independent Commissioner</td></tr></table> <p>Board of Directors</p> <table><tr><td>Mr. Jahja Setiaatmadja</td><td>President Director</td></tr><tr><td>Mr. Armand Wahyudi Hartono</td><td>Deputy President Director</td></tr><tr><td>Mr. Tan Ho Hien/Subur or called Subur Tan</td><td>Director</td></tr><tr><td>Mr. Rudy Susanto</td><td>Director</td></tr><tr><td>Mrs. Lianawaty Suwono</td><td>Director</td></tr><tr><td>Mr. Santoso</td><td>Director</td></tr><tr><td>Miss Vera Eve Lim</td><td>Director</td></tr><tr><td>Mr. Gregory Hendra Lembong</td><td>Director</td></tr><tr><td>Mr. Haryanto Tiara Budiman</td><td>Director (concurrently serving as Director of Compliance)</td></tr></table> <p>the term of office of the members of the Board of Commissioners and the Board of Directors mentioned above shall be effective from the close of the Meeting until the close of the Annual General Meeting of the Company which will be held in 2026 (two thousand twenty-six).</p> <p>b. Reappointing Mr. Ir. SUWIGNYO BUDIMAN as Deputy President Director of the Company with effect from the close of this Meeting until:</p> <p>(i). his successor is appointed by the Company's Annual General Meeting of Shareholders which will be held in 2022 (two thousand twenty-two), and</p> <p>(ii). the Company has obtained approval from the Financial Services Authority for the appointment of his successor, and</p> <p>(iii). the appointment of his successor has become effective;</p> <p>c. Appointing Mr. JOHN KOSASIH as Director of the Company, which will be effective on the date as determined by the Board of Directors of the Company after the Company obtains approval from the Financial Services Authority for such appointment, with a term of office until the close of the Company's Annual General Meeting of Shareholders which will be held in 2026 (two thousand twenty-six), provided that if the appointment of Mr. JOHN KOSASIH as a Director of the Company is not approved by the Financial Services Authority, such appointment shall automatically become null without requiring subsequent formal cancellation by the Company's General Meeting of Shareholders;</p>	Mr. Insinyur Djohan Emir Setijoso	President Commissioner	Mr. Tonny Kusnadi	Commissioner	Mr. Cyrillus Harinowo	Independent Commissioner	Mr. Doktor Insinyur Raden Pardede	Independent Commissioner	Mr. Sumantri Slamet	Independent Commissioner	Mr. Jahja Setiaatmadja	President Director	Mr. Armand Wahyudi Hartono	Deputy President Director	Mr. Tan Ho Hien/Subur or called Subur Tan	Director	Mr. Rudy Susanto	Director	Mrs. Lianawaty Suwono	Director	Mr. Santoso	Director	Miss Vera Eve Lim	Director	Mr. Gregory Hendra Lembong	Director	Mr. Haryanto Tiara Budiman	Director (concurrently serving as Director of Compliance)	Realized.
Mr. Insinyur Djohan Emir Setijoso	President Commissioner																														
Mr. Tonny Kusnadi	Commissioner																														
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No.	Agenda	2021 AGMS Decision	Realization												
	Third Agenda (continued)	<p>d. Appointing Mr. FRENGKY CHANDRA KUSUMA as Director of the Company, which will be effective on the first business day of the following month after the Company obtains approval from the Financial Services Authority for such appointment, with a term of office until the close of the Company's Annual General Meeting of Shareholders which will be held in 2026 (two thousand twenty-six), provided that if the appointment of Mr. FRENGKY CHANDRA KUSUMA as a Director of the Company is not approved by the Financial Services Authority, such appointment shall automatically become null without requiring subsequent formal cancellation by the Company's General Meeting of Shareholders;</p> <p>III. Expressing the highest appreciation and gratitude to Mr. HENRY KOENAIFI for his service during his term of office as a Director of the Company;</p> <p>IV. Expressing the highest appreciation and gratitude to Mr. ERWAN YURIS ANG for his service during his term of office as an Independent Director of the Company;</p> <p>V. Granting power and authority to the Board of Directors of the Company to determine the effective date for the appointment of Mr. JOHN KOSASIH as a Director of the Company after the Company obtains approval from the Financial Services Authority for the appointment of Mr. JOHN KOSASIH as a Director of the Company;</p> <p>VI. Granting power and authority to the Board of Commissioners to determine the duties and authorities of and among the members of the Board of Directors of the Company in accordance with the provisions of Article 12 paragraph 9 of the Company's Articles of Association;</p> <p>VII. Granting power and authority to the Board of Directors of the Company, with the right of substitution, to cause the resolution on the composition of the Board of Commissioners and the Board of Directors as described above to be expressed in a deed made before a Notary, including a subsequent deed containing the composition of the Board of Commissioners and the Board of Directors after the Company obtains an Approval Letter from the Financial Services Authority in respect of such Meeting resolution, and further file any necessary notice with the competent authorities, as well as taking any and all necessary actions in respect of such resolution in accordance with the prevailing laws and regulations;</p> <p>VIII. Stating that the grant of power and authority under point V and VII of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p>													
<table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>21,226,168,194 (99.009%)</td><td>207,047,993 (0.966%)</td><td>5,410,037 (0.025%)</td><td>-</td></tr> </table>				Voting Results:				Agree	Disagree	Abstain	Questions	21,226,168,194 (99.009%)	207,047,993 (0.966%)	5,410,037 (0.025%)	-
Voting Results:															
Agree	Disagree	Abstain	Questions												
21,226,168,194 (99.009%)	207,047,993 (0.966%)	5,410,037 (0.025%)	-												

No.	Agenda	2021 AGMS Decision	Realization												
4.	Fourth Agenda Determination of the amount of salary or honorarium and benefits for the financial year 2021 as well as bonus payments (tantieme) for the financial year 2020 payable to members of the Board of Directors and the Board of Commissioners of the Company	<p>I. (a) PT DWIMURIA INVESTAMA ANDALAN as the current majority shareholder of the Company is granted the power and authority to determine the type and/or amount of honorarium, benefits and/or facilities for the members of the Board of Commissioners serving the Company over the financial year 2021, with due regard to the recommendations from the Board of Commissioners, which will take into account the recommendations from the Remuneration and Nomination Committee;</p> <p>(b) the Board of Commissioners is granted the power and authority to determine the type and/or amount of honorarium, benefits and/or facilities for the members of the Board of Directors of the Company serving the Company over the financial year 2021, with due regard to the recommendations from the Remuneration and Nomination Committee;</p> <p>II. Upon considering the performance of the Company and the performance of the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2020, and with due observance of Regulation of the Financial Services Authority No. 55/POJK.03/2016 on the Implementation of Corporate Governance for Commercial Banks in conjunction with article 71 paragraph 1 of Law Number 40 of 2007 on Limited Liability Companies, and after receiving inputs from the Board of Commissioners, which also took into account the inputs from the Company's Board of Directors and the recommendations from the Remuneration and Nomination Committee, we proposed that the Meeting determine a maximum amount of Rp445,000,000,000 (four hundred forty-five billion rupiah) for the bonus payments (tantieme) payable to the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2020.</p> <p>In relation to such bonus payments (tantieme), we proposed that PT DWIMURIA INVESTAMA ANDALAN, as the current majority shareholder of the Company, be granted the power and authority to determine the amount of bonus payments (tantieme) and determine the distribution thereof to each member of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2020, including all matters related to such bonus payments.</p> <p>III. The amount of salary or honorarium and benefits to be given by the Company to the members of the Board of Directors and the Board of Commissioners of the Company serving in and over the financial year 2021 and the amount of bonus payments (tantieme) to be paid by the Company to the members of the Board of Directors and the Board of Commissioners of the Company who served in and over the financial year 2020 will be set out in the Annual Report for the financial year 2021;</p> <p>IV. Stating that the grant of power and authority under point (i) and (ii) of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <table border="1"> <thead> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> </thead> <tbody> <tr> <td>20,915,025,666 (97.558%)</td><td>449,894,819 (2.098%)</td><td>73,705,739 (0.344%)</td><td>-</td></tr> </tbody> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	20,915,025,666 (97.558%)	449,894,819 (2.098%)	73,705,739 (0.344%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
20,915,025,666 (97.558%)	449,894,819 (2.098%)	73,705,739 (0.344%)	-												

No.	Agenda	2021 AGMS Decision	Realization												
5.	Fifth Agenda Appointment of the Registered Public Accounting Firm (including the Registered Public Accountant practising through such Registered Public Accounting Firm) to audit/examine the Company's books and accounts for the financial year ended 31 December 2021	<p>I. Appointing the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global), as the Public Accounting Firm registered with the Financial Services Authority, to audit/examine the books and records of the Company for the financial year ended 31 December 2021.</p> <p>II. Granting power and authority to the Board of Commissioners to:</p> <ol style="list-style-type: none"> appoint the Public Accountant registered with the Financial Services Authority practicing through the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global) and its successor (if relevant) to audit/examine the books and records of the Company for the financial year ended 31 December 2021; appoint another Public Accounting Firm if the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global) for any reason whatsoever is unable to duly finish auditing/examining the books and records of the Company for the financial year ended 31 December 2021; and take any other actions deemed necessary in relation to the appointment and/or replacement of the Public Accounting Firm registered with the Financial Services Authority including, without limitation, determine the amount of fee and other requirements in relation to the appointment of such Registered Public Accounting Firm registered with the Financial Services Authority; <p>with due regard for the recommendations from the Audit Committee and the prevailing laws and regulations.</p> <p>III. Stating that such power and authority will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <table border="1"> <thead> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> </thead> <tbody> <tr> <td>21,433,031,824 (99.974%)</td><td>0 (0%)</td><td>5,594,400 (0.026%)</td><td>-</td></tr> </tbody> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	21,433,031,824 (99.974%)	0 (0%)	5,594,400 (0.026%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
21,433,031,824 (99.974%)	0 (0%)	5,594,400 (0.026%)	-												
6.	Sixth Agenda Grant of powers and authority to the Board of Directors to pay out interim dividends for the financial year ended 31 December 2021	<p>I. Granting power and authority to the Company's Board of Directors subject to the approval of the Board of Commissioners, to the extent the financial condition of the Company permits and with observance of the prevailing laws and regulations, to determine and pay out interim dividends for the financial year ended 31 December 2021, provided that to ensure compliance with Article 72 of Law No. 40 of 2007 on Limited Liability Companies, if the interim dividends are to be distributed, then the distribution must be made to the shareholders before the end of the financial year 2021, including determine the form, amount and method of payment of such interim dividends;</p> <p>II. Stating that such power and authority will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <table border="1"> <thead> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> </thead> <tbody> <tr> <td>21,379,370,650 (99.724%)</td><td>37,171,037 (0.173%)</td><td>22,084,537 (0.103%)</td><td>-</td></tr> </tbody> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	21,379,370,650 (99.724%)	37,171,037 (0.173%)	22,084,537 (0.103%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
21,379,370,650 (99.724%)	37,171,037 (0.173%)	22,084,537 (0.103%)	-												

No.	Agenda	2021 AGMS Decision	Realization												
7.	Seventh Agenda Approval of the Revised Recovery Plan of the Company.	<p>I. Approving the amendments to the Company's Recovery Plan, as incorporated in the Recovery Plan of PT Bank Central Asia Tbk 2021, which has been recorded in the supervisory administrative system of the Financial Services Authority, as evident from the letter from the Financial Services Authority Number S-2/PB.3/2021 dated 11 January 2021 on the Update of the Recovery Plan of PT Bank Central Asia Tbk 2021.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>21,434,141,087 (99.979%)</td><td>0 (0%)</td><td>4,485,137 (0.021%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	21,434,141,087 (99.979%)	0 (0%)	4,485,137 (0.021%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
21,434,141,087 (99.979%)	0 (0%)	4,485,137 (0.021%)	-												

8. 2021 EGMS Decision and its Realizations

The decision of the 2021 EGMS and its realizations are as follows:

No.	Agenda	2021 EGMS Decision	Realization												
1.	Agenda Approval of the Company's Stock Split	<p>I. Approving the Company's stock split, in which 1 (one) share of the Company currently with a nominal value of Rp62.50 (sixty-two rupiah and fifty cents) is divided into 5 (five) shares each with a nominal value of Rp12.50 (twelve rupiah and fifty cents), with a consequence that a shareholder currently owning 1 (one) share with a nominal value of Rp62.50 (sixty-two rupiah and fifty cents) will own 5 (five) shares, each with a nominal value of Rp12.50 (twelve rupiah and fifty cents);</p> <p>II. In connection with the Company's stock split as described in point I of this resolution, approving the amendment of the Company's Articles of Association, namely modifying the provisions of Article 4 paragraphs 1 and 2 of the Company's Articles of Association as described in the Comparative Table of Amendments to the Company's Articles of Association, which has been provided to the shareholders or their proxies as the Meeting materials and also presented during the Meeting.</p> <p>III. Granting power and authority to the Board of Directors of the Company, with the right of substitution, to take any and all necessary actions in respect of the implementation of the Company's stock split, including but not limited to determining and stipulating the procedure and schedule for the implementation of the stock split in accordance with the applicable regulations in the Capital Markets sector, causing such resolution to be restated/expressed in a notarial deed, amending the provisions of the Company's Articles of Association according to the resolution described in point II, including confirming the composition of the Company's shareholders (if necessary), and further filing any necessary notice with the competent authorities in respect of this Meeting resolution and/or the amendment to the Company's Articles of Association referred to in this Meeting resolution, as well as taking any and all necessary actions in accordance with the prevailing laws and regulations.</p> <p>IV. Stating that the grant of power and authority under point III of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>21,428,300,688 (99.989%)</td><td>23,063 (0.001%)</td><td>2,321,400 (0.010%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	21,428,300,688 (99.989%)	23,063 (0.001%)	2,321,400 (0.010%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
21,428,300,688 (99.989%)	23,063 (0.001%)	2,321,400 (0.010%)	-												

9. 2020 AGMS Decision and its Realizations

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

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

No.	Agenda	2020 Annual GMS Decision	Realization												
1.	First Agenda Approval of the Annual Report including the Company's Financial Statements and the Board of Commissioners' Report on its Supervisory Duties for the financial year ended 31 December 2019 and grant of release and discharge of liability (acquit et decharge) to all members of the Board of Directors and the Board of Commissioners of the Company for all actions taken in relation to the management and supervision of the Company in the financial year ended 31 December 2019	<p>I. Approving the Annual Report, including:</p> <ol style="list-style-type: none"> 1. The Financial Statements, which include the Company's Balance Sheet and Profit or Loss Statement for the financial year ended 31 December 2019, audited by the Public Accounting Firm of Tanudiredja, Wibisana, Rintis and Rekan (a member firm of PricewaterhouseCoopers), as evident from its report Number 00039/2.1025/ AU.1/07/0229-3/1/II/2020 dated February 6, 2020 with unmodified opinion, as contained in the 2019 Annual Report; and 2. The Board of Commissioners' Report on its Supervisory Duties, for the financial year ended 31 December 2019, as contained in the 2019 Annual Report; <p>II. Granting a release and discharge of liability (acquit et decharge) to members of the Company's Board of Directors and Board of Commissioners for their respective management and supervisory actions taken during the financial year ended 31 December 2019, to the extent that such actions were reflected in the Company's Annual Report and Financial Statements for the financial year ended 31 December 2019 and any relevant supporting documents thereof.</p>	Realized.												
<table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>20,818,476.288 (99.814%)</td><td>9,195,600 (0.044%)</td><td>29,555,144 (0.142%)</td><td>-</td></tr> </table>				Voting Results:				Agree	Disagree	Abstain	Questions	20,818,476.288 (99.814%)	9,195,600 (0.044%)	29,555,144 (0.142%)	-
Voting Results:															
Agree	Disagree	Abstain	Questions												
20,818,476.288 (99.814%)	9,195,600 (0.044%)	29,555,144 (0.142%)	-												

No.	Agenda	2020 Annual GMS Decision	Realization												
2.	Second Agenda Appropriation of the Company's Net Profits for the financial year ended 31 December 2019	<p>I. Determining that according to the Company's Balance Sheet and Profit or Loss Statement for the financial year ended 31 December 2019, audited by the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PricewaterhouseCoopers), the Company's net profits for the financial year ended 31 December 2019 amounted to Rp28,565,053,289,341,- (twenty-eight trillion five hundred sixty-five billion fifty-three million two hundred eighty-nine thousand three hundred forty-one rupiah) ("Net Profits for 2019");</p> <p>II. Appropriating the Company's Net Profits for 2019 as follows:</p> <ol style="list-style-type: none"> An amount of Rp555,- (five hundred fifty-five rupiah) per share will be distributed as cash dividends for the financial year ended 31 December 2019 to the shareholders entitled to receive cash dividends; such amount includes the interim dividends of Rp2,465,501,000,000,- (two trillion four hundred sixty-five billion five hundred one million rupiah) or equal to Rp100,- (one hundred rupiah) per share paid out by the Company on 20 December 2019; accordingly, the remaining amount of dividends is Rp11,218,029,550,000,- (eleven trillion two hundred eighteen billion twenty-nine million five hundred fifty thousand rupiah) or equal to Rp455,- (four hundred fifty-five rupiah) per share. <p>As regards such dividend payments, the following terms and conditions shall apply:</p> <ol style="list-style-type: none"> the remaining amount of dividends for the financial year 2019 will be paid out for each share issued by the Company as recorded in the Company's Register of Shareholders as at the record date, which will be determined by the Board of Directors; as regards the payments on the remaining dividends for the financial year 2019, the Board of Directors shall withhold the tax on such dividends in accordance with the tax regulations in force; the Board of Directors is granted the power and authority to stipulate any matters concerning the payment of the remaining dividends for the financial year 2019, including (but not limited to): <ol style="list-style-type: none"> stipulating the record date as referred to in item (i) to determine the shareholders of the Company eligible to receive payments on the remaining dividends for the financial year 2019; and stipulating the date of payment of the remaining dividends for the financial year 2019, and any other technical matters with due observance of the regulations of the Stock Exchange where the Company's shares are listed; <ol style="list-style-type: none"> An amount of Rp285,650,532,893,- (two hundred eighty-five billion six hundred fifty million five hundred thirty-two thousand eight hundred ninety-three rupiah) will be appropriated as reserve fund; The remainder of the Net Profits for 2019 that has not been appropriated for any particular use will be determined as retained earnings. <p>III. Stating that such power and authority as described in point II item 1 of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p>	Realized.												
<table border="1"> <thead> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> </thead> <tbody> <tr> <td>20,763,926,119 (99.553%)</td><td>58,293,413 (0.279%)</td><td>35,007,500 (0.168%)</td><td>-</td></tr> </tbody> </table>				Voting Results:				Agree	Disagree	Abstain	Questions	20,763,926,119 (99.553%)	58,293,413 (0.279%)	35,007,500 (0.168%)	-
Voting Results:															
Agree	Disagree	Abstain	Questions												
20,763,926,119 (99.553%)	58,293,413 (0.279%)	35,007,500 (0.168%)	-												

No.	Agenda	2020 Annual GMS Decision	Realization												
3.	Third Agenda Change in the composition of the Board of Directors of the Company	<p>I. Approving the resignation of Mrs. INAWATY HANDOJO as a Director (concurrently serving as the Director in charge of the compliance function) of the Company with effect from the date on which the appointment of the new Director in charge of the compliance function becomes effective;</p> <p>II. Expressing the highest appreciation and gratitude to Mrs. INAWATY HANDOJO for her service during her term of office as Director (concurrently serving as Director in charge of the compliance function);</p> <p>III. Appointing Mr. HARYANTO TIARA BUDIMAN as Director (concurrently serving as the Director in charge of the compliance function) of the Company, which will be effective on the first business day of the following month after the Company receives the approval of such appointment from the Financial Services Authority, with a term of office until the close of the Company's Annual General Meeting of Shareholders which will be held in 2021 (two thousand twentyone), provided that if the appointment of Mr. HARYANTO TIARA BUDIMAN as Director (concurrently serving as the Director in charge of the compliance function) of the Company is not approved by the Financial Services Authority, such appointment shall automatically become void without requiring cancellation by the Company's General Meeting of Shareholders, and Mrs. INAWATY HANDOJO will temporarily continue to hold her office as a Director (concurrently serving as the Director in charge of the compliance function) of the Company;</p> <p>IV. Appointing Mr. GREGORY HENDRA LEMBONG as Director of the Company, which will be effective on the first business day of the following month after the Company receives the approval of such appointment from the Financial Services Authority, with a term of office until the close of the Company's Annual General Meeting of Shareholders which will be held in 2021 (two thousand twentyone), provided that if the appointment of Mr. GREGORY HENDRA LEMBONG as Director of the Company is not approved by the Financial Services Authority, such appointment shall automatically become void without requiring cancellation by the Company's General Meeting of Shareholders;</p> <p>V. Granting power and authority to the Board of Commissioners of the Company to determine the duties and authorities of and among the members of the Board of Directors of the Company in accordance with the provisions of Article 12 paragraph 9 of the Company's Articles of Association; and</p> <p>VI. Granting power and authority to the Board of Directors of the Company, with the right of substitution, to cause the resolution on the composition of the Board of Commissioners and the Board of Directors as described above to be expressed in a deed made before a Notary, including the composition of the Board of Commissioners and the Board of Directors after obtaining the Approval Letter from the Financial Services Authority in respect of the above-mentioned Meeting resolution, and subsequently file any notice with the competent authorities, and take any and all necessary actions in respect of such resolution in accordance with the prevailing laws and regulations;</p> <p>VII. Stating that the grant of power and authority under point VI of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p>	Realized.												
<table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>20,638,518,467 (98.951%)</td><td>196,855,265 (0.944%)</td><td>21,853,300 (0.105%)</td><td>-</td></tr> </table>				Voting Results:				Agree	Disagree	Abstain	Questions	20,638,518,467 (98.951%)	196,855,265 (0.944%)	21,853,300 (0.105%)	-
Voting Results:															
Agree	Disagree	Abstain	Questions												
20,638,518,467 (98.951%)	196,855,265 (0.944%)	21,853,300 (0.105%)	-												

No.	Agenda	2020 Annual GMS Decision	Realization												
4.	Fourth Agenda Determination of the amount of salary or honorarium and benefits for the financial year 2020 as well as bonus payments (tantieme) for the financial year 2019 payable to members of the Board of Directors and the Board of Commissioners of the Company	<p>I. (a) PT DWIMURIA INVESTAMA ANDALAN as the current majority shareholder of the Company is granted the power and authority to determine the amount of honorarium and benefits to be paid by the Company to the members of the Board of Commissioners serving the Company over the financial year 2020, with due regard to the recommendations from the Board of Commissioners, which will take into account the recommendations from the Remuneration and Nomination Committee;</p> <p>(b) the Board of Commissioners is granted the power and authority to determine the amount of honorarium and benefits to be paid by the Company to the members of the Board of Directors of the Company serving the Company over the financial year 2020, with due regard to the recommendations from the Remuneration and Nomination Committee;</p> <p>II. Upon considering the performance of the Company and the performance of the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2019, and with due observance of Regulation of the Financial Services Authority No. 55/POJK.03/2016 on the Implementation of Good Corporate Governance for Commercial Banks in conjunction with article 71 paragraph 1 of Law Number 40 of 2007 on Limited Liability Companies, and after receiving inputs from the Board of Commissioners, which also took into account the inputs from the Company's Board of Directors and the recommendations from the Remuneration and Nomination Committee, the Meeting further determined by the shareholders in the form of legal entities that a maximum amount of Rp445,180,000,000,- (four hundred forty-five billion one hundred eighty million rupiah) will be paid as bonuses (tantieme) to the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2019.</p> <p>In relation to such bonus payments (tantieme), we proposed that PT DWIMURIA INVESTAMA ANDALAN, as the current majority shareholder of the Company, is granted the power and authority to determine the amount of bonuses (tantieme) to be paid and to determine the distribution thereof among the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2019, including all matters related to such bonus payments;</p> <p>III. The amount of salary or honorarium and benefits to be paid by the Company to the members of the Board of Directors and the Board of Commissioners serving the Company in and over the financial year 2020 and the amount of bonuses (tantieme) to be paid by the Company to the members of the Board of Directors and the Board of Commissioners who served in and over the financial year 2019 will be set out in the Annual Report for the financial year 2020.</p> <table border="1"> <thead> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> </thead> <tbody> <tr> <td>19,952,472,663 (95.662%)</td><td>883,592,722 (4.236%)</td><td>21,161,647 (0.102%)</td><td>-</td></tr> </tbody> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	19,952,472,663 (95.662%)	883,592,722 (4.236%)	21,161,647 (0.102%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
19,952,472,663 (95.662%)	883,592,722 (4.236%)	21,161,647 (0.102%)	-												

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

10. 2020 EGMS Decision and its Realizations

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

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

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

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

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

11. Realization of Dividend Payment

- Information related to the procedure of proposal and dividend distribution or payment, shareholders who are entitled to receive dividends, and related tax provisions are regulated in the BCA Dividend Distribution Policy. The main policy can be downloaded on the BCA website in the Corporate Governance-Corporate Action-Dividend section.
- Dividend payments (interim or final/annual) were made by BCA punctually and based on the principle of fairness. All shareholders are treated equally and dividends are paid no later than 30 (thirty) days after the announcement of an interim dividend and/or GMS approving the distribution of the final dividend.

- Payment of cash dividends for financial year 2020 was paid on April 28, 2021 and interim dividend payments for financial year 2021 were made on December 7, 2021.
- BCA published the announcement and procedure for payment of cash dividends 2020 on March 31, 2021 in daily newspaper namely Bisnis Indonesia and The Jakarta Post. The announcement and procedure for payment of the 2021 interim dividend was published on December 8, 2021 in daily newspaper namely Bisnis Indonesia and The Jakarta Post.
- The historical amount of dividend distribution can be seen on page 22-23 of this Annual Report.

12. Statements Regarding Unrealized GMS Resolutions

BCA has implemented all recommendations from the Annual GMS decision and Extraordinary GMS decision in the 2021 financial year, therefore, there is no information pertaining to any reason with regards to decisions that has not been realized.

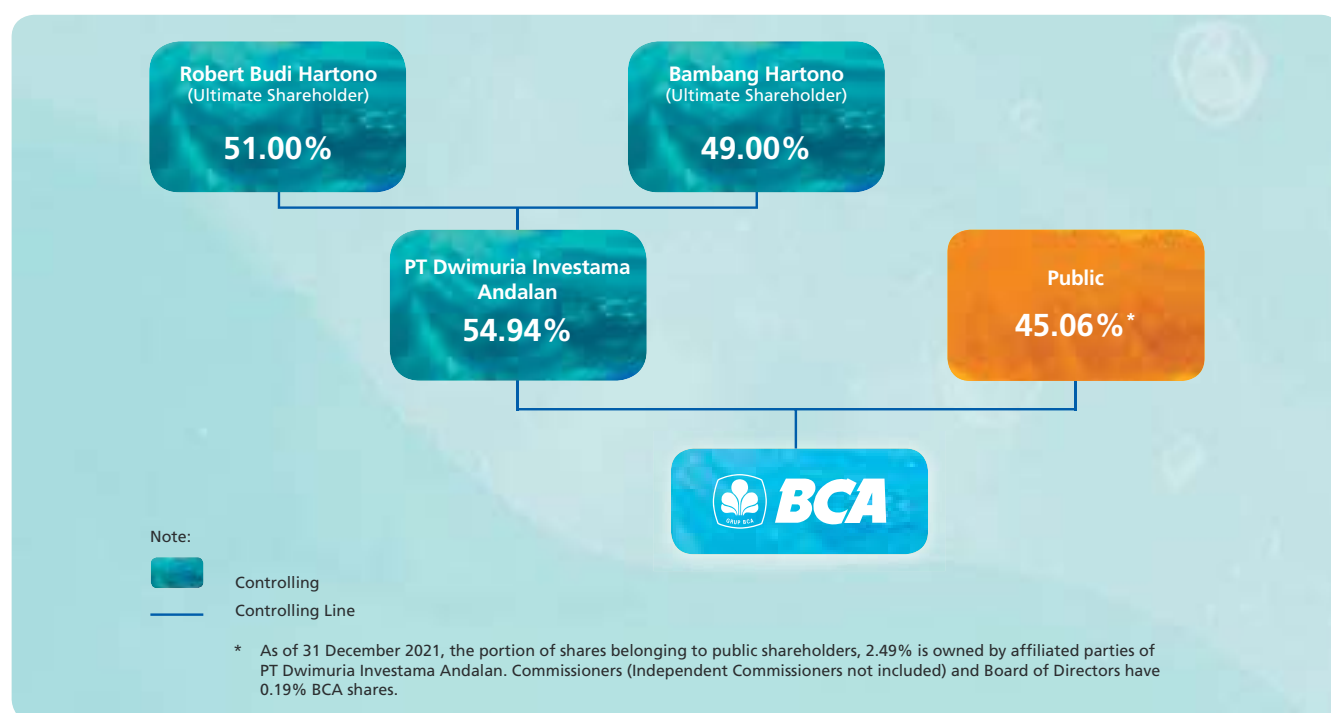
INFORMATION ON ULTIMATE/CONTROLLING SHAREHOLDER

Since November 11, 2016, BCA's ultimate/controlling shareholder is PT Dwimuria Investama Andalan. The Financial Services Authority has approved the changes of BCA's Controlling Shareholder through the letter No. KEP-15/D.03/2017 dated February 1, 2017 concerning the Results of Fit and Proper Test of PT Dwimuria Investama Andalan as a Prospective BCA's Controlling Shareholder.

In connection with the changes of the controlling shareholder, there was no change in control of BCA which the BCA's ultimate Controlling Shareholders remained Robert Budi Hartono and Bambang Hartono.

The information scheme or diagram regarding the BCA's Ultimate/Controlling shareholder, both directly and indirectly up to the individual shareholder is presented as follows:

The information scheme/diagram regarding the BCA's Ultimate/Controlling shareholder



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

BOARD OF COMMISSIONERS

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

1. The Board of Commissioners Charter

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

The Board of Commissioners Charter is listed in the BCA Governance Guidelines and can be accessed by the public through the BCA website in the Corporate Governance Section <https://www.bca.co.id/en/tentang-bca/tatakelola/struktur-organisasi>. In general, The Board of Commissioners Charter regulates the following:

- a. Board of Commissioners Composition and Criteria;
- b. Board of Commissioners Criteria/Requirements;
- c. Independent Commissioners;
- d. Independent Commissioners Criteria;
- e. Board of Commissioners Term of Office;
- f. Board of Commissioners Appointment;
- g. Board of Commissioners Concurrent Position;
- h. Board of Commissioners Obligations, Duties, Responsibilities and Authorities;
- i. President Commissioner Main Duties;
- j. Board of Commissioners Approval and Action;
- k. Board of Commissioners Prohibition;
- l. Board of Commissioners Transparency;
- m. Board of Commissioners Orientation;
- n. Board of Commissioners Training;
- o. Board of Commissioners Ethics and Working Hours;
- p. Board of Commissioners Meeting;
- q. Reporting and Accountability;
- r. Remuneration;
- s. Board of Commissioners Loans Provision;
- t. Board of Commissioners Self-Assessment.

2. Duties and Responsibilities of the Board of Commissioners

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

- a. Supervise the BCA's management policies and general management process, for the BCA's interest pursuant to the BCA's purposes and objectives.
- b. Direct, monitor and evaluate the implementation of BCA's strategic policies and advising the Board of Directors pursuant to the purposes and objectives of the BCA's Article of Association.
- c. Ensure the principles of corporate governance are implemented in all of BCA's business activities at all levels of the organization, at least through the supervision of:
 - 1) The implementation of the duties and responsibilities of the Board of Commissioners and Directors;
 - 2) The completeness and implementation of the duties of committees and work units that carry out the internal control function;
 - 3) The implementation and periodic evaluation of the remuneration policy;
 - 4) The implementation of the compliance function, internal auditor and external auditor;
 - 5) The implementation of risk management, including internal control system;
 - 6) The provision of funds to related parties and provision of large funds;
 - 7) The BCA's strategic plan;
 - 8) The transparency of BCA's financial and non-financial conditions;
 - 9) The approval and periodic review of BCA's vision, mission and core values.
- d. Supervise the implementation of Integrated Corporate Governance.
- e. Ensure that the Board of Directors has taken follow up actions on audit findings and recommendations from the IAD, External Auditor, supervision results from the authorities, including but not limited to Financial Services Authority, Bank Indonesia, and/or other authorities.
- f. Grant approval for the proposed merger or consolidation and/or integration that contains the information of the summary of independent appraiser's report.
- g. Notify the Financial Services Authority/Bank Indonesia within 7 (seven) working days from the discovery of violations of laws and regulations in financial and banking sector, and/or circumstances or predicted circumstances that may compromise the continuity of the BCA's business.

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

The Board of Commissioners must ensure that the established committees perform their duties effectively and shall evaluate the performance of these committees at the end of each financial year.
- i. Hold the meetings and prepare minutes of meeting for the following:
 - 1) Meetings of the Board of Commissioners periodically at least 1 (one) time in 2 (two) months or at least 6 (six) times in 1 (one) year.
 - 2) Meetings of the Board of Commissioners with the Board of Directors periodically at least 1 (one) time in 4 (four) months.
- j. Under certain conditions, hold the Annual GMS and other GMS in accordance with their authorities as stipulated in the applicable laws and regulations and BCA's Article of Association.
- k. Prepare and submit a report to the GMS or the Financial Services Authority or other parties.
- l. Approve the Bank Business Plan and Sustainable Finance Action Plan that are prepared by the Board of Directors.
- c. Suspend any member of the Board of Directors if such member of the Board of Directors is acting in contravention of the BCA's Articles of Association, harms the BCA's interests, neglects his/her duties, and/or violates the prevailing laws and regulations.
- d. Propose replacement and/or appointment of the Board of Directors member to the GMS while considering the recommendation of the Remuneration and Nomination Committee.
- e. Evaluate and decide upon Directors' request related to transactions that require the approval of the Board of Commissioners in accordance with BCA's Articles of Association, as follows:
 - 1) Lending money or providing credit facility or any other banking facility that has similar effect to or that results in lending:
 - i. to a related party as stipulated in the regulations of Bank Indonesia or the Financial Services Authority or any other competent authorities concerning the Legal Lending Limit for Commercial Banks.
 - ii. in a certain amount exceeding the amount stipulated by the Board of Commissioners from time to time.
 - 2) Providing guarantees in favour of another party (borgtocht):
 - i. to secure the payment obligations of a related party to another party as described in the regulations of Bank Indonesia or the Financial Services Authority or any other competent authorities concerning the Legal Lending Limit for Commercial Banks.
 - ii. to secure the obligations of another party in an amount exceeding the amount stipulated by the Board of Commissioners from time to time.
 - 3) Purchasing, or otherwise acquiring real property, except for the purpose of conducting the activities specified in the provisions of point (q) paragraph 2 of Article 3 of BCA's Articles of Association, in an amount exceeding the amount stipulated by the Board of Commissioners from time to time, that is to engage in other activities generally conducted by banks to the extent permitted by the prevailing laws and regulations, including among others, any measures for the purpose of restructuring or credit rescue, such as acquiring collateral, whether in part or in whole, by auction or by other means, if a debtor defaults on its obligations to the bank, provided that the collateral so acquired must be realized upon as soon as practicable.

Duties and Responsibilities of the President Commissioner

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

- a. Make a call for the the Board of Commissioners meeting.
- b. Chair the Board of Commissioners meeting.
- c. Chair the GMS.
- d. Coordinate the implementation of duties and responsibilities of the Board of Commissioners

In accordance with their duties and responsibilities, throughout 2021, the BCA's Board of Commissioners was not involved in decision making related to the BCA's operations.

3. Authorities of the Board of Commissioners

In carrying out its duties and responsibilities, the BCA's Board of Commissioners have the authorities to:

- a. Enter the buildings or other premises used or occupied by BCA, inspect all books, documents and other evidence, to audit and verify the cash and other financial conditions, and obtain information on all actions that the Board of Directors has taken.
- b. Obtain the explanations to the Board of Directors on any matters concerning to BCA.

- 4) Establishing a new company, making or withdrawing from or reducing or increasing capital participation, except for:
 - i. an increase in capital participation that comes from the BCA's dividends, or;
 - ii. any capital participation for the purpose of a credit rescue;
 with due observance of the prevailing laws and regulations.
- 5) Borrowing money for purposes other than those specified in the BCA's Articles of Association, comprises of raise public funds in the forms of deposits such as checking accounts (giro), time deposits, deposit certificates (sertifikat deposito), savings and/or any other deposits of similar nature.
- 6) Transferring or waiving the BCA's right to collect any claims that have been written off, whether in part or in whole, in the amount as determined by the Board of Commissioners from time to time.
- 7) Selling or transferring, or disposing of or creating security interests on the BCA's assets in an amount exceeding the amount as determined by the Board of Commissioners from time to time but in any event less than or equal to 1/2 (one half) of the BCA's net assets as evident in the BCA's balance sheet, in 1 (one) transaction or several separate or related transactions, in 1 (one) financial year.
- 8) Performing certain strategic legal acts or transactions that may have material adverse effect on the business continuity of BCA; the kinds of such legal acts or transactions shall be determined by the Board of Commissioners from time to time.

The Board of Commissioners shall be aware of the provisions of BCA's Articles of Association, the Board of Commissioners' Charter, as well as the prevailing laws and regulations in order to carry out their duties, responsibilities and authority.

4. Criteria for Member of Board of Commissioners

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

in the the Board of Commissioners Charter which can be downloaded at the Organizational Structure section of the BCA website (<https://www.bca.co.id/en/about-bca/tata-kelola/structure-organizational>).

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

- a. Has good character, morals and integrity.
- b. Capable of doing legal actions.
- c. Within 5 (five) years prior to appointment and while serving:
 - 1) Have never been convicted of a criminal act that was detrimental to state finances and/or related to the financial sector; and
 - 2) Have never been a member of the Board of Directors and/or Board of Commissioners which is during his/her tenure:
 - i. Did not held an annual GMS;
 - ii. Accountability as members of the Board of Directors and/or members of the Board of Commissioners ever been disapproved by the GMS or did not provide accountability as members of the Board of Directors and/or members of the Board of Commissioners to the GMS; and
 - iii. Had caused a company that has obtained the permit, approval or registration from the Financial Services Authority to fail its obligation to submit the Annual Report and/or Financial Report to the Financial Services Authority.
- d. Has a commitment to comply with the laws and regulations.
- e. Has knowledge and/or expertise in the fields required by BCA.
- f. Meets the following requirements for integrity, competence and financial reputation, as follows:
 - 1) Integrity, that include:
 - i. capable to take legal actions;
 - ii. has good character and morals, at least can be shown through the compliance with applicable provisions, including have never been convicted for committing a crime due to the proven to have committed crime prior to being nominated;
 - iii. has a commitment to comply with laws and regulations and uphold the Financial Services Authority policies;
 - iv. has a commitment towards the development of a sound financial services institution;
 - v. not included as party who is prohibited from becoming the Main Party;

- vi. Has a commitment not to do and/or repeat the actions that cause concerned is included as a party who is prohibited from becoming the Main Party.
- 2) Competency, that includes:
 - i. knowledge in banking which is adequate and relevant to the position;
 - ii. experiences in banking and/or finance
- 3) Financial reputation, that includes:
 - i. not having non performing loans and/or non performing financing.
 - ii. has never been declared bankrupt and/or have never been a shareholder, an insurance company controller who is not a shareholder, the Board of Directors' member, or the Board of Commissioners' member that has been found guilty of causing a company and/or business entity to be declared bankrupt within 5 (five) years prior to being nominated.
 - iii. has passed the fit and proper test which in accordance with the Financial Services Authority regulations.

5. Nomination for Members of Board of Commissioners

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

Nomination Mechanism

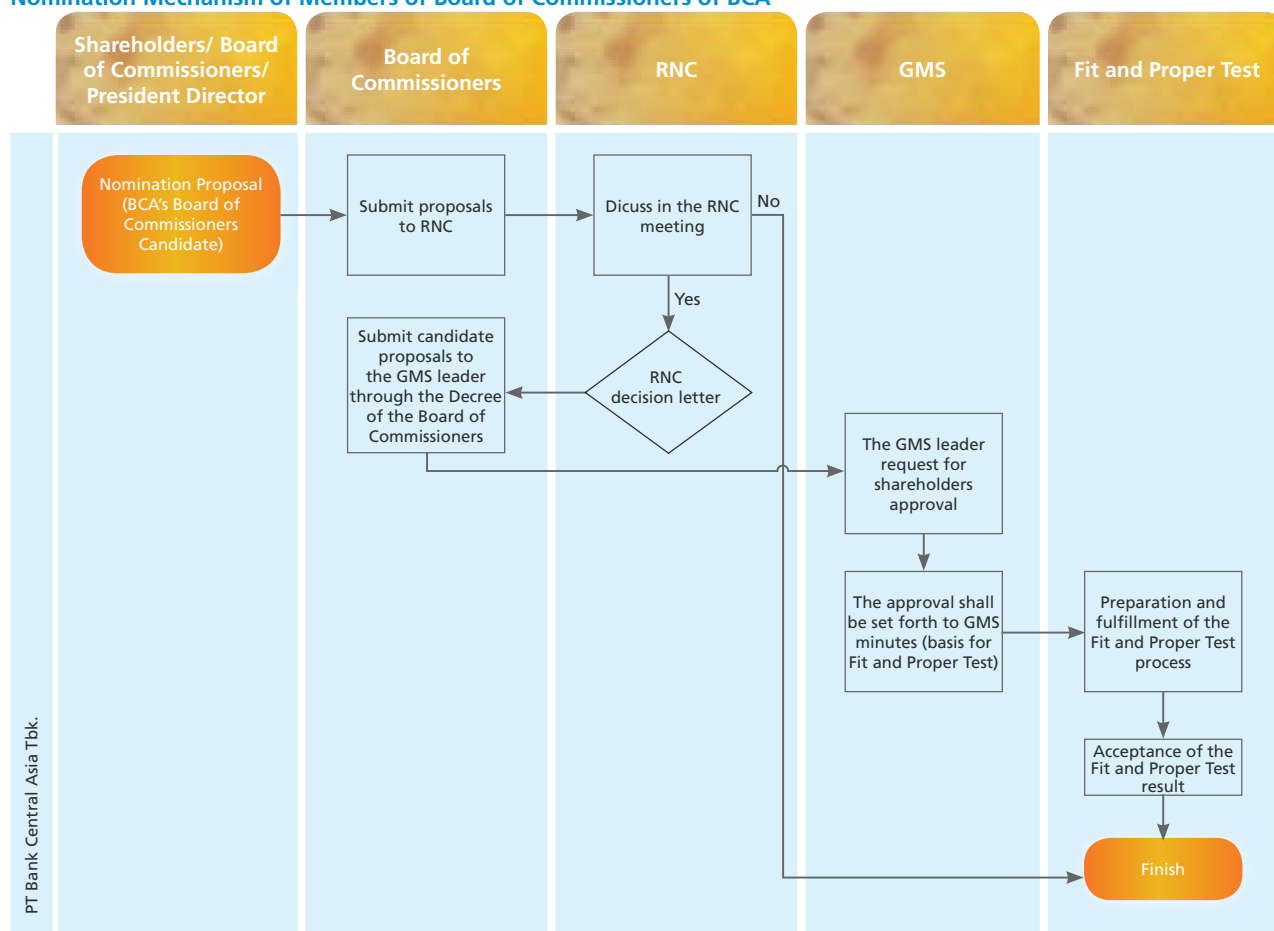
BCA has arrangements related to the nomination mechanism that stipulated under the Nomination Mechanism for the Board of Commissioners and Board of Directors document which can be accessed by the public through the BCA website in the Corporate Governance section (<https://www.bca.co.id/en/tentangbca/tata-kelola/acgs/kebijakan-gcg>).

Referring to Article 49 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks, the mechanism for the nomination of members of the Board of Commissioners' is as follows:

- a. Proposals from Shareholders/Board of Commissioners/President Director related to the nomination of the Board of Commissioners are submitted to Board of Commissioners.
- b. The Board of Commissioners request to the Remuneration and Nomination Committee (RNC) to discuss the proposals related to the Board of Commissioners' nomination.
- c. RNC conducts discussion related to the proposals in the RNC meeting. The discussion is outlined in the minutes of the RNC meeting. Matters to be considered in the meeting include:
 - 1) Reasons and/or considerations of proposals (among others based on interview results, financial reputation studies, track record experience, and public opinion circulating in various media);
 - 2) Criteria and qualifications of candidates are in accordance with the direction of the BCA strategy;
 - 3) RNC will take the following steps:
 - i. pay attention to external and internal conditions while considering the direction of BCA strategy;
 - ii. communicate with the Controlling Shareholder (if the proposal is not proposed by the Controlling Shareholder).
- d. After conducting the discussion, the RNC provides recommendation to the Board of Commissioners as outlined in the RNC Decision Letter.
- e. Based on the RNC recommendation, the Board of Commissioners submit the candidate for the Board of Commissioners to the chairman of GMS through the Board of Commissioners' Decision Letter.
- f. The chairman of GMS requests for Shareholders' approval in the GMS agenda regarding nomination of the Board of Commissioners.
- g. After obtaining GMS approval, the approval shall be set forth in the minutes of the GMS, which utilized as the basis for Fit and Proper Test of the Board of Commissioners Candidate.
- h. BCA can utilize the third parties services to seek for the Board of Commissioners candidates.

The explanation of the nomination flow above is illustrated in the form of a diagram below:

Nomination Mechanism of Members of Board of Commissioners of BCA



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

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

OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Good Corporate Governance For Commercial Banks	Implementation at BCA
Have at least 3 (three) people and at most are the same as the number of Board of Directors members.	There are 5 (five) members of the Board of Commissioners.
Have at least 1 (one) member of the Board of Commissioners domiciled in Indonesia	All of the BCA's Board of Commissioners members are domiciled in Indonesia
Have Independent Commissioners for at least 50% (fifty percent) of the total members of the Board of Commissioners.	The number of BCA Independent Commissioners are 3 (three) people or 60% (sixty percent) of the total members of the Board of Commissioners of BCA.

As of December 31, 2021, BCA have 5 (five) members of the Board of Commissioners, which consist of 1 (one) President Commissioner, 1 (one) Commissioner, and 3 (three) Independent Commissioners. The number of members of BCA's Board of Commissioners do not exceed the number of members of the BCA's Board of Directors. The number of Independent Commissioners of BCA are 60% (sixty percent) of the total members of the BCA's Board of Commissioners. All of the BCA's Board of Commissioners members are domiciled in Indonesia.

Throughout 2021, there was no change in the Board of Commissioners composition, so that in this Annual Report, BCA does not present the reason for the changes in the Board of Commissioners composition. The composition of the BCA Board of Commissioners' membership in 2021 stipulated in The Meeting Resolution Deed of PT Bank Central Asia Tbk No. 22 dated June 4, 2021, made by Notary Christina Dwi Utami, S.H. M.Hum., M.Kn. in Jakarta.

The Composition of BCA Board of Commissioners as of December 31, 2021

Name	Position	Approval Letter No.	Periode Jabatan
Djohan Emir Setijoso	President Commissioner	13/99/GBI/DPIP/Rahasia dated August 25, 2011	2021 – 2026
Tonny Kusnadi	Commissioner	5/4/DpG/DPIP/Rahasia dated September 4, 2003	2021 – 2026
Cyrellus Harinowo	Independent Commissioner	5/4/DpG/DPIP/Rahasia dated September 4, 2003	2021 – 2026
Raden Pardede	Independent Commissioner	8/84/DPB3/TPB3-2 dated August 16, 2006	2021 – 2026
Sumantri Slamet	Independent Commissioner	SR-117/D.03/2016 dated July 11, 2016	2021 – 2026

All of the BCA's Board of Commissioners have obtained approval from Bank Indonesia (as of now OJK) and have passed the Fit and Proper Test from Bank Indonesia (as of now OJK) before performing their duties and functions. Those implementations are in accordance with Bank Indonesia Regulation No. 12/23/PBI/2010 concerning the Fit and Proper Test and Bank Indonesia Circular Letter No. 13/8/DPNP concerning the Fit and Proper Test as amended by Bank Indonesia Circular Letter No. 13/26/DPNP dated November 30, 2011.

7. Term of Office of the Board of Commissioners

In accordance with Articles of Association, the term of office of the members of Board of Commissioners are 5 (five) years from the date stipulated by the GMS. The term of office of the Board of Commissioners members for this period will end on the closing of BCA's Annual GMS in 2026. The GMS still has the authority to dismiss one or more members of the Board of Commissioners at any time before the end of their term of office.

8. Orientation Program for New Members of Board of Commissioners

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

The Board of Commissioners orientation program are stipulated in:

- BCA Governance Guidelines Chapter 3 concerning the Board of Commissioners Charter.
- Board of Directors Decree No. 189/SK/DIR/2020 dated December 4, 2020 concerning Orientation Guidelines for the New Board of Directors and the Board of Commissioners Members of PT Bank Central Asia Tbk.

The orientation programs include the following:

- Knowledge about BCA's Vision, Mission, Values, Strategy;
- BCA's medium and long term plans (current year of Bank Business Plan);
- BCA's performance and finance; and
- Relevant matters in the banking sector.

Orientation Procedures

The orientation procedures for the new members of the Board of Commissioners can be carried out, among others by:

- Presentation by the Work Units of Head Office (UKKP)
- Visits to various BCA's activity locations
- Meetings and discussions with other members of the Board of Directors and the Board of Commissioners to discuss various BCA issues or other information needed.
- Learning various information regarding BCA which is available electronically (online base).

In 2021, there were no orientation program that conducted for the Board of Commissioners because of there were no appointment of the new Board of Commissioners members.

9. Training Program to Enhance the Board of Commissioners' Competence

BCA has established the training program policy for the Board of Commissioners, that stipulated in the Board of Commissioners Charter. BCA obliges the Board of Commissioners Members to take a part in training program at least 1 (one) time in a year to support the implementation of their duties and responsibilities. The list of training programs attended by the Board of Commissioners throughout 2021 are shown below:

Training Program that Participated by the Members of Board of Commissioners in 2021

No.	Name	Training Program	Organizer	Date
1	D.E. Setijoso	BCA Trading Trends 2021	BCA	January 15, 2021
		Annual Financial Services Industry Gathering OJK 2021	OJK	January 15, 2021
		Online Event 2021: Toward The Age of Electric Vehicle	BCA	January 18, 2021
		Book Review: Towards The Age of Electric Vehicles	BCA	July 22, 2021
		The Beyond B: How Crypto Work Under the Hood	GDP VENTURE	August 9, 2021
		Indonesia Knowledge Forum (IKF) X-2021	BCA	October 7, 2021
		BCA Trade Webinar 2021 "Embrace Trade Recovery Momentum"	BCA	November 23, 2021
		Online Event BCA Solitaire "Voluntary Disclosure Programme: Tax Amnesty II"	BCA	December 7, 2021
		ESG and Climate Change Impact	TSC	December 14, 2021
2	Tonny Kusnadi	BCA Trading Trends 2021	BCA	January 15, 2021
		The Beyond B: How Crypto Work Under the Hood	GDP VENTURE	August 9, 2021
		Bonds Client Webinar	BCA	October 1, 2021
		Indonesia Knowledge Forum (IKF) X-2021	BCA	October 7, 2021
		BCA Trade Webinar 2021 "Embrace Trade Recovery Momentum"	BCA	November 23, 2021
3	Cyrillus Harinowo	ESG and Climate Change Impact	TSC	December 14, 2021
		Kick Off Meeting: Indonesia's Economic Recovery in the Post COVID-19	BCA Finance	January 13, 2021
		BCA Trading Trends 2021	BCA	January 15, 2021
		Online Event 2021: Towards The Age of Electric Vehicles	BCA	January 18, 2021
		The Developments and Opportunities of Electric Vehicles in Indonesia	BCA	June 24, 2021
		The Beyond B: How Crypto Work Under the Hood	GDP VENTURE	August 9, 2021
		Bonds Client Webinar	BCA	October 1, 2021
		Indonesia Knowledge Forum (IKF) X-2021	BCA	October 7, 2021
		BCA Trade Webinar 2021 "Embrace Trade Recovery Momentum"	BCA	November 23, 2021
		Annual Meeting Bank Indonesia 2021 - Awakened and Optimistic: Synergy and Innovation for Economic Recovery along with the command from the President of the Republic of Indonesia	Bank Indonesia	November 24, 2021
4	Raden Pardede	BCA Trading Trends 2021	BCA	January 15, 2021
		Economic Outlook 2021	BCA	April 22, 2021
		The Beyond B: How Crypto Work Under the Hood	GDP VENTURE	August 9, 2021
		Bonds Client Webinar	BCA	October 1, 2021
		Indonesia Knowledge Forum (IKF) X-2021	BCA	October 7, 2021
		Economic Outlook 2022: Investment Prospects in 2022	Berita Satu Media Holdings	November 23, 2021
		Wealth Inspiration Webinar Economic Outlook 2022	BCA	November 26, 2021
		ESG and Climate Change Impact	TSC	December 14, 2021
5	Sumantri Slamet	BCA Trading Trends 2021	BCA	January 15, 2021
		Annual Financial Services Industry Gathering OJK 2021	OJK	January 15, 2021
		Online Event 2021: Toward The Age of Electric Vehicle	BCA	January 18, 2021
		Online CoP Series COVID-19 ENDGAME: Where We Are Now and Vaccine as a Means to an End	BCA	January 22, 2021
		FX Client Webinar	BCA	March 26, 2021

No.	Name	Training Program	Organizer	Date
	Sumantri Slamet	Book Review: Towards The Age of Electric Vehicles	BCA	July 22, 2021
		The Beyond B: How Crypto Work Under the Hood	GDP VENTURE	August 9, 2021
		Bonds Client Webinar	BCA	October 1, 2021
		Indonesia Knowledge Forum (IKF) X-2021	BCA	October 7, 2021
		BCA Trade Webinar 2021 "Embrace Trade Recovery Momentum"	BCA	November 23, 2021
		Wealth Inspiration Webinar Economic Outlook 2022	BCA	November 26, 2021
		ESG and Climate Change Impact	TSC	December 14, 2021

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

10. The Board of Commissioners Share Ownership Amounted to 5% or More of the Paid-Up Capital

BCA policy that regulates the share ownership report for the Board of Commissioners refers to Article 39 of OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Good Corporate Governance For Commercial Banks and Article 2 of OJK Regulation No. 11/POJK.04/2017 concerning Report of Ownership or Any Changes to Share Ownership in Public Companies and OJK Circular Letter No. 13/SEOJK.03/2017 concerning the Implementation of Good Corporate Governance for Commercial Banks.

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

The Board of Commissioners' Charter has regulated the following matters:

- The obligation of the Board of Commissioners to disclose the share ownership of 5% (five percent)

or more of the paid-up capital, which includes the type and number of shares in BCA, other banks, nonbank financial institution and other companies, which are domiciled home and abroad. In addition, BCA has also held and kept a special register as stipulated in Article 50 of Law of Limited Liability Companies.

- The obligation of members of the Board of Commissioners to submit ownership information and any changes of the BCA's shares within 3 (three) working days. This policy is in accordance with Article 3 of OJK Regulation No. 11/POJK.04/2017 concerning Report of Ownership or Any Changes to Share Ownership in Public Companies and has been socialized through Memorandum No. 120/MO/DCS/2017 dated April 25, 2017 by the Corporate Secretary to entire Board of Directors and Board of Commissioners.

BCA has also submitted a report on any changes of the Board of Commissioners share ownership in 2021 through the e-reporting system and hardcopy document to OJK and Indonesia Stock Exchange (IDX) as a form of compliance with internal and external policies regarding share ownership reports.

Table of Share Ownership of Members of the Board of Commissioners amounted 5% or more as of December 31, 2021

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

Note:

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

Table of the BCA Share Ownership by the Board of Commissioners in 2021:

Name	Ownership Amount in Beginning Year (as of January 1, 2021)	Ownership Amount in End of Year (as of December 31, 2021)
Djohan Emir Setijoso	21,200,121	106,217,895 ^{*)}
Tonny Kusnadi	1,217,653	6,762,050 ^{*)}
Cyrillus Harinowo	N/A	N/A
Raden Pardede	N/A	N/A
Sumantri Slamet	N/A	N/A

Note:
^{*)} There was a stock split with a ratio of 1:5 on October 13, 2021

11. Concurrent Positions of Members of Board of Commissioners

Throughout 2021, BCA ensured that the Board of Commissioners complied with the regulations related to the concurrent positions of Board of Commissioners in accordance with OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers or Public Companies and OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Good Corporate Governance For Commercial Banks.

- a. Members of BCA's Board of Commissioners do not hold concurrent positions as the members of the Board of Directors, the Board of Commissioners, or executive officers:
 - 1) In financial institutions or financial companies, either banks or non-banks;
 - 2) In more than one non-financial institutions or non-financial companies, which located in the domestic and foreign countries.
- b. The following conditions are not considered as concurrent positions, as referred to in paragraph on the above (paragraph a):
 - 1) Members of the Board of Commissioners serve as the members of the Board of Directors,

members of the Board of Commissioners, or executive officers who perform supervisory functions in 1 (one) non-bank subsidiary company controlled by BCA;

- 2) Non-independent Commissioner perform functional duties for the bank's shareholders that legal entities in BCA's business groups;
- 3) Members of the Board of Commissioners hold position in non-profit organization or institutions.

The duties of the position and function, as referred to in the paragraph on the above (paragraph b) can be performed as long as the Board of Commissioners do not neglect their main duties and responsibilities as a member of the BCA's Board of Commissioner.

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

Table of Concurrent Positions of the Board of Commissioners of BCA in 2021

Name	Position in BCA	Position at Other Banks	Position at Other Institutions/Companies	Industry
Djohan Emir Setijoso	President Commissioner	-	-	-
Tonny Kusnadi	Commissioner	-	President Commissioner PT Sarana Menara Nusantara Tbk	Telkom Tower Operator
Cyrillus Harinowo	Independent Commissioner	-	-	-
Raden Pardede	Independent Commissioner	-	Independent Commissioner PT Adaro Energy Tbk	Mining
Sumantri Slamet	Independent Commissioner	-	Member of Risk Committee of Universitas Indonesia	Education

Note:

^{*)} He has submitted his resignation on November 11, 2021. The resignation will be effective based on the resolution of the GMS of PT Adaro Energy Tbk.

Table of the Concurrent Position of the Board of Commissioners in the BCA's Committee in 2021

Name	Position in BCA	Period	Position in Committee
Djohan Emir Setijoso	President Commissioner	2021-2026	• Remuneration and Nomination Committee (RNC) member
Tonny Kusnadi	Commissioner	2021-2026	-
Cyrellus Harinowo ^{*)}	Independent Commissioner	2021-2026	• Chairman of Risk Oversight Committee (ROC) • Chairman of Integrated Governance Committee (IGC)
Raden Pardede ^{**)}	Independent Commissioner	2021-2026	• Chairman of Remuneration and Nomination Committee (RNC)
Sumantri Slamet ^{***)}	Independent Commissioner	2021-2026	• Chairman of Audit Committee (AC)

Note:

^{*)} Previously served as Chairman of the Audit Committee for the 2016-2021 AGMS period.^{**)} Previously served as Chairman of the Remuneration and Nomination Committee for the 2016-2021 AGMS period^{***)} Previously served as Chairman of the Risk Oversight Committee and Integrated Governance Committee for the 2016-2021 AGMS period

12. Report on the Implementation of Duties and Assessments of the Committee of the Board of Commissioners

The Committees under the Board of Commissioners that have been formed to support the Board of Commissioner duties include:

- Audit Committee (AC)
- Risk Oversight Committee (ROC)
- Remuneration and Nomination Committee (RNC)
- Integrated Governance Committee (IGC)

The Board of Commissioners conduct the assessment to those committees with the following conditions:

1. Criteria

The assessment criteria for the committees of the Board of Commissioners are based on their compliance with the charter and realization of work/implementation of the duties of each committee.

2. Process

The assessment is carried out by the Board of Commissioners once a year.

3. Result

The Board of Commissioners consider that throughout 2021 all of the Board of Commissioners committees have carried out their duties and responsibilities effectively and have been worked accordingly by upholding the competency standards and good quality of work.

The Assessment Result of the Committees under the Board of Commissioners

Committee	Assessment
1. Audit Committee (AC)	<p>Audit Committee has ensured that the implementation of internal control and assists the Board of Commissioners effectively in supervising the implementation of internal and external audit function, corporate governance implementation and compliance with prevailing rules and regulations.</p> <p>Throughout 2021, Audit Committee has performed its duties effectively and held 28 (twenty-eight) meetings, participated in the education or training and has also implemented the work programs.</p> <p>The information related to meeting attendance, the education or training, and work programs of the Audit Committee member are presented in the Audit Committee section on page 417-423.</p>
2. Risk Oversight Committee (ROC)	<p>ROC has ensured that BCA adopt the risk management system which can provide the protection against the risks faced by the BCA.</p> <p>Throughout 2021, ROC held 9 (nine) meetings, participated in the education or training and has also implemented the work programs.</p> <p>The information related to meeting attendance, the education or training, and work programs of the ROC member are presented in the Risk Oversight Committee section on page 423-428.</p>

Committee	Assessment
3. Remuneration and Nomination Committee (RNC)	<p>RNC has performed its duties in providing recommendations to the Board of Commissioner related to remuneration policy of BCA as a whole.</p> <p>Throughout 2021, RNC held 7 (seven) meetings, participated in the education or training and has also implemented the work programs</p> <p>The information related to meeting attendance, the education or training, and work programs of the RNC member are presented in the Remuneration and Nomination Committee section on page 428-432.</p>
4. Integrated Governance Committee (IGC)	<p>IGC assists the Board of Commissioners in supervising the implementation of integrated governance in BCA and its subsidiaries.</p> <p>Throughout 2021, IGC held 6 (six) meetings, participated in the education or training and has performed the activities/work programs.</p> <p>The information related to meeting attendance, the education or training, and work programs of the IGC member are presented in the Integrated Governance Committee section on page 432-439.</p>

The explanations regarding to the Committees under the Board of Commissioners are explained in detail on the Board of Commissioners Committees section, page 417-439 of this Annual Report.

13. Board of Commissioners Implementation of Duties Report

The report on the implementation of the Board of Commissioners duties is presented on page 37 under the Board of Commissioners' report section in this Annual Report.

The policies and the Board of Commissioners' meeting, including joint meetings with the Board of Directors, and the attendance of the individual members of the Board of Commissioners in those meetings are presented on page 394-397 and 401-404 under the Board of Commissioners meetings, the Board of Directors meetings and joint meetings section in this annual report.

14. Performance Assessment of the Board of Commissioners Members

Performance assessment of the members of the Board of Commissioners, which is related to the procedures for implementing the performance assessment, the criteria used, and the party who conducts the assessment can be seen on page 408-409 under Performance Assessment of the Board of Commissioners and the Board of Directors section in this Annual Report.

INDEPENDENT COMMISSIONERS

As of December 31, 2021, the BCA's independent commissioners consist of 3 (three) members from the entire of the Board of Commissioners members which are 5 (five) members or 60% (sixty percent) of the total members of Board of Commissioners. In this case, the BCA's Board of Commissioners members composition has complied with the OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Good Corporate Governance for Commercial Banks and OJK Circular Letter No. 13/SEOJK.03/2017 concerning the Implementation of Good Corporate Governance for Commercial Banks, which stipulates the total number of independent commissioners should comprise a minimum of 50% (fifty percent) of the total members of the Board of Commissioners.

1. Independent Commissioners Criteria

The criteria that need to be fulfilled by all of Independent Commissioners of BCA, as follows:

1. Not an individual who had been employed or had the authority or responsibility to plan, lead, control or oversee the BCA's activities in the last 6 (six) months, except for the re-appointment as an BCA's Independent Commissioner in the following period;
2. Have no BCA shares, either directly or indirectly;
3. Have no affiliation with BCA, other members of the Board of Commissioners, members of the Board of Directors, and the Majority Shareholders of BCA;
4. Have no direct or indirect business relationship related to BCA's business activities;
5. Meet other requirements for Independent Commissioner, in accordance with the prevailing regulations;
6. Prospective Independent Commissioners who are the former of the Board of Directors members or BCA's executive officers or other parties that have the relationship with BCA, they must undergo a cooling off period for at least 1 (one) year before becoming an Independent Commissioner. This regulation does not applicable to the former Board of Directors or Executive Officers who only carrying out oversight function;

7. Non-independent Commissioner who will shift to the Independent Commissioner must undergo a cooling off period for at least 6 (six) months.

Aside to those criteria that had been mentioned on the above, Independent Commissioners are also have to meet the general requirements of the Board of Commissioners candidates.

2. Term of Office of Independent Commissioners

The term of office of Independent Commissioners follow the general term of office of the Board Commissioners. Independent Commissioners who have served for 2 (two) consecutive period could be reappointed as the Independent Commissioners in the next period in the case that:

- a. The Board of Commissioners meeting considers that the Independent Commissioners can still act independently; and
- b. Independent Commissioners declare their independence at the GMS.

BCA has Independent Commissioners who have been appointed for more than 2 (two) periods, namely Cyrillus Harinowo and Raden Pardede. Based on the meeting of the Board of Commissioners, both of the members can still act independently and each of the member has prepared a Statement of Independence, which was read during the independent commissioners appointment at the BCA Annual GMS 2021.

3. Independence Statement of the Independent Commissioners

The current BCA's Independent Commissioners were appointed in 2021 and the appointment resolution of each BCA's Independent Commissioner will remain effective until 2026. Each of the Independent Commissioner has prepared Independence Statement Letter, which fulfill the independence aspect as stipulated in Article 25 paragraph (1) of the OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Public Companies and it has been submitted to OJK.

Independency Aspects	Cyrillus Harinowo	Raden Pardede	Sumantri Slamet
Not an individual who had been employed or had the authority or responsibility to plan, lead, control or supervise the BCA's activities in the last 6 (six) months, except for the re-appointment as an BCA's Independent Commissioner in the following period.	√	√	√
Have no BCA shares, either directly or indirectly.	√	√	√
Have no affiliation with BCA, other members of the Board of Commissioners, members of the Board of Directors, and the Majority Shareholders of BCA.	√	√	√
Have no direct or indirect business relationship related to BCA's Business activity.	√	√	√

BOARD OF DIRECTORS

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

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

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

The Board of Directors' Charter is listed in the BCA Governance Guidelines and can be accessed by public through BCA website in the Corporate Governance section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

In general, The Board of Directors' Charter regulate:

- Legal basis;
- Values;
- Composition, Criteria, and Independence of the Board of Directors;
- Terms of Duties of the Board of Directors;
- Concurrent Positions of the Board of Directors;
- Appointment of the Board of Directors;
- Obligation, Duties, Responsibilities and Authorities of the Board of Directors;
- Transparency and Prohibitions for the Board of Directors;
- Orientation and Training of the Board of Directors;
- Ethics and Working Hours of the Board of Directors;
- Board of Directors' Meetings;
- Reporting and Accountability; and
- Board of Directors' Self-Assessment.

2. Duties and Responsibilities of the Board of Directors

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

1. The Board of Directors is fully responsible to manage the Company for the interests and

objectives of the Company. The main duties of the Board of Directors are:

- a. Lead and manage the Company in accordance with the purposes and objectives of the Company;
 - b. Control, maintain, and manage the Company's assets for the benefit of the Company;
 - c. Create an internal control structure, ensure the implementation of the Company's Internal Audit function at every level of management and follow up on the findings of the Company's Internal Audit Division in accordance with policies or directions given by the Board of Commissioners;
2. Each member of the Board of Directors must in good faith and have a full responsibility to carry out their duties by observing the applicable laws and regulations.
 3. The Board of Directors represents the Company inside and outside the Court on all matters and in all events, binds the Company with other parties and other parties with the Company, and carries out all actions, both regarding management and ownership, but with the limitation that for the following actions below, the Board of Directors must obtain prior written approval from the Board of Commissioners:
 - a. Lending money or providing credit facilities or other banking facilities that resemble or result in the emergence of loan of money:
 - 1) To related parties as stipulated in Bank Indonesia regulations concerning the Maximum Lending Limit for Commercial Bank;
 - 2) Which exceeds a certain amount which from time to time will be determined by the Board of Commissioners.
 - b. Providing guarantees or debt guarantees (borgtocht):
 - 1) In order to guarantee the payment obligations of related parties to other parties as regulated in the provisions of Bank Indonesia or the Financial Services Authority or other authorized agencies regarding the Maximum Lending Limit for Commercial Bank;
 - 2) In order to guarantee the obligations of other parties for an amount that exceeds a certain amount which from time to time will be determined by the Board of Commissioners.
 - c. Purchase, or in other ways obtain immovable property, except in the context of carrying out other activities commonly carried out by the Company as long as it does not conflict with

the applicable laws and regulations, including among others actions for restructuring or credit rescue, including buying collateral, either in whole or in part, through auction or in other ways, in the event that the debtor does not fulfill his obligations to the Company, provided that the collateral purchased must be disbursed as soon as possible, which exceeds a certain amount determined from time to time by the Board of Commissioners.

- d. Establish a new company, undertake or release or reduce equity participation or increase capital participation, except:
 - 1) Additional equity participation originating from the Company's share dividends; or
 - 2) Equity participation in the context of credit rescue.

with due observance of the applicable laws and regulations;

- e. Borrowing money that is not included in the activity of collecting funds from the public in the form of deposits in the form of demand deposits, time deposits, certificates of deposit, savings and/or other equivalent forms, the amount of which will be determined from time to time by the Board of Commissioners;
- f. Transferring or releasing the Company's collection rights that have been written off, either partially or completely, the amount of which will be determined from time to time by the Board of Commissioners;
- g. Selling or transferring or relinquishing rights or pledging/guaranteeing the Company's assets above a certain value which will be determined from time to time by the Board of Commissioners but which is worth less than or equal to ½ (one half) of the total net worth of the Company listed in the Company's balance sheet, either in 1 (one) transaction or in several transactions that stand alone or are related to each other in 1 (one) financial year;
- h. Take legal actions or transactions that are strategic in nature and can have a significant impact on the continuity of the Company's business, the types of legal actions or transactions will be determined from time to time by the Board of Commissioners;

The approval of the Board of Commissioners for the actions of the Board of Directors can be given to take 1 (one) action or more than 1 (one) action and from time to time this can be reviewed, without prejudice to the applicable laws and regulations.

4. To perform one of the actions as following:
 - a. Transferring, relinquishing rights and/or guaranteeing debts which amount to more than 1/2 (one half) of the total net assets of

the Company or constitute the entire assets of the Company, either in 1 (one) transaction or several transactions that stand alone or which related to each other within 1 (one) financial year; or

- b. Submitting an application to the authorized agency regarding the bankruptcy of the Company or request that the Company be granted a suspension of debt payment obligations (surseance van betaling);

The Board of Directors must obtain prior approval from the GMS which is attended by the shareholders of the Company and/or their legal proxies who represent at least ¾ (three quarters) of the total number of shares of the Company with valid voting rights that have been issued. The Company and the proposal submitted are approved by more than ¾ (three quarters) of the total number of votes legally cast in the meeting concerned;

5. In terms of:

- a. Member of the Board of Directors is not authorized to represent the Company in matters or transactions in which the member of the Board of Directors concerned has interests that conflict with the interests of the Company, then the Company must be represented by another member of the Board of Directors (without prejudice to the provisions in the Articles of Association of the Company);
- b. If all members of the Board of Directors have interests that conflict with the interests of the Company, then in the event or transaction the Board of Commissioners of the Company has the right to act for and on behalf of and represent the Company;
- c. The provisions in point 5.a. and 5.b. above does not reduce the provisions regarding "Transactions containing Conflicts of Interest" which are stated in the Company's Articles of Association.

6. Without prejudice to the responsibility of the Board of Directors, for certain actions the Board of Directors has the right to appoint one or more persons as proxies with the authority and conditions determined by the Board of Directors in a special power of attorney.
7. In relation to the main duties of the Board of Directors as described above, the Board of Directors must, among others:

- a. Strive for and ensure the implementation of the Company's business and activities in accordance with the Company's objectives and its field of business;

- b. Prepare the Company's development plan, work plan and annual budget of the Company, including other plans related to the implementation of the Company's business and submit it to the Board of Commissioners;
 - c. Organize and maintain the bookkeeping and administration of the Company in accordance with the norms that apply to a company;
 - d. Develop an accounting system based on the principles of internal control, especially the separation of the functions of management, recording, storage and supervision;
 - e. Provide accountability and all information regarding the condition and operation of the Company, in the form of reports on the Company's activities, including financial reports, both in the form of annual reports and in the form of other periodic reports, according to the method and time specified in the Articles of Association of the Company whenever requested by the Board of Commissioners;
 - f. Prepare the organizational structure of the Company complete with details of its duties;
 - g. Carry out other obligations in accordance with the Company's Articles of Association or based on the instructions of the Board of Commissioners' Meeting or GMS.
8. Other obligations:
- a. Implement GCG principles in every business activity of the Company at all levels or levels of the Company's organization;
 - b. Develop an internal control framework to identify, measure, monitor and control all risks faced by the Company;
 - c. Follow up on audit findings and recommendations from the Company's Internal Audit Division, External Auditor, results of supervision from Bank Indonesia, Financial Services Authority and/or results of supervision by other authorities;
 - d. Establish Internal Audit Division that is independent of the operational work unit and implements the internal audit function effectively in accordance with applicable regulations;
 - e. Establish Risk Management Work Unit and Risk Management Committee as well as a Compliance Work Unit;
 - f. Submit the Annual Work Plan which also includes the Company's Annual Budget to the Board of Commissioners for approval from the Board of Commissioners, prior to the start of the next financial year, with due observance of the prevailing laws and regulations in the Capital Market sector.
 - g. Submit the Company's Financial Statements to a Public Accountant for examination;
 - h. Disclose the Company's strategic policies to employees in the field of employment, including various employment policies in various Decrees and Circulars that can be accessed by all employees as well as through the Collective Labor Agreement (CLA), the Company's website, policies regarding recruitment system, promotion system, remuneration system. Such disclosure must be made through media that is known or easily accessed by the Employee;
 - i. Provide accurate, relevant and timely data and information to the Board of Commissioners;
 - j. Appoint members of the supporting committees of the Board of Directors based on the decision of the Board of Directors meeting;
 - k. Organize the Annual GMS and/or Other/ Extraordinary GMS according to the needs of the Company and in accordance with the applicable regulations;
 - l. Submit accountability for the management of the Company for 1 (one) year to the GMS no later than 6 (six) months after the Company's financial year closed;
 - m. Submit reports and information disclosure to Bapepam-LK, the Indonesia Stock Exchange, and other authorized agencies in accordance with the laws and regulations.
- 3. Authority of the Board of Directors**
- Based on BCA's Articles of Association, BCA Governance Guidelines and other relevant regulations, the authority of the Board of Directors includes:
- 1. Establish policies in leading and managing the Company;
 - 2. Regulate the provisions regarding the Company's employment, including the determination of salary, pension or old-age security and other income for the Company's employees, based on the prevailing laws and regulations and/or the resolution of the GMS (if any);
 - 3. Appoint and dismiss the Company's employees based on the Company's employment regulations;
 - 4. Regulate the transfer of power of the Board of Directors to represent the Company inside and outside the Court to one or several members of the Board of Directors specifically appointed for that purpose or to one or several employees of the Company, either alone or together with other persons or entities;
 - 5. Carry out other actions, both regarding management and ownership, in accordance with the provisions further regulated by the Board of Commissioners by taking into account the provisions of the applicable laws and regulations.

Without prejudice to other provisions in the Company's Articles of Association, hence:

1. The President Director and another member of the Board of Directors have the right and authority to act for and on behalf of the Board of Directors and represent the Company;
2. If the President Director for any reason is not appointed or has not been appointed or is unable to attend or is not present (there is no need to prove it to other parties), then the Deputy President Director together with another member of the Board of Directors has the right and authority to act to and on behalf of the Board of Directors and representing the Company;
3. If the President Director and Deputy President Director for any reason are not appointed or have not been appointed or are unable or absent (there is no need to prove it to other parties), then 2 (two) Directors are entitled and authorized to act for and on behalf of the Board of Directors and represent the Company;

The Board of Directors is required to carry out its duties, responsibilities and authorities in good faith, full of responsibility and prudence, and pay attention to the provisions of the BCA Articles of Association, the Guidelines and Code of Conduct of the Board of Directors, as well as the prevailing laws and regulations.

4. Criteria for Members of the Board of Directors

Members of the Board of Directors of BCA are individuals who meet the criteria and requirements in accordance with OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, Article 6 OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Good Corporate Governance for Commercial Banks, and OJK Regulation No. 27/POJK.03/2016 concerning Fit and Proper Test for the Main Parties of Financial Services Institutions. The criteria for members of the Board of Directors can also be seen in the Board of Directors Charter which can be downloaded at the Organizational Structure section of the BCA website (<https://www.bca.co.id/en/about-bca/tata-kelola/structure-organization>).

The criteria for members of the BCA Board of Directors are as follows:

- Has good character, morals, and integrity;
- Capable of doing legal actions;
- Within 5 (five) years prior to appointment and while serving:
 - Never been convicted of a criminal act that was detrimental to state finances and/or related to the financial sector; and
 - Never been a member of the Board of Directors and/or a member of the Board of Commissioners which is during his/her tenure:
 - 1) Did not held an annual GMS;
 - 2) Accountability as members of the Board of Directors and/or members of the Board of Commissioners ever been disapproved by the GMS or did not provide accountability as members of the Board of Directors and/or members of the Board of Commissioners to the GMS; and
 - 3) Had caused a company that has obtained the permit, approval or registration from the Financial Services Authority to fail its obligation to submit the Annual Report and/or Financial Report to the Financial Services Authority.
- Has a commitment to comply with the laws and regulations;
- Has knowledge and/or expertise in the areas required by the Company;
- Meets integrity requirements which include:
 - 1) Able to carry out legal actions, the notion of being able to carry out legal actions refers to the Civil Code;
 - 2) Has good character and morals, at least shown by an attitude of complying with the applicable regulations, including never having been convicted of a criminal act within a certain period of time before being nominated. What is meant by "criminal act" as referred to above is:
 - i. Criminal acts in the financial services sector whose crimes have been completed within the last 20 (twenty) years before being nominated;
 - ii. Criminal acts, namely criminal acts listed in the Indonesian Criminal Code (KUHP) and/or similar to the Criminal Code abroad with a threat of imprisonment of 1 (one) year or more whose sentence has been completed within 10 (ten) the last year before being nominated; and/or;
 - iii. Other criminal acts with a threat of imprisonment of 1 (one) year or more, including corruption, money laundering, narcotics/psychotropics, smuggling, customs, excise, trafficking in persons, trafficking in illicit weapons, terrorism, counterfeiting money, in the field of taxation, in in the forestry sector, in the environmental sector, in the marine sector, and in fisheries, whose sentences have been completed within the last 20 (twenty) years prior to being nominated.

- 3) Has a commitment to comply laws and regulations and support the policy of the Financial Service Authority;
 - 4) Has a commitment towards the development of healthy bank;
 - 5) Not included as party who is prohibited from becoming the Main Party, among others, candidates not listed in the Disqualified List (DTL) for the Fit and Proper Test. In accordance with regulations related to the Fit and Proper Test, the Main Parties including the Controlling Shareholders, members of the Board of Directors, and members of the Board of Commissioners;
 - 6) Has a commitment not to do and/or repeat the actions that cause concerned is included as a party who is prohibited from becoming the Main Party.
- Meet the competency requirements which include:
 - 1) Adequate and relevant knowledge in banking sector. What is meant by knowledge in the banking sector, among others, knowledge of bank regulations and operations, including understanding of risk management;
 - 2) Knowledge of the duties and responsibilities of the Main Entity as well as understanding of the main business activities and main risks of Financial Services Institutions in Financial Conglomerates;
 - 3) Experience in banking and/or finance, including experience in operations, marketing, accounting, auditing, funding, credit, money market, capital market, law or experience in supervision of Financial Services Institutions;
 - 4) Ability to carry out strategic management in the context of developing a healthy bank;
 - 5) Has experience of at least 5 (five) years in the operational field and at least as a Bank Executive Officer;
 - Meets financial reputation requirements which include:
 - 1) Does not have bad credit and/or bad financing; and
 - 2) Has never been declared bankrupt or has never been a shareholder, an Insurance Company Controller who is not a shareholder, a member of the Board of Directors or a member of the Board of Commissioners found guilty of causing a company to be declared bankrupt, within the last 5 (five) years prior to being nominated.

5. Nomination for Members of the Board of Directors

Organizing nominations for members of the Board of Directors refers to Article 7 OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and

Board of Commissioners of Issuers or Public Companies and Article 6 OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Good Corporate Governance for Commercial Banks.

Nomination Mechanism

BCA has regulations related to the nomination mechanism in the Nomination Mechanism documents for the Board of Commissioners and the Board of Directors which can be accessed by the public through the BCA website in the Corporate Governance Section. (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>)

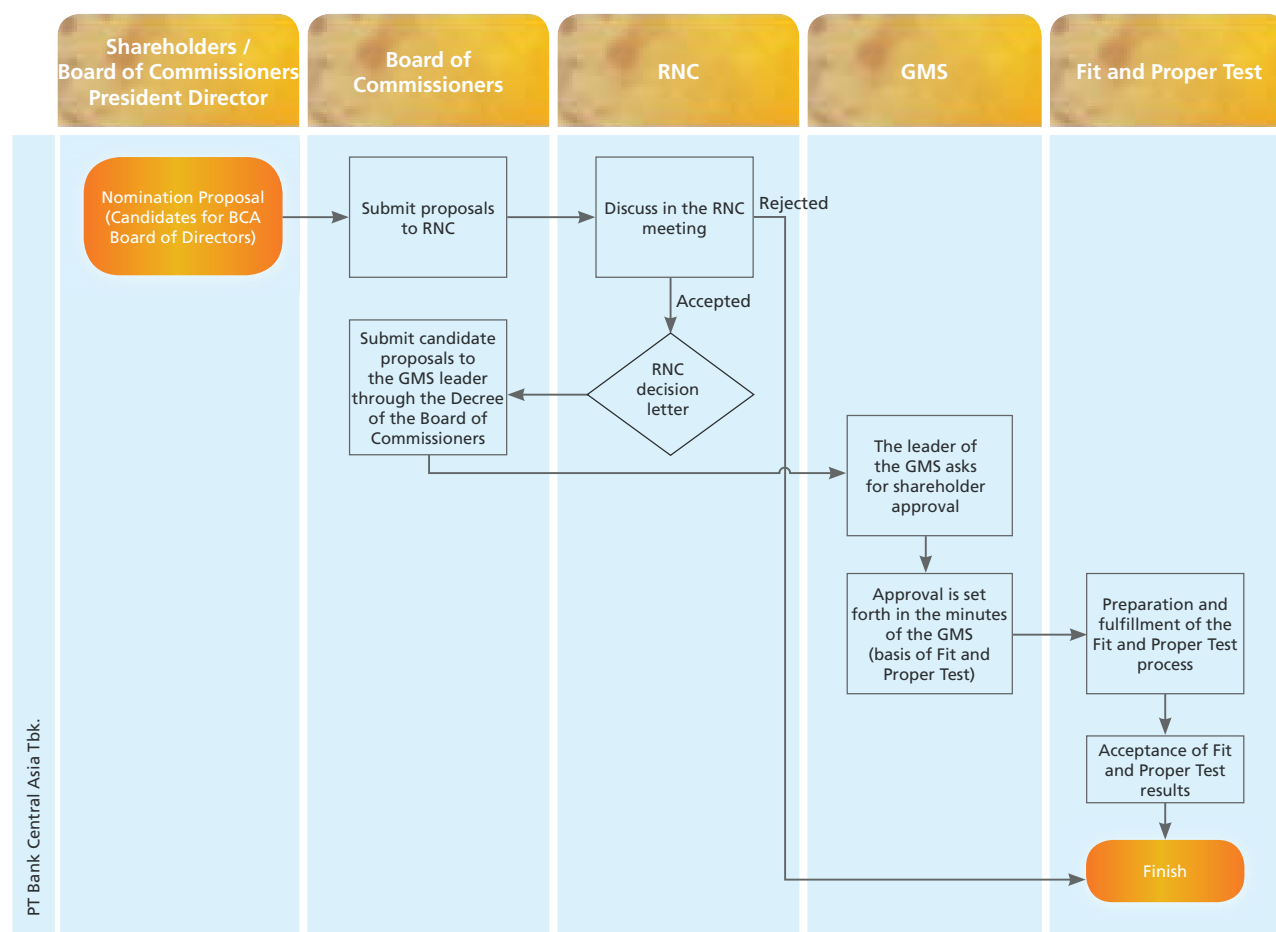
Referring to Article 49 OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks, the mechanism for the nomination of members of the Board of Directors is as follows:

1. Proposals from shareholders/Board of Commissioners/President Director regarding the nomination of Directors are submitted to the Board of Commissioners.
2. The Board of Commissioners request the Remuneration and Nomination Committee (RNC) to discuss proposals related to nominations or the Board of Directors.
3. RNC conducts discussions regarding the proposal referred to in the RNC meeting. The discussion is stated in the RNC Minutes of Meeting. During the meeting, several things were considered, including:
 - a. Reasons and/or considerations for the proposal (among others based on interview results, financial reputation studies, track record experience, and public opinion circulating in various media);
 - b. Candidate criteria and qualifications in accordance with the Bank's strategy;
 - c. RNC has taken steps, among others:
 - Pay attention to external and internal conditions
 - Communicating with the controlling shareholder (if the proposal is not from the controlling shareholder).
4. After discussing, RNC provides recommendations to the Board of Commissioners. The recommendation is stated in the form of a Decree of RNC.
5. Based on the recommendation of the RNC, the Board of Commissioners decided to propose a candidate for the Board of Directors to the Chairperson of the GMS. The decision of the Board of Commissioners is stated in the form of a Decree of the Board of Commissioners.
6. The Chairman of the GMS requests the approval of the shareholders in the agenda of the GMS regarding the nomination of the Board of Directors.

7. After obtaining the approval of the GMS, the approval is stated in the GMS Minutes which becomes the basis for the fit and proper test of the candidate for the Board of Directors.
8. BCA may use the services of third parties in order to search for candidates of the Board of Directors.

The explanation of the nomination flow above is illustrated in the form of a diagram below:

Nomination Mechanism of Members of the Board of Directors of Directors of BCA



The succession policy for the Board of Directors is prepared by RNC BCA. The policy regarding the succession of the Board of Directors can be seen in the Remuneration and Nomination Committee section of this Annual Report.

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

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

Article 4 OJK Regulation No. 55/ POJK.03/2016 concerning Implementation of Good Corporate	BCA Implementation
Bank is required to have at least 3 (three) members of the Board of Directors.	Comply
All members of the Board of Directors must be domiciled in Indonesia.	Comply
The Board of Directors must be led by the President Director or Main Director.	Comply

As of December 31, 2021, the number of members of the Board of Directors of BCA is 12 (twelve) consisting of:

- 1 (one) President Director;
- 2 (two) Deputy President Director;
- 1 (one) Compliance Director; and
- 8 (eight) Other Directors.

From the composition above, BCA has a member of the Board of Directors who is also the Director in charge of the compliance function. The President Director comes from a party that is independent of the Controlling Shareholders.

In 2021, BCA underwent a change in the composition of the Board of Directors based on the resolutions of the 2021 AGMS on the Third Agenda. Changes in the composition of the members of the Board of Directors can be seen in the General Meeting of Shareholders section of this Annual Report. The composition of the Board of Directors has been contained in the Deed of Statement of Meeting Resolutions of PT Bank Central Asia Tbk No. 22 dated June 4, 2021, drawn up before Christina Dwi Utami, S.H., M.Hum., M.Kn., Notary in Jakarta.

Composition of BCA Board of Directors for the Period April-December 2021

Name	Position	Approval Letter No.	Term of Office Based on AGMS
Jahja Setiaatmadja	President Director	13/21/DPBB3/TPB3-7 dated June 17, 2011	2021 – 2026
Suwignyo Budiman	Deputy President Director	38/KDK.03/2019 dated August 14, 2019	2021 – 2022
Armand Wahyudi Hartono	Deputy President Director	SR-106/D.03/2016 dated June 21, 2016	2021 – 2026
Tan Ho Hien/ Subur/Subur Tan	Director	4/69/DpG/DPIP/Confidential dated August 13, 2002	2021 – 2026
Rudy Susanto	Director	SR-119/D.03/2014 dated July 21, 2014	2021 – 2026
Lianawaty Suwono	Director	SR-137/D.03/2016 dated July 27, 2016	2021 – 2026
Santoso	Director	SR-143/D.03/2016 dated August 8, 2016	2021 – 2026
Vera Eve Lim	Director	SR-79/PB.12/2018 dated April 23, 2018	2021 – 2026
Gregory Hendra Lembong	Director	13/KDK.03/2020 dated May 14, 2020	2021 – 2026
Haryanto T. Budiman	Director of Compliance	14/KDK.03/2020 dated May 14, 2020	2021 – 2026
Frengky Chandra Kusuma	Director	39/KDK.03/2021 dated April 26, 2021	2021 – 2026
John Kosasih	Director	40/KDK.03/2021 dated April 26, 2021	2021 – 2026

Composition of BCA Board of Directors for the Period January-March 2021

Name	Position	Approval Letter No.	Term of Office Based on AGMS
Jahja Setiaatmadja	President Director	13/21/DPBB3/TPB3-7 dated June 17, 2011	2016 – 2021
Suwignyo Budiman ^{*)}	Deputy President Director	38/KDK.03/2019 dated August 14, 2019	2019 – 2021
Armand Wahyudi Hartono	Deputy President Director	SR-106/D.03/2016 dated June 21, 2016	2016 – 2021
Tan Ho Hien/ Subur/Subur Tan	Director	4/69/DpG/DPIP/Confidential dated August 13, 2002	2016 – 2021
Henry Koenaifi	Director	10/32/DPB3/TPB3-2 dated February 13, 2008	2016 – 2021
Erwan Yuris Ang	Independent Director	13/99/GBI/DPIP/Confidential dated August 25, 2011	2016 – 2021
Rudy Susanto	Director	SR-119/D.03/2014 dated July 21, 2014	2016 – 2021
Lianawaty Suwono	Director	SR-137/D.03/2016 dated July 27, 2016	2016 – 2021
Santoso	Director	SR-143/D.03/2016 dated August 8, 2016	2016 – 2021
Vera Eve Lim ^{**)}	Director	SR-79/PB.12/2018 dated April 23, 2018	2018 – 2021
Gregory Hendra Lembong ^{***)}	Director	13/KDK.03/2020 dated May 14, 2020	2020 – 2021
Haryanto T. Budiman ^{***)}	Director of Compliance	14/KDK.03/2020 dated May 14, 2020	2020 – 2021

Note:

^{*)} appointed at the 2019 AGMS

^{**)} appointed at the 2018 AGMS

^{***)} appointed at the 2020 AGMS

All members of the Board of Directors of BCA have obtained approval from Bank Indonesia and/or OJK and have passed the fit and proper test from Bank Indonesia and/or OJK before carrying out their duties and functions in their positions. This is in accordance with Bank Indonesia Regulation No. 12/23/PBI/2010 concerning the Fit and Proper Test and Bank Indonesia Circular Letter No. 13/8/DPNP regarding the Fit and Proper Test as amended by Bank Indonesia Circular Letter No. 13/26/DPNP dated November 30, 2011 as well as OJK Regulation No. 27/POJK.03/2016 concerning Fit and Proper Test for the Main Parties of Financial Services Institutions. As additional information, since supervision in the sector banking switch from Bank Indonesia to OJK on December 31, 2013 then the process of fit and proper test of the Board of Directors after 31 December 2013 conducted by OJK.

7. Term of Office of the Board of Directors

The term of office of the Board of Directors will end at the closing of the 5th (fifth) Annual GMS since the holding of the GMS which appointed the relevant member of the Board of Directors, without prejudice to the GMS authority to dismiss one or more members of the Board of Directors at any time before the end of their term of office. BCA's Articles of Association states that members of the Board of Directors whose term of office has ended may be reappointed.

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

The segregation of duties and authorities among the members of the Board of Directors is determined based on the decision of the Board of Directors with the approval based on the Board of Commissioners Decree No. 112/SK/KOM/2021 dated July 7, 2021 regarding the Segregation of Duties and Responsibilities of the Board of Directors and the Main Organizational Framework of PT Bank Central Asia Tbk which are explained in the following table:

No.	Name	Position	Duties and Responsibilities	Substitute Director I	Substitute Director II	Substitute Director III
1.	Jahja Setiaatmadja (JS)	President Director	<ul style="list-style-type: none"> Internal Audit^{*)} Anti-Fraud Corporate Social Responsibility 	LS HB VL	HB LS HB	FC FC FC
2.	Suwignyo Budiman (SB)	Deputy President Director ^{**)}	<ul style="list-style-type: none"> Consumer Credit Business Individual Customer Business Development Wealth Management BCA General Insurance (BCA Insurance) BCA Life Insurance (BCA Life) BCA Digital Bank 	JK SL SL JK SL HL	RS AH AH RS JK SL	SL ST ST ST RS VL
3.	Armand W. Hartono (AH)	Deputy President Director	<ul style="list-style-type: none"> Operations Strategy and Development-Services Domestic Payment Services Electronic Banking Services International Banking Services Digital Service 	FC FC HL HL FC	LS HL SL RS HL	VL ST LS LS SL
4.	Subur Tan (ST)	Director of Credit and Legal	<ul style="list-style-type: none"> Credit Risk Analysis Credit Rescue Legal 	FC FC FC	JS JS HB	LS LS SB
5.	Rudy Susanto (RS)	Corporate Banking Director ^{**)}	<ul style="list-style-type: none"> Corporate Banking and Transaction Corporate Finance Corporate Branch Treasury International Banking BCA Finance Ltd. (Hongkong) BCA Sekuritas 	JK JK JK JS JS SB	SL SB ST JK JK JS	HL SL FC SB SB SB JK
6.	Lianawaty Suwono (LS)	Director of Human Capital Management	<ul style="list-style-type: none"> Human Capital Management Learning and Development 	ST HB	JS AH	SB SB
7.	Santoso (SL)	Director of Banking Transaction ^{****)}	<ul style="list-style-type: none"> Business Development and Marketing Transaction Banking (DTB) Development of Banking Transaction Cooperation Solutions (DST) Transaction Banking Product Development (DPD) Services and Business Support for banking transactions (GLT) 	FC RS AH HL	HL HL FC	JK JK SB AH
8.	Vera Eve Lim (VL)	Planning and Finance Director ^{***)}	<ul style="list-style-type: none"> Corporate Strategy and Planning Corporate Finance Secretariat and Communication Company 	JS JS HB	AH ST JS	SB SB AH

No.	Name	Position	Duties and Responsibilities	Substitute Director I	Substitute Director II	Substitute Director III
9.	Haryanto T. Budiman (HB)	Compliance and Risk Management Director ^{***)}	<ul style="list-style-type: none"> • Compliance^{*)} • Risk Management^{*)} 	LS LS	VL VL	ST ST
10.	Gregory Hendra Lembong (HL)	Information Technology Director ^{**))}	<ul style="list-style-type: none"> • Strategic Information Technology • Enterprise Security • Central Capital Ventura 	AH AH SL	VL LS AH	SL HB VL
11	Frengky Chandra Kusuma (FC)	Director of Regional and Branch Network ^{#)}	<ul style="list-style-type: none"> • Regional and Branch Management • Network Management and Regional Development • Logistics and Building 	AH AH LS	JK JK ST	VL VL JS
12	John Kosasih (JK)	Director of Commercial Banking and SME ^{**))}	<ul style="list-style-type: none"> • Commercial Business and SME • Cash Management • Credit Service • BCA Finance • BCA Multi Finance • BCA Syariah 	RS SL ST SB SB SB	FC RS FC ST ST FC	JS HL RS SL SL AH

Notes:

- 1 - Substitute Director reports to the Field Director for all actions taken/decisions made while replacing the Field Director.
 - Substitute Director for the Credit field refers to the Credit Provisions Manual.

- 2 The Subsidiary Company Management Functions are regulated as follows:

^{*)} Monitoring the implementation of the internal audit/risk management/compliance functions at Subsidiaries in the context of establishing integrated governance and integrated risk management

^{**))} Performing the function of monitoring the business development of Subsidiaries.

^{***)} Performing the overall monitoring and alignment function of the Subsidiary Company as well as monitoring the financial performance of the Subsidiary Company.

^{****)} The Director of Banking Transactions provides direction and advice for synergistic alignment of business management.

The implementation of the above functions still takes into account the principles of a Limited Liability Company, where the Subsidiary Company is an independent separate legal entity. The responsibility of the Board of Directors and/or Commissioners of the Subsidiary is to the GMS of the Subsidiary. The Parent Company as the shareholder carries out its authority and function through the Subsidiary's GMS.

- 3 #) Director of Regional and Branch Networks as daily implementer, supervisor and supervisor of regional and branch management. The responsibility of the Regional Office Head is to the Board of Directors.

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

The orientation program for new members of the Board of Directors is implemented to provide new members of the Board of Directors with an understanding of the Company in a short time so that the new members of the Board of Directors can carry out their duties and responsibilities as members of the Board of Directors properly.

The Board of Directors orientation program policy is regulated in the BCA Governance Guidelines regarding the Board of Directors' Guidelines and Work Rules and the Board of Directors Decree No. 189/SK/DIR/2020 dated December 4, 2020 regarding the Orientation of New Members of the Board of Directors and Board of Commissioners of PT Bank Central Asia Tbk.

The orientation program include:

- Knowledge of BCA's Vision, Mission, Values, Strategy;
- BCA's medium and long-term plans (current year's RBB);
- BCA's performance and finances; and
- Other matters relevant to banking area.

Orientation Procedure

Orientation procedures for the new members of Board of Directors can be carried out, among others by:

- Presentation by Work Unit of Head Office (UKKP)
- Visits to various BCA activity locations
- Meetings and discussions with other members of the Board of Directors and Board of Commissioners to discuss various BCA issues or other information required
- Learning various information of BCA which is available electronically (online base)

Orientation Implementation in 2021

In 2021, the orientation program was held online, with implementation time of approximately 45 minutes until 1 hour per session. The 2021 orientation program for new members of the Board of Directors who are appointed based on the AGMS on March 29, 2021, namely Mr. Frengky Chandra Kusuma and Mr. John Kosasih as follows:

No.	Date	Topic
1.	May 10 – July 6, 2021	Orientation related to, Duties and Responsibilities of Related Division and Work Unit in BCA
2.	August 4-31, 2021	Orientation related to Subsidiaries' business and performance
3.	September 6, 2021	Orientation related to duties and responsibilities of Executive Committees of the Board of Directors

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

BCA has a Board of Directors training program policy as stated in the Board of Directors Charter.

BCA requires members of the Board of Directors to attend training program at least 1 (one) time a year in order to improve competence and support the implementation of the duties and responsibilities of members of the Board of Directors. As additional information, that the Board of Directors training program in 2021 was carried out virtually due to the pandemic COVID-19. The list of training programs attended by members of the Board of Directors throughout 2021 are as follows:

Training Program Attended by Members of the Board of Directors in 2021

No.	Director Name	Training Program	Organizer	Date
1	Jahja Setiaatmadja	Trading Trends in 2021: Trading Trends Prospect and Fengsui 2021	BCA	January 15, 2021
		Toward the Age of Electric Vehicle	BCA	January 18, 2021
		Online COP Series: COVID-19 ENDGAME: Where We Are Now and Vaccine as a Means to an End Confirmation	BCA	January 22, 2021
		Webinar BCA Young Community: Smart Investing in Stocks Market	BCA	June 25, 2021
		Webinar: Did you know? Dividends Are No Longer Tax Object	BCA	June 28, 2021
		Public Webinar-Road to Congress ISEI XXI Discussion, Makasar	ISEI	July 6, 2021
		Public Discussion of Bank Indonesia & ISEI Management Inauguration of the Bengkulu, Banyuwangi & Sangihe Branch	ISEI	July 30, 2021
		International Webinar: Strengthening Economic Resilience in the Midst of Prolonged COVID-19 Pandemic	ISEI	August 6, 2021
		the Beyond B: How Crypto Work Under the Hood	GDP VENTURE	August 9, 2021
		National Seminar: Strengthening Synergy to Accelerate Recovery of National Economy in the Digital Age	ISEI	August 31, 2021
		Google CEO Forum	GOOGLE	September 9, 2021
		Health Webinar: New Variant of COVID-19 and how to handle	BCA	September 21, 2021
		BCA Bonds Client Webinar "Navigating an Uncertain Bond Market"	BCA	October 1, 2021
		IKF X: Towards Business Rebound: Accelerate Economic Recovery through Knowledge	BCA	October 7, 2021
		BCA Trade Webinar 2021 "Embrace Trade Recovery Momentum"	BCA	November 23, 2021
		ESG and Climate Change Impact	TSC	December 14, 2021
2	Suwignyo Budiman	BCA Young Community: Challenging Opportunity in 2021 by Mr. Santoso	BCA	January 15, 2021
		Trading Trends in 2021: Trading Trends Prospect and Fengsui 2021	BCA	January 15, 2021
		Online Event BCA Solitaire & Priority: Toward the Age of Electric Vehicle by Mr. Cyrillus Harinowo	BCA	January 18, 2021
		Wealth Propeller Webinar: Enabling the Front: Structured Ways of Working to Accelerate Growth and Effectiveness by Mr. Ernest Saudjana	BCA - Boston Consulting Group	January 18, 2021
		Online COP Series: COVID-19 ENDGAME: Where We Are Now and Vaccine as a Means to an End Confirmation	BCA	January 22, 2021
		BCA Young Community: TRENDS and FUTURE of Wealth Management by Mr. Ernest Saudjana - Managing Director and Partner Boston Consulting Group (BCG)	BCA - Boston Consulting Group	February 26, 2021

No.	Director Name	Training Program	Organizer	Date
3	Armand W. Hartono	Event Prioritas Table: "How Start-Up Shapping The Future"	BCA	March 2, 2021
		Webinar BCA Young Community: Overcoming the Challenges of Food & Beverage Business	BCA	April 9, 2021
		Webinar BCA Young Community: Smart Investing in Stocks Market	BCA	June 25, 2021
		Webinar: Did you know? Dividends Are No Longer Tax Object	BCA	June 28, 2021
		BCA Young Community - Creativepreneur in Digital Era by Mr. Winston Utomo - Founder & CEO IDN Media	BCA - IDN Media	July 30, 2021
		the Beyond B: How Crypto Work Under the Hood	GDP VENTURE	August 9, 2021
		Property Webinar: Welcoming the National Property Awakening by Mr. Paulus Totok Lusida - REI & Mrs. Felicia M. Simon	BCA - Real Estate Indonesia	August 25, 2021
		BCA Young Community: Professional in Family Business by Mr. Martin Hartono	BCA	August 27, 2021
		Seminar Leading in Unprecedented Time "Challenges After Loan Restructuring Relaxation Ends"	Infobank	September 7, 2021
		Health Webinar: New Variant of COVID-19 and how to handle	BCA	September 21, 2021
		Webinar BYC "To be Young is to be Powerful by Mr. Martin Hartono	BCA	September 24, 2021
		IKF X: Towards Business Rebound: Accelerate Economic Recovery through Knowledge	BCA	October 7, 2021
		AIA APAC Bancassurance Summit & CEO Roundtable 2021	AIA	October 26, 2021
		Business Community Gathering: "Business Potential Lithium Cell" by Mr. Hermawan - Marketing Director PT Intercallin	BCA - PT Intercallin	November 1, 2021
		Online Event BCA Solitaire & Priority "Economic Outlook 2022: Economic Recovery at Crossroads"	BCA	November 26, 2021
		Priority Table: Economy Outlook 2022: Optimism in the Recovery of Indonesian Economy by Mr. Agus Salim	BCA	November 30, 2021
		ESG and Climate Change Impact	TSC	December 14, 2021
		Socialization regarding Personal Data Protection and Development of Utilization Population Data	Civil Registry Service Office	January 6, 2021
		Trading Trends in 2021: Trading Trends Prospect and Fengsui 2021	BCA	January 15, 2021
		Online Event Customer Solitaire/ Priority: Toward the Age of Electric Vehicle by Mr. Cyrillus Harinowo	BCA	January 18, 2021
		Consumer Complaints Flashback 2020	OJK	February 23, 2021
		Beyond Digital Currency: An Asian Perspective	ALFI - NUS	March 19, 2021
		Webinar: Enhancing Secure Code and Transforming Developers into Security Rockstars	BCA	March 24, 2021
		FX Client Webinar regarding JISDOR Strengthening Socialization	BCA	March 26, 2021
		Webinar FEKDI 2021	FEKDI	April 5, 2021
		Webinar BCA Young Community: Overcoming the Challenges of Food & Beverage Business	BCA	April 9, 2021
		Gartner CIO Leadership Forum (APAC) 2021	Gartner	May 11-12, 2021
		Online COP Series: Behind The Success of World Class Customer Service	BCA	June 18, 2021
		Webinar Solitaire: Did you know? Dividends Are No Longer Tax Subject	BCA	June 28, 2021

No.	Director Name	Training Program	Organizer	Date
4	Subur Tan	Discussion on the Current Condition with Regulator & MoF	IBI	July 9, 2021
		Branch Leadership Training Project Propeller	BCA	July 28, 2021
		BCA Prioritas Table: The Future Opportunities in Renewable Energy and Electric Vehicles	BCA	July 30, 2021
		the Beyond B: How Crypto Work Under the Hood	GDP VENTURE	August 9, 2021
		Corporate Restructuring Webinar, Financial & Legal Strategy	AEI	August 13, 2021
		BCA Young Community: Professional in Family Business by Mr. Martin Hartono	BCA	August 27, 2021
		Health Webinar: New Variant of COVID-19 and how to handle	BCA	September 21, 2021
		Webinar Indonesia Rise: Economic Outlook 2022 – Optimism in Recovery of Indonesian Economy	CIMB NIAGA	September 29, 2021
		BCA Bonds Client Webinar "Navigating an Uncertain Bond Market"	BCA	October 1, 2021
		IKF X: Towards Business Rebound: Accelerate Economic Recovery through Knowledge	BCA	October 7, 2021
		Turning Service into Profit	SQCI	October 16, 2021
		Gartner IT Symposium	Gartner	October 25-27, 2021
		Webinar CSR BCA - SYNRGY BCA - Binar Academy in the framework of the Oath Youth: Empowering Young Generation in Digital Economy	BCA	October 28, 2021
		Huawei Connect 2021 – Asia Pacific. Theme: Dive into Digital in Asia-Pacific	Huawei	October 29, 2021
		Service Prospect Webinar Digital Finance (15')	BCA	November 10, 2021
		Webinar BCA Young Community: "Technology Advancement for Boosting your Productivity"	BCA	November 19, 2021
		BCA Trade Webinar 2021 "Embrace Trade Recovery Momentum"	BCA	November 23, 2021
		Online Event BCA Solitaire & Priority "Economic Outlook 2022: Economic Recovery at Crossroads"	BCA	November 26, 2021
		Online Event BCA Solitaire "Voluntary Disclosure Programme: Tax Amnesty II" - BCA - December 7, 2021		December 7, 2021
		ESG and Climate Change Impact	TSC	December 14, 2021
		Trading Trends in 2021: Trading Trends Prospect and Fengshui 2021	BCA	January 15, 2021
		Service Industry Annual Report Finance	OJK	January 15, 2021
		JP Morgan Sharing Regarding SOFR	JP Morgan	January 20, 2021
		Online COP Series: COVID-19 ENDGAME: Where We Are Now and Vaccine as a Means to an End Confirmation	BCA	January 22, 2021
5	Henry Koenafi ^{*)}	BCA Bonds Client Webinar "Navigating an Uncertain Bond Market"	BCA	October 1, 2021
		IKF ke-X: Towards Business Rebound: Accelerate Economic Recovery through Knowledge - BCA - October 7, 2021		October 7, 2021
		ESG and Climate Change Impact	TSC	December 14, 2021
		Trading Trends in 2021: Trading Trends Prospect and Fengshui 2021	BCA	January 15, 2021
		Online COP Series: COVID-19 ENDGAME: Where We Are Now and Vaccine as a Means to an End Confirmation	BCA	January 22, 2021
		Sovereign Wealth Fund: Solution of Illusion	IPMI International Business School	January 29, 2021
		BCA Economic Research Forum: "Business and Development Prospects of Four-Wheel Vehicles in the Era of New Normal"	BCA	March 17, 2021

No.	Director Name	Training Program	Organizer	Date
6	Erwan Yuris Ang ¹⁾	Online COP Series: COVID-19 ENDGAME: Where We Are Now and Vaccine as a Means to an End Confirmation	BCA	January 22, 2021
7	Rudy Susanto	Trading Trends in 2021: Trading Trends Prospect and Fengshui 2021	BCA	January 15, 2021
		Online Event Customer Solitaire & Priority: Toward the Age of Electric Vehicle by Mr. Cyrillus Harinowo	BCA	January 18, 2021
		JP Morgan Sharing Regarding SOFR	JP Morgan	January 20, 2021
		Online COP Series: COVID-19 ENDGAME: Where We Are Now and Vaccine as a Means to an End Confirmation	BCA	January 22, 2021
		Socialization of Indonesia IBOR Transition	BCA	January 29, 2021
		BCA Trade Webinar 2021	BCA	May 6, 2021
		Webinar regarding Sustainable Investment in the Indonesian Capital Market	BI	June 21, 2021
		Discussion on the Current Banking Condition with Regulator & MoF	IBI	July 9, 2021
		the Beyond B: How Crypto Work Under the Hood	GDP VENTURE	August 9, 2021
		BCA Bonds Client Webinar "Navigating an Uncertain Bond Market"	BCA	October 1, 2021
		IKF ke-X: Towards Business Rebound: Accelerate Economic Recovery through Knowledge	BCA	October 7, 2021
		Forum For Branch	BCA	October 26, 2021
		Training Palm Industry	BCA	October 27, 2021
		Webinar LCS Indonesia - Japan "Weaving the Hope of Economic Recovery National Through Local Currency Settlement".	Bank Indonesia	November 10, 2021
		Webinar BCA-BI re: LCS Indonesia - Tiongkok	BCA - Bank Indonesia	November 12, 2021
		BCA Treasury: Customer Appreciation Event	BCA	November 18, 2021
		BCA Trade Webinar 2021 "Embrace Trade Recovery Momentum"	BCA	November 23, 2021
		Interactive dialogue and submission Plaque related to the cooperation of OJK and Bappenas for "Policy Synergy of National Development Planning with Financial sector in supporting the Recovery and Transformation of National Economy	OJK	November 26, 2021
		Treasury Certification Refreshment (Advance level) - Banking Professional Certification Institute - December 3, 2021		December 3, 2021
		ESG and Climate Change Impact	TSC	December 14, 2021
8	Lianawaty Suwono	Online Event Customer Solitaire/Priority: Toward the Age of Electric Vehicle by Mr. Cyrillus Harinowo	BCA	January 18, 2021
		Online COP Series: COVID-19 ENDGAME: Where We Are Now and Vaccine as a Means to an End Confirmation	BCA	January 22, 2021
		Debriefing of Level 5 Certification Regarding Banking Risk Management – Day 1	Maisa Edukasi	January 29, 2021
		Debriefing of Level 5 Certification Regarding Banking Risk Management – Day 2	Maisa Edukasi	January 30, 2021
		Webinar Agile or Fragile? Great Start 2021 with "Drastic Action Leadership"	FHCPI (Forum Human Capital Perbankan Indonesia) and Bank Mandiri	March 5, 2021
		Webinar Fighting with HC Emerging Issues	AHCA (Advanced Human Capital Accomplished)	March 23, 2021

No.	Director Name	Training Program	Organizer	Date
		How to Win Your Customer's Heart & Virtual Awarding The Most Loyal Customer	BCA	March 24, 2021
		FX Client Webinar regarding JISDOR	BCA	March 26, 2021
		Webinar Customer Solitaire & Priority: Post Covid Effects and The New Variants of The Virus	BCA	April 7, 2021
		COP 25th - Investment 101 "When to Start and How to Do It"	BCA	April 25, 2021
		Expert Series: Cryptocurrencies – a generational investment opportunity	Verdhana	April 27, 2021
		AMICUS: Asia-Pacific Virtual CxO Conference	BCG	April 28, 2021
		The Leading Edge Webinar Series "Work of The Future @MIT"	MIT ILP (Industrial Liaison Program)	April 29, 2021
		The Launch of Human Resource and Development Blueprint in Financial Services 2021-2025	OJK	May 25, 2021
		Bank Indonesia Leadership Seminar 2021 "Leader's Transformation in The Digital Era: Digital Leadership"	BI	June 3, 2021
		Online COP Series 28th Episode "Mini Studio: Elevating Virtual Conference Experience"	BCA	June 9, 2021
		Online Series "The Impact on Today's Business: Issues, Challenges & Opportunities"	Pertamina Training & Consulting	June 22, 2021
		Online Series "Reimagining The Post Pandemic Workforce"	Pertamina Training & Consulting	June 24, 2021
		Online Series "Practices - Leading Agile Organization"	Pertamina Training & Consulting	June 25, 2021
		Webinar "Anti Conceded Transactions Practical in the Digital Age" by Mrs. Wani Sabu	BCA	July 7, 2021
		Webinar "How to Keep Your Brain Healthy during Pandemic" by Prof. Eka J. Wahjoepramono	BANK INDEX	July 8, 2021
		CDHX Clinic Class "Organization Culture" by Mr. Suwardi Luis (CEO at PT. GML)	ONE GML	July 15, 2021
		CDHX Community Gathering Sharing Session	ONE GML	July 17, 2021
		Online CoP Series, Book Review "Towards the Age of Electric Vehicles"	BCA	July 22, 2021
		CDHX Clinic Class "HR Strategy" by Irvandi Ferizal (HC Director at Maybank)	ONE GML	July 22, 2021
		CDHX Clinic Class "Employee Relation" by Dr. Yunus Triyonggo (Chairman at SC GNIK Employee Relation)	ONE GML	July 24, 2021
		A Time for Us - July 2021	BCA	July 29, 2021
		Webinar "Building Indonesia's workforce for post-COVID recovery"	ENGAGEROCKET	July 29, 2021
		Webinar Beyond B: How Crypto Works Under The Hood	GDP VENTURE	August 9, 2021
		BCG's CxO Virtual Conference	AMICUS	August 11, 2021
		CDHX Clinic Class "Man Power Planning"	ONE GML	August 13, 2021
		BCG Leadership Institute Workshop #1 - Set Off	BCG Leadership Institute	August 13, 2021
		National Dialogue "Kolonial >< Coronal: 1945 Our Colonial End, 2021 Pandemic We Face"	DAYA LIMA	August 20, 2021
		"How's your company deal with COVID-19?"	HRDF	August 20, 2021
		CDHX Clinic Class "Performance Management"	ONE GML	August 20, 2021
		BCA Young Community: Professional in Family Business by Mr. Martin Hartono	BCA	August 27, 2021

No.	Director Name	Training Program	Organizer	Date
9	Santoso	BCG Leadership Institute Workshop #2 - Expand and Shift Perspectives	BCG Leadership Institute	September 17, 2021
		Health Webinar: New Variant of COVID-19 and how to handle	BCA	September 21, 2021
		Oxford Talk "How Venture Capital Shapes a Start-Up's Future: The Story of Bukalapak's IPO"	University of Oxford - Society of Indonesia	October 6, 2021
		IKF X: Towards Business Rebound: Accelerate Economic Recovery through Knowledge	BCA	October 7, 2021
		Online CoP Series 39th Episode – The Secret of Male and Female Brain	BCA	October 22, 2021
		A Time for Us: BCA Performance Results in Quarter III 2021 & Social Recognition For Key Talent	BCA	October 25, 2021
		BCG Leadership Institute Workshop #3 - Lead With Impact	BCG Leadership Institute	October 29, 2021
		Webinar FHCPI: "The Solution Industrial Relations Disputes After The Job Creation Law and PP"	Forum Human Capital Perbankan Indonesia	November 19, 2021
		ESG and Climate Change Impact	TSC	December 14, 2021
		Trading Trends in 2021: Trading Trends Prospect and Fengshui 2021	BCA	January 15, 2021
		Online Event Customer Solitaire/Priority: Toward the Age of Electric Vehicle by Mr. Cyrillus Harinowo	BCA	January 18, 2021
		VISA SEA Client Forum 2021	VISA International	January 16-17, 2021
		QRIS in 2021 - Expanding the Opportunities, Let's Collaborate!	ASPI	March 25, 2021
		FX Client Webinar regarding JISDOR Strengthening Socialization	BCA	March 26, 2021
		Asia Pacific Visa Client Forum 2021	VISA International	June 9, 2021
		Webinar: Did you know? Dividends Are No Longer Tax Object	BCA	June 28, 2021
		the Beyond B: How Crypto Work Under the Hood	GDP VENTURE	August 9, 2021
		Health Webinar: New Variant of COVID-19 and how to handle	BCA	September 21, 2021
		BCA Bonds Client Webinar "Navigating an Uncertain Bond Market"	BCA	October 1, 2021
		IKF ke-X: Towards Business Rebound: Accelerate Economic Recovery through Knowledge	BCA	October 7, 2021
10	Vera Eve Lim	BCA Trade Webinar 2021 "Embrace Trade Recovery Momentum"	BCA	November 23, 2021
		Online Event BCA Solitaire & Priority "Economic Outlook 2022: Economic Recovery at Crossroads"	BCA	November 26, 2021
		Webinar Indo Corp Day	BCA	January 15, 2021
		Indonesia Equity and Economic 2021 Outlook	JPM	February 4, 2021
		Webinar PUKAT Talk Show: United State of America (USA) & The World after Trump	PUKAT	March 5, 2021
		Roundtable discussion on the "Challenges and Impact of LIBOR Transition in Southeast Asia"	PwC	March 16, 2021
		BCA Economic Research Forum: "Business and Development Prospects of Four-Wheel Vehicles in The Era of New Normal"	BCA	March 17, 2021
		FX Client Webinar regarding JISDOR Strengthening Socialization	BCA	March 26, 2021

No.	Director Name	Training Program	Organizer	Date
11	Haryanto T. Budiman	AMICUS: Asia-Pacific Virtual CxO Conference	BCG	April 28, 2021
		Oliver Wyman - Democratizing Wealth Management	Oliver Wyman	April 28, 2021
		The Launch of Human Resources And Development Blueprint in Financial Services 2021 – 2025	OJK	May 25, 2021
		Socialization of SPI-BI FAST	PERBANAS	June 17, 2021
		Reinventing SME Digital Experience	Oliver Wyman	July 6, 2021
		Discussion on the Current Condition with Regulator & MoF	IBI	July 9, 2021
		the Beyond B: How Crypto Work Under the Hood	GDP VENTURE	August 9, 2021
		Property Webinar: Welcoming the National Property Awakening by Mr. Paulus Totok Lusida - REI & Mrs. Felicia M. Simon	BCA	August 25, 2021
		FGD Blue Financing Strategic Document	KEMENKO	August 27, 2021
		Socialization of SPI 2025 - BI FAST	PERBANAS	September 23, 2021
		CEO Forum "The Future of Banking – How Bank Stay Relevant"	PERBANAS	September 30, 2021
		BCA Bonds Client Webinar "Navigating an Uncertain Bond Market"	BCA	October 1, 2021
		IKF ke-X: Towards Business Rebound: Accelerate Economic Recovery through Knowledge	BCA	October 7, 2021
		China macro: Double shocks pose a double dip risk -- cutting H2 GDP forecasts on the supply shocks	Nomura	October 7, 2021
		ESG Client Webinar	McKinsey	October 29, 2021
		BCA Treasury: Customer Appreciation Event	BCA	November 18, 2021
		BCA Trade Webinar 2021 "EMBRACE TRADE RECOVERY MOMENTUM"	BCA	November 23, 2021
		ESG and Climate Change Impact	TSC	December 14, 2021
		Trading Trends in 2021: Trading Trends Prospects and Fengshui 2021		January 15, 2021
		Online COP Series: COVID-19 ENDGAME: Where We Are Now and Vaccine as a Means to an End Confirmation	BCA	January 22, 2021
		EMEAP-BCBS-FSI Virtual High-Level Meeting on Banking Supervision	OJK	March 16-17, 2021
		The future of technology in Asia: Insights from CEO conversations	McKinsey	March 25, 2021
		Indonesia Future Leader	BCA	May 29, 2021
		Webinar on Sustainable Investment in Indonesian Capital Market	BI	June 21, 2021
		Webinar: Did you know? Dividends Are No Longer Tax Object	BCA	June 28, 2021
		Creco Presentation by Mr. Chatib Basri & Mr. Raden Pardede	DJARUM	July 23, 2021
		Platform Implementation Coordination Information exchange in the Framework of Prevention and Efforts Crime Eradication Terrorism Financing In Indonesia	PPATK	August 2, 2021
		BCG's CxO Virtual Conference	AMICUS	August 11, 2021
		IKF ke-X: Towards Business Rebound: Accelerate Economic Recovery through Knowledge	BCA	October 7, 2021
		G20 Capacity Building	Ministry of Foreign Affairs	November 16-17, 2021
		ESG and Climate Change Impact	TSC	December 14, 2021

No.	Director Name	Training Program	Organizer	Date
12	Gregory Hendra Lembong	Trading Trends in 2021: Trading Trends Prospect and Fengshui 2021	BCA	January 15, 2021
		Online Event Customer Solitaire/Priority: Toward the Age of Electric Vehicle by Mr. Cyrillus Harinowo	BCA	January 18, 2021
		Online COP Series: COVID-19 ENDGAME: Where We Are Now and Vaccine as a Means to an End Confirmation	BCA	January 22, 2021
		Webinar Improving Software Security and Verifying Integrity in an Agile Environment	BCA	February 22, 2021
		Webinar Soft Launching Sandbox 2.0	Bank Indonesia	March 5, 2021
		CIMB Niaga Forum Indonesia Bangkit	CIMB Niaga	April 6, 2021
		Building the Next Gen Engine to win Millennials	IBM	April 15, 2021
		Webinar on Transformation Digital Banking Blueprint	OJK	April 22, 2021
		Expert Series: Cryptocurrencies – a generational investment opportunity	VERDHANA	April 27, 2021
		Private Virtual Roundtable Ft. Patrick Yap, CIO, Maybank	Maybank	April 28, 2021
		Gartner CIO Leadership Forum (APAC) 2021	GARTNER	May 11-12, 2021
		Gartner EXP Virtual Event Create New Digital Products and Business Models with NFTs	Gartner	June 3, 2021
		BCG's CIO Virtual Roundtable - TECH MASTERMIND	BCG	June 8, 2021
		Discussion on the Current Condition with Regulator & MoF	IBI	July 9, 2021
		Webinar OJK: Global Developments in Digital Finance	OJK	July 29, 2021
		the Beyond B: How Crypto Work Under the Hood	GDP VENTURE	August 9, 2021
		Digital Transformation Community: Inaugural Online Meeting	EFMA	August 25, 2021
		Technology Developments in Indonesia and Vision of National Digitalization	OJK	August 27, 2021
		Individuals with income from UK residential property	HM Revenue & Custom	September 8, 2021
		Utilization of Information Technology In Banking Industry in order to Accelerate Financial Inclusion	OJK	September 9, 2021
		Health Webinar: New Variant of Covid- 19 and how to handle	BCA	September 21, 2021
		Webinar Indonesia Rises: Economic Outlook 2022 - Optimism in the recovery of Indonesian Economy	CIMB NIAGA	September 29, 2021
		Conquering Indonesia: ASEAN's Fintech Crown Jewel	Fintech Fireside Asia	October 6, 2021
		The Launch of Digital Banking Transformation Blueprint	OJK	October 26, 2021
		UW webinar: The Future of Finance	University of Washington (Alumni Indonesia)	October 30, 2021
		Gartner IT Symposium Xpo "The World's Most Important Gathering of CIOs and IT Executives™"	Gartner	December 8-11, 2021
		ESG and Climate Change Impact	TSC	December 14, 2021
		OJK Institute Research Final Seminar "Challenges of Banking Intermediation in the Pandemic Era"	OJK	December 16, 2021
13	Frengky Chandra Kusuma**)	Online Series "The Impact on Today's Business: Issues, Challenges & Opportunities"	Pertamina Training & Consulting	June 22, 2021
		Development & Opportunity of Electric Vehicle in Indonesia	BCA	June 24, 2021

No.	Director Name	Training Program	Organizer	Date
14	John Kosasih***)	Dividend Webinar, did you know? Dividends are no longer tax object	BCA	June 28, 2021
		the Beyond B: How Crypto Work Under the Hood	GDP VENTURE	August 9, 2021
		Bring Customer Engagement Closer & Real with KPBC, KOC and PIC K1 National Focus	BCA	September 16, 2021
		Health Webinar, New Variant of Covid- 19 and how to handle	BCA	September 21, 2021
		ESG and Climate Change Impact	TSC	December 14, 2021
		Expert Series: Cryptocurrencies – a generational investment opportunity	Verdhana	April 27, 2021
		Webinar Digital Currency in 2021	BCA	April 28, 2021
		Expert Series: Tokocrypto - Indonesia's First Crypto Exchange	TOKOCRYPTO	June 15, 2021
		Dividend Webinar, did you know? Dividends are no longer tax object	BCA	June 28, 2021
		Seminar "The Future of Retail Banking - Succeeding in the New Retail Banking Landscape"	INFOBANK	June 29, 2021
		Refreshment Certification Treasury Level Advance "Topic: Blueprint of Financial Market and Economic Outlook Q3- Q4 2021"	ACI FMA Indonesia & LSPP	July 9, 2021
		Webinar Series of Great MSME "The Role of Banking in Promoting MSMEs"	KAGAMA	July 25, 2021
		the Beyond B: How Crypto Work Under the Hood	GDP VENTURE	August 9, 2021
		Webinar Company Restructuring, Financial & Legal Strategy	AEI	August 13, 2021
		Macroprudential Discussion Forum related to the Inclusive Macroprudential Financing Ratio Policy	BI	August 30, 2021
		Business Matching Digitizing MSME Financing	OJK	September 18, 2021
		Health Webinar, New Variant of COVID-19 and how to handle	BCA	September 21, 2021
		Business Coaching "Wisdom for Digital Transactions" in a series of activities for the 2021 Indonesian Creative Work Summit	BI	September 23, 2021
		CEO Forum "The Future of Banking – How Bank Stay Relevant"	PERBANAS	September 30, 2021
		BCA Bonds Client Webinar "Navigating an Uncertain Bond Market"	BCA	October 1, 2021
		IKF ke-X: Towards Business Rebound: Accelerate Economic Recovery through Knowledge	BCA	October 7, 2021
		FGD on Development of the Sharia Economic Bill	IAEI (The Indonesian Association of Islamic Economist)	October 15, 2021
		Peak Event for commemorating National Consumer Day (Harkonas) 2021 (Theme: Advanced Indonesian Consumer Protection)	Indonesian Minister of Trade	October 28, 2021
		Gartner IT Symposium Xpo "The World's Most Important Gathering of CIOs and IT Executives™"	Gartner	November 8-9, 2021
		BCA Trade Webinar 2021 "Embrace Trade Recovery Momentum"	BCA	November 23, 2021
		Online Event BCA Solitaire & Priority "Economic Outlook 2022: Economic Recovery at Crossroads"	BCA	November 26, 2021
		ESG and Climate Change Impact	TSC	December 14, 2021

Notes:

* Mr. Henry Koenafi and Mr. Erwan Yuris Ang ended their office terms at the AGMS on March 29, 2021.

** Mr. Frengky Chandra Kusuma served as Director based on OJK Letter No. 39/KDK.03/2021 dated April 26, 2021.

*** Mr. John Kosasih serves as Director of Compliance based on OJK Letter No. 40/KDK.03/2021 dated April 26, 2021.

11. The Member of Board of Directors' Share Ownership Amounted to 5% or More of Paid-Up Capital

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

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

The Board of Directors' Charter has regulated, among others:

- The obligation of the Board of Directors to disclose the share ownership that reaches 5% (five percent) or more of the paid-up capital, which includes the type and number of shares in BCA, other banks, non-bank financial institutions and

other companies, domiciled at home and abroad. In addition, BCA has also held and kept a Special Register as stipulated in Article 50 of the Limited Liability Company Law.

- The obligation of members of the Board of Directors to submit ownership information and changes to BCA shares within 3 (three) working days at the latest. This policy is in accordance with Article 3 OJK Regulation No. 11/POJK.04/2017 concerning Ownership Report or Any Change in Share Ownership of a Public Company and has been socialized through Memorandum No. 120/MO/DCS/2017 dated April 25, 2017 by the Corporate Secretary to all members of Board of Directors and Board of Commissioners.

BCA has also submitted a report on any changes of the Board of Directors' share ownership in 2021 through the e-reporting system and hardcopy letter to OJK and IDX as a form of compliance with internal and external policies regarding share ownership reports.

Table of Share Ownership of Members of the Board of Directors with 5% or More as of December 31, 2021

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

Table of Total BCA Share Ownership by the Board of Directors in 2021

Director	Year-end Ownership (as of January 1, 2021)	Year-end Ownership (as of January 1, 2021)
Jahja Setiaatmadja	7,905,463	40,797,985 ^{#)}
Suwigno Budiman	7,556,800	38,198,300 ^{#)}
Armand Wahyudi Hartono	851,213	4,256,065 ^{#)}
Subur Tan	2,849,792	14,565,135 ^{#)}
Henry Koenaifi*	908,098	N/A
Erwan Yuris Ang*	1,269,131	N/A

Director	Year-end Ownership (as of January 1, 2021)	Year-end Ownership (as of January 1, 2021)
Rudy Susanto	360,411	2,140,040 ^{#)}
Lianawaty Suwono	174,186	1,338,985 ^{#)}
Santoso	264,593	1,741,020 ^{#)}
Vera Eve Lim	115,201	985,265 ^{#)}
Gregory Hendra Lembong	1,800	172,540 ^{#)}
Haryanto T. Budiman	-	180,985 ^{#)}
Frengky Chandra Kusuma**	N/A	1,386,945 ^{#)}
John Kosasih***	N/A	25,000 ^{#)}

Notes:

* Mr. Henry Koenafi and Mr. Erwan Yuris Ang ended their office terms at the AGMS on March 29, 2021.

** Mr. Frengky Chandra Kusuma served as Director based on OJK Letter No. 39/KDK.03/2021 dated April 26, 2021.

*** Mr. John Kosasih serves as Director of Compliance based on OJK Letter No. 40/KDK.03/2021 dated April 26, 2021.

There is a stock split corporate action with a ratio of 1 : 5 on October 13, 2021

12. Concurrent Positions of Members of the Board of Directors

- Throughout 2021, BCA has ensured that members of the Board of Directors comply with the provisions related to concurrent positions of the Board of Directors in accordance with Article 6 OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, and Article 7 OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks.
- All members of the Board of Directors of BCA do not hold concurrent positions as members of the Board of Directors, members of the Board of Commissioners or Executive Officers at other banks, companies and/or institutions (does not include concurrent positions if the Board of Directors is responsible for supervising investment in a subsidiary company, carrying out functional duties as a member of the Board of Commissioners of a non-bank subsidiary company controlled by BCA).
- Members of the Board of Directors of BCA do not hold concurrent positions as committee members in more than 5 (five) committees in the institution/company where the person concerned also serves as a member of the Board of Directors or member of the Board of Commissioners.

Table of Concurrent Positions of BCA Directors after AGMS 2021

Name	Position in BCA	Position in Other	Position in Other Company/Institution	Business Line
Jahja Setiaatmadja	President Director	-	-	-
Suwigno Budiman	Deputy President Director	-	-	-
Armand Wahyudi Hartono	Deputy President Director	-	-	-
Tan Ho Hien/Subur/ Subur Tan	Director	-	-	-
Rudy Susanto	Director	-	-	-
Lianawaty Suwono	Director	-	-	-
Santoso	Director	-	-	-
Vera Eve Lim	Director	-	-	-
Gregory Hendra Lembong	Director	-	-	-
Haryanto T. Budiman	Director (concurrently as Director of compliance)	-	-	-
Frengky Chandra Kusuma	Director	-	-	-
John Kosasih	Deputy President Director	-	-	-

Table of Concurrent Positions of BCA Directors in 2021

Name	Position in BCA	Term of Office Based on AGMS	Position in
Jahja Setiaatmadja	President Director	2021-2026	<ul style="list-style-type: none"> Chairman of ALCO Chairman of Credit Policy Committee Permanent Member of CC Corporate Permanent Member of Risk Management Committee Permanent Member of Integrated Risk Management Committee
Suwignyo Budiman	Deputy President Director	2021-2026	<ul style="list-style-type: none"> Member of ALCO Chairman of Credit Policy Committee Permanent Member of CC Corporate Permanent Member of Risk Management Committee Permanent Member of Integrated Risk Management Committee
Armand Wahyudi Hartono	Deputy President Director	2021-2026	<ul style="list-style-type: none"> Member of ALCO Member of Information Technology Steering Committee Permanent Member of Risk Management Committee Permanent Member of Integrated Risk Management Committee
Tan Ho Hien/Subur/Subur Tan	Director	2021-2026	<ul style="list-style-type: none"> Chairman of CC Corporate Member of ALCO Member of Credit Policy Committee Permanent Member of CC Commercial Permanent Member of Risk Management Committee Permanent Member of Integrated Risk Management Committee
Rudy Susanto	Director	2021-2026	<ul style="list-style-type: none"> Member of ALCO Member of Credit Policy Committee Permanent Member of CC Corporate Permanent Member of Risk Management Committee Permanent Member of Integrated Risk Management Committee
Lianawaty Suwono	Director	2021-2026	<ul style="list-style-type: none"> Permanent Member of Risk Management Committee Permanent Member of Integrated Risk Management Committee
Santoso	Director	2021-2026	<ul style="list-style-type: none"> Member of ALCO Member of Credit Policy Committee Permanent Member of Risk Management Committee Permanent Member of Integrated Risk Management Committee
Vera Eve Lim	Director	2021-2026	<ul style="list-style-type: none"> Member of ALCO Permanent Member of Risk Management Committee Permanent Member of Integrated Risk Management Committee
Gregory Hendra Lembong	Director	2021-2026	<ul style="list-style-type: none"> Chairman of Information Technology Steering Committee Permanent Member of Risk Management Committee Permanent Member of Integrated Risk Management Committee
Haryanto T. Budiman	Director of Compliance	2021-2026	<ul style="list-style-type: none"> Chairman of Risk Management Committee Chairman of Integrated Risk Management Committee Member of ALCO Member of Credit Policy Committee Member of Information Technology Steering Committee Permanent Member of CC Commercial Non - Permanent Member of CC Corporate
Frengky Chandra Kusuma	Director	2021-2026	<ul style="list-style-type: none"> Member of ALCO Permanent Member of Risk Management Committee Permanent Member of Integrated Risk Management Committee Member of Information Technology Steering Committee
John Kosasih	Director	2021-2026	<ul style="list-style-type: none"> Member of Credit Policy Committee Permanent Member of CC Commercial

13. Report on the Implementation of Duties and Assessments of the Executive Committee under the Board of Directors

The Executive Committees of the Board of Directors are committees formed by the Board of Directors to contribute to the fulfillment of BCA's business needs in accordance with the duties and responsibilities of the Board of Directors.

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

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

The Board of Directors carries out an assessment of the Executive Committee of the Board of Directors with the following provisions:

Criteria:

The evaluation criteria for the Executive Committee of the Board of Directors are based on compliance with the guidelines and work procedures as well as the realization of the work/duties of each committee.

Process:

The assessment is carried out by the Board of Directors collegially once a year.

Result:

The Board of Directors considers that throughout 2021 the entire Executive Committee of the Board of Directors has contributed in accordance with their duties and responsibilities and provided useful opinions, thus supporting the implementation of the duties of the Board of Directors. The committees actively discuss periodically to discuss work programs in accordance with developments in BCA's condition, the economy, and applicable regulations. The Board of Directors expresses appreciation for the support and commitment of these committees.

Assessment Results of the Committees under the Board of Directors

1. Asset and Liability Committee (ALCO)

ALCO is a permanent committee under the Board of Directors whose mission is to optimally achieve BCA's profitability levels, and to ensure liquidity risk, interest rate risk, and controlled foreign exchange risk through the establishment of BCA's policies and strategies for assets and liabilities management.

Realization of ALCO Work Program During 2021

Throughout 2021, ALCO has realized the following work programs:

- a. Evaluating the strategy and position of BCA's assets and liabilities in accordance with the objective of liquidity risk management, interest rate and exchange rate.
- b. Evaluating and establish changes of funds and loans interest rates, basic loan interest rates, and limits related to Asset Liability Management (ALM).
- c. Reviewing the result of profit/loss simulation in accordance with BCA's ALM strategy.
- d. Establishing policies and strategies in structuring the balance sheet and investment portfolio.

2. Risk Management Committee (RMC)

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

Realization of RMC Work Program During 2021

In carrying out its duties during 2021, RMC accomplished the following work programs:

- a. Informing the proposed fraud limit which has a significant impact wherein OJK Regulation No. 39/POJK.03/2019 Banks are required to submit reports and/or corrections of fraud reports that have a significant impact.
- b. Informing cyber threat trends such as vulnerability exploits and ransomware with mitigation carried out such as hygienic security culture, protection, detection, and response.
- c. Informing LPS Regulation No. 1 Year 2021 concerning Resolution Plan for Commercial Banks dated March 30, 2021, in which Systemic Banks and Banks other than certain Systemic Banks determined by LPS, are required to prepare and submit a Resolution Plan to LPS.
- d. Informing the results of submitting the Resolution Plan document to LPS on August 30, 2021.
- e. Informing the changes in Credit Risk RWA calculation according to OJK Circular Letter No. 24/SEOJK.03/2021 dated October 7, 2021, which will be implemented on January 1, 2023, including a simulation of calculation with data period of December 2021, June 2022 and December 2022.

- f. Informing the bank product operation related to the payment system in which Bank is required to have approval from both OJK and BI, therefore it shall need allocated time for the approval process.

3. Integrated Risk Management Committee (IRMC)

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

Realization of IRMC Work Program During 2021

Throughout 2021, IRMC has realized the following work programs:

- Informing the integrated stress test results of BCA Financial Conglomerate in 2021.
- Informing the Integrated Risk Profile Report of BCA Financial Conglomerate for Semester II 2020.
- Informing the Integrated Risk Profile Report of BCA Financial Conglomerate for Semester I 2021.
- Informing case ransomware/malware updates.
- Informing OJK Circular Letter No. 7/SEOJK.05/2021 concerning Implementation of Risk Management for Financing Companies and Islamic Financing Companies and OJK Circular Letter No. 8/SEOJK.05/2021 concerning Implementation of Risk Management for Insurance Companies, Sharia Insurance Companies, Reinsurance Companies, and Sharia Reinsurance Companies.
- Informing calculation of RWA for operational risk using standard approach for Commercial Banks.
- Informing OJK Regulation of Risk Management in the use of Information Technology by Non-Bank Financial Service Institutions.
- Informing Integrated IT and Security Infrastructure for Subsidiaries.

4. Credit Policy Committee (CPC)

CPC was established to direct the credit lending through the formulation of credit policies in order to achieve prudent lending target.

Realization of CPC Work Program During 2021

Throughout the implementation of its duties in 2021, CPC has carried out a work program which provides recommendation related to "Adjustments/additions to the Credit Restructuring Policy for Debtors Affected by COVID-19".

5. Credit Committee (CC)

CC was established to assist the Board of Directors in evaluating and/or providing credit decisions in accordance with the authority limits set by the Board of Directors, as stipulated in BCA's Articles of Association and by taking into account business development and implementing the principle of prudence.

Realization of CC Work Program During 2021

Throughout 2021, CC have made decisions or recommendations on granting credit (new, additional, reduction and/or extension, restructure and restructure due to COVID-19) in accordance to the limit of authority, including the determination/change of credit structure.

6. Information Technology Steering Committee (ITSC)

ITSC was established to ensure that the implementation of information technology system is in line with BCA's strategic plan and aims to improve BCA's competitive advantage through the utilization of appropriate information technology.

Realization of ITSC Work Program During 2021

Throughout 2021, ITSC has executed work programs, among others:

- Evaluating and supervising implementation of IT strategic projects that are aligned with BCA's strategic corporate objective and business direction.
- Evaluating the implementation of process and technology used in IT development's projects.
- Reviewing and overseeing the strategic measures to minimize risk of IT investment, lower operating costs, and improve IT service level.
- Monitoring IT budget utilization for 2021.
- Reviewing and evaluating the following new strategic IT projects:
 - a) Always On, by utilizing cloud technology, improvement in handling incidents and problem, and high availability for several customer transaction services, as well as the implementation of parallel sysplex technology on the mainframe.

- b) Application development with new technologies, including digital signature.
 - c) Plan to move system from mainframe platform to open system (offloading).
 - d) Implementation of cloud technology that enables fast, flexible, and efficient management of infrastructure capacity according to the BCA needs.
- Evaluating and overseeing IT initiatives that are implemented to support the delivery of IT strategic projects. These initiatives are:
 - a) Backend application offloading strategy from mainframe to the open system, to support a more agile, flexible, and efficient architecture system
 - b) Improvement of transaction services that can be accessed 24/7 by customers.
 - c) Implementation of digital signatures as a supporting facility of work from anywhere.
 - d) Improvement of incident response and problem management review, which have impact on faster incident handling time and improve availability system.
 - e) Improvement problem review blameless post mortem, which is a problem management process that focuses on root cause and monitoring progress of solution implementation to mitigate common problem finding.
 - f) Review myBCA's development in 2021 and myBCA's development plan in 2022.
 - g) Implementation of cloud technology for environment development and review over risk, compliance, and security aspect for cloud services provider.
 - h) Review citizen development initiative that can accelerate automation and/or innovation in work units.
- Reviewing and evaluating IT Risk Management process and IT Compliance Governance to achieve Good IT Governance.

7. Personal Case Advisory Committee (PCAC)

PCAC was formed by and has responsibility to the Board of Directors. PCAC has a mission to provide independent recommendations to the Board of Directors regarding employee case resolution that meets the principles of justice and equality through the review of violations and/or crimes committed by employees.

Realization of PCAC Work Program During 2021

PCAC has realized the work program which includes providing input in the form of information, analysis and consideration to provide recommendations to the Board of Directors in response to several cases of violations committed by employees that require decision from the Board of Directors for settlement, such as imposition of sanctions and/or improvement of systems and operational procedures and/or legal case processing.

The explanation regarding the Executive Committee of the Board of Directors is described in detail in the Executive Committees of the Board of Directors section on page 440 of this Annual Report.

14. Report on the Implementation of the Duties of the Board of Directors

The report on the Implementation of the Board of Directors' Duties is presented completely on page 26 of the Board of Directors' Report section of this Annual Report.

The policies and implementation of Board of Directors meetings, including joint meetings of the Board of Commissioners, and the level of attendance of each member of the Board of Directors are completely presented on pages 397-404 of the Meetings of the Board of Commissioners, Board of Directors, and Joint Meetings section of this Annual Report.

15. Performance Assessment of Members of the Board of Directors

The performance assessment of members of the Board of Directors, which is related to the procedure for implementing the performance assessment, the criteria used, and the party who conducts the assessment can be seen on pages 409-410 of the Performance Evaluation of the Board of Commissioners and the Board of Directors section in this Annual Report.

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

1. Board of Commissioners Meeting

Legal Basis

BCA refers to the following regulations in holding the Board of Commissioners meeting:

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

Meeting Policy

The Board of Commissioners meeting policy in the Board of Commissioner Charter and/or Articles of Association has regulated, among others:

1. Meeting Mechanism
The Board of Commissioners' meeting may be held physically or electronically through teleconferencing, video conferencing or other similar electronic media.
2. Meeting Frequency
 - a. The Board of Commissioners' meeting shall be held regularly at least 1 (one) time in 2 (two) months or at least 6 (six) times in 1 (one) year.
 - b. Every member of the Board of Commissioners must attend at least 75% (seventy-five percent) of the meetings in 1 (one) year.
3. Notice of Meeting
 - a. For a Board of Commissioners' meeting that has been previously scheduled or based on the resolution of the previous Board of Commissioners' meeting, notice of meeting shall be no necessary.
 - b. For a Board of Commissioners' meeting that is held outside the predetermined schedule, notice of meeting must be provided no later than 1 (one) day prior to the date of the Board of Commissioners' meeting, or within a shorter period in an urgent situation.
 - c. The notice of the Board of Commissioners' meeting must contain the agenda, date, time, mechanism and venue of the Meeting and accompanied with the meeting materials.

- d. The notice of the Board of Commissioners' meeting must be in writing and delivered to each member of the Board of Commissioners by registered mail or by courier service or by e-mail or by any other means deemed effective by the Board of Commissioners.

4. Meeting Schedule and Materials

- a. The Board of Commissioners shall set the schedule for the Board of Commissioners' meeting or the Board of Commissioners' meeting by inviting the Board of Directors for the following year before the end of the financial year and upload it to the BCA website.
- b. For a scheduled meeting, the meeting materials shall be provided to the participants no later than 5 (five) business days before the meeting date (D-5).
- c. For a meeting that is held outside the predetermined schedule, the meeting materials shall be provided to the participants at least before the start of the meeting.

5. Quorum and Meeting Resolutions

- a. The Board of Commissioners' meeting shall be valid and entitled to adopt binding resolutions if more than ½ (one half) of all the incumbent members of the Board of Commissioners are present or represented in the meeting.
- b. The Board of Commissioners' meeting shall adopt resolutions by prioritizing deliberation for a consensus.
- c. If such consensus cannot be reached, the resolutions shall be adopted by voting on the affirmative votes of more than ½ (one half) of the total valid votes cast in the relevant meeting.
- d. The Board of Commissioners may also adopt valid resolutions without holding the Board of Commissioners' meeting, provided that all members of the Board of Commissioners have been notified in writing and give their approval for the proposals and sign such approval. Any resolutions adopted in such manner shall have the same force as those validly adopted in the Board of Commissioners' meeting.
- e. All resolutions adopted by the Board of Commissioners shall be binding on and shall become the responsibility of all members of the Board of Commissioners.

6. A member of the Board of Commissioners can only be represented in the Board of Commissioners' meeting by another member of the Board of Commissioners under a Special Power of Attorney made for the purpose of the meeting.

7. Minutes of Board of Commissioners' meeting

- The outcomes of the Board of Commissioners' meeting must be recorded in the Minutes of Meeting, which shall be signed by all members of the Board of Commissioners present.
- The Minutes of Meeting must be properly documented according to the applicable regulations.
- Any dissenting opinion, as well as the reasons therefor, shall be expressly set out in the minutes of the Board of Commissioners' meeting.

Glossary of The Meeting of Board of Commissioners and the Board of Directors

Board of Commissioners

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

Board of Directors

Abbreviation	Name
JS	Jahja Setiaatmadja
SB	Suwignyo Budiman
AWH	Armand Wahyudi Hartono
ST	Tan Ho Hien/Subur atau Subur Tan
HK	Henry Koenafi
EY	Erwan Yuris Ang
RS	Rudy Susanto
LS	Lianawaty Suwono
SL	Santoso
VL	Vera Eve Lim
HL	Gregory Hendra Lembong
HB	Haryanto T. Budiman
FC	Frengky Chandra Kusuma
JK	John Kosasih

Implementation

Throughout 2021, BCA held 33 (thirty-three) Board of Commissioners' meetings which were held physically and via teleconference. BCA has fulfilled OJK Regulation regarding the minimum frequency of the Board of Commissioners' meeting.

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

The Board of Commissioners' meeting frequency and attendance of members of the Board of Commissioners throughout 2021 are as follows:

Name	Position	Number of Meeting	Attendance	Percentage
Djohan Emir Setijoso	President Commissioner	33	32	97%
Tonny Kusnadi	Commissioner	33	32	97%
Cyrillus Harinowo	Independent Commissioner	33	32	97%
Raden Pardede	Independent Commissioner	33	32	97%
Sumantri Slamet	Independent Commissioner	33	33	100%

The Board of Commissioners' meeting schedule in 2021 has been published on the BCA website and can be accessed at <https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>.

The schedule and agenda of the Board of Commissioners' meetings held throughout 2021 are as follows:

No.	Date	Meeting Agenda	Attendees
1.	January 6, 2021	1. Approval of Credit Request for Related Parties 2. Weekly Credit Decision Review	DES, CH, RP, SS
2.	January 20, 2021	1. Changes of Remuneration and Nomination Committee (RNC) membership 2. Others 3. Presentation of Internal Audit Division 4. Weekly Credit Decision Review	DES, TK, CH, RP, SS
3.	February 3, 2021	RNC's recommendations regarding GMS 2021	DES, TK, CH, RP, SS
4.	February 10, 2021	1. Presentation of Wealth Management Division 2. Weekly Credit Decision Review 3. Recommendations from the Board of Commissioners to the GMS Chairman and the minutes of the BCA Annual GMS	DES, TK, CH, RP, SS
5.	February 17, 2021	1. Presentation of Audit Committee 2. Presentation of Risk Oversight Committee 3. Weekly Credit Decision Review	DES, TK, CH, RP, SS
6.	February 24, 2021	1. Approval of Credit Request for Related Parties 2. Weekly Credit Decision Review 3. Proposal for changes of the Board of Directors and the Board of Commissioners.	DES, TK, CH, RP, SS
7.	March 3, 2021	1. Presentation of Corporate Banking Group and Credit Risk Analysis Group 2. Weekly Credit Decision Review	DES, TK, CH, RP, SS
8.	March 10, 2021	1. Appointment of BCA's Annual GMS Chairman 2. Report of Integrated Governance Committee for Second Semester of 2020. 3. Weekly Credit Decision Review 4. Appointment of Member of Integrated Governance Committee	DES, TK, CH, RP, SS
9.	March 17, 2021	1. Independent Commissioner who has served for 2 (two) consecutive terms. 2. Discussion on the Proposed Tantiem Amount for the Financial Year 2020	DES, TK, CH, RP, SS
10.	April 7, 2021	1. Approval the member of Remuneration and Nomination Committee 2021-2026 2. Approval for Change of Chairman of the Committee of the Board of Commissioners 3. Weekly Credit Decision Review 4. Presentation of Remuneration and Nomination Committee	DES, TK, CH, RP, SS
11.	April 14, 2021	1. Internal Discussion 2. Weekly Credit Decision Review	DES, TK, CH, RP, SS
12.	April 21, 2021	1. Expert Presentation 2. Weekly Credit Decision Review	DES, TK, CH, RP, SS
13.	April 22, 2021	Approval the member of Audit Committee 2021-2026	DES, TK, CH, RP, SS
14.	April 28, 2021	1. Approval the member of Risk Oversight Committee 2021-2026 2. Approval the member of Integrated Corporate Governance Committee 2021-2026	DES, TK, CH, RP, SS
15.	May 5, 2021	1. Discussion: BCA Monography 2. Internal Discussion 3. Weekly Credit Decision Review 4. Approval of the member of Integrated Corporate Governance Committee 2021-2026	DES, TK, CH, RP, SS
16.	May 10, 2021	The meeting of the Board of Director and Board of Commissioners	DES, TK, CH, RP, SS
17.	May 19, 2021	1. Presentation of Audit Committee 2. Presentation of Risk Oversight Committee 3. Weekly Credit Decision Review	DES, TK, CH, RP, SS
18.	June 2, 2021	1. Presentation of BCA Digital 2. Presentation of BCA Finance 3. Confirmation of Mortgage Facility Decisions 4. Weekly Credit Decision Review	TK, CH, RP, SS
19.	June 10, 2021	1. Presentation of Credit Risk Analysis Group and Corporate Banking Group and Corporate Finance 2. Weekly Credit Decision Review	DES, TK, CH, RP, SS
20.	June 16, 2021	1. Presentation of BCA Digital 2. Weekly Credit Decision Review	DES, TK, CH, SS
21.	June 23, 2021	Presentation of Credit Risk Analysis Group and Corporate Banking Group and Corporate Finance	DES, TK, CH, RP, SS

No.	Date	Meeting Agenda	Attendees
22.	July 21, 2021	1. Presentation of Internal Audit Division 2. Presentation of Strategic Information Technology Group regarding Digital Signature (I-Sign Application)	DES, TK, CH, RP, SS
23.	August 18, 2021	1. Presentation of Risk Oversight Committee 2. Presentation of Audit Committee 3. Weekly Credit Decision Review	DES, TK, CH, RP, SS
24.	August 25, 2021	1. Presentation of Credit Risk Analysis Division and Corporate Banking Group and Corporate Finance 2. Approval of Credit Facility Request of Related Party 3. Weekly Credit Decision Review	DES, TK, CH, RP, SS
25.	September 8, 2021	1. Appointment of BCA's EGMS Chairman 2. Report of Integrated Governance Committee for First Semester of 2021. 3. Weekly Credit Decision Review	DES, TK, CH, RP, SS
26.	October 27, 2021	1. Secretary of the Board of Commissioners 2. Weekly Credit Decision Review	DES, TK, CH, RP, SS
27.	November 3, 2021	1. Presentation of Credit Risk Analysis Division and Corporate Banking Group and Corporate Finance 2. Presentation of Credit Risk Analysis Division, Corporate Banking Group and Corporate Finance and Consumer Credit Business Division 3. Weekly Credit Decision Review	DES, TK, CH, RP, SS
28.	November 10, 2021	1. Presentation of Risk Management Work Unit 2. Weekly Credit Decision Review	DES, TK, CH, RP, SS
29.	November 17, 2021	1. Presentation of Corporate Secretary Division 2. Presentation of Risk Oversight Committee 3. Presentation of Audit Committee 4. Weekly Credit Decision Review	DES, TK, CH, RP, SS
30.	November 24, 2021	1. Approval of Bank Business Plan 2. Approval of Sustainable Finance Action Plan 3. Presentation of Corporate Strategy & Planning Division 4. Approval of Credit Facility of Related Party 5. Weekly Credit Decision Review	DES, TK, CH, RP, SS
31.	December 1, 2021	1. Presentation of Credit Rescue Unit 2. Presentation of Credit Risk Analysis Group, Corporate Banking Group 3. Weekly Credit Decision Review	DES, TK, CH, RP, SS
32.	December 15, 2021	1. Presentation of Credit Risk Analysis Division and Corporate Banking Group and Corporate Finance 2. Weekly Credit Decision Review	DES, TK, RP, SS
33.	December 22, 2021	1. Expert Presentation 2. Weekly Credit Decision Review	DES, TK, CH, RP, SS

Board of Commissioners Meeting Plan 2022

BCA has scheduled the Board of Commissioners' meeting for 2022 as follows:

Month	Date
January	19, 26
February	9, 16, 23
March	9, 16, 23, 30
April	6, 13, 20, 27
May	18, 25
June	8, 15, 22, 29
July	6, 13, 20, 27
August	3, 10, 24, 31
September	7, 14, 21, 28
October	5, 12, 19, 26
November	2, 9, 16, 23
December	7, 14

The schedule of Board of Commissioners' meeting plan above may change at any time according to the circumstances.

The schedule of Board of Commissioners' meeting plan for 2022 has been published on the BCA website since December 2021 and can be accessed at <https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>.

2. Board of Directors Meeting

Legal Basis

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

- Article 20 paragraph 1 OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks, states that every policy and strategic decision must be decided through the Board of Directors meeting due regard for supervision in accordance with the duties and responsibilities of the Board of Commissioners.

- b. Article 16 paragraph 1 OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Public Companies, states that the Board of Directors must conduct a regular meeting of Board of Directors at least once each month.
- c. Article 13 BCA's Articles of Association.
- d. Board of Directors Charter

Meeting Policy

The Board of Directors meeting policy in the Board of Directors Charter and/or Articles of Association has regulated, among others:

1. Meeting Mechanism

The Board of Directors' meeting may be held physically or electronically through teleconferencing, video conferencing or other similar electronic media.
2. Meeting Frequency
 - a. The Board of Directors' meeting shall be held regularly at least 1 (one) time in a month or at least 12 (twelve) times in a year.
 - b. Every member of the Board of Directors must attend at least 75% (seventy-five percent) of the meetings in 1 (one) year.
3. Notice of Meeting
 - a. The notice of the Board of Directors' meeting shall be provided by the Board of Directors' Bureau by e-mail to all members of the Board of Directors at least 5 (five) business days prior to the date of the meeting (D-5).
 - b. For a Board of Directors' meeting that has been previously scheduled or based on the resolution of the previous Board of Directors' meeting, notice of meeting shall be no necessary.
 - c. For a Board of Directors' meeting that is held outside the predetermined schedule, a notice of meeting must be provided no later than 1 (one) day prior to the date of the Board of Directors' meeting, or within a shorter period in an urgent situation.
 - d. The notice of meeting must contain the agenda (date, time, venue, and topics) as well as the meeting materials.
 - e. The members of the Board of Directors shall give confirmation of their attendance to the Board of Directors' Bureau.
4. Meeting Schedule and Materials
 - a. The Board of Directors shall set the schedule for the Board of Directors' meeting as well as the joint meeting between the Board of Directors and the Board of Commissioners for the following year before the end of the financial year and upload it to the BCA website.
- b. For a scheduled meeting, the meeting materials shall be provided to the participants no later than 5 (five) business days before the meeting date (D-5).
- c. For a meeting that is held outside the predetermined schedule, the meeting materials shall be provided to the participants at least before the start of the meeting.
5. Quorum and Meeting Resolutions
 - a. The Board of Directors' meeting shall be valid and entitled to adopt binding resolutions if more than ½ (one half) of all members of the Board of Directors are present or represented in the meeting.
 - b. All strategic policies and resolutions must be decided through the Board of Directors' meeting, subject to the supervision by the Board of Commissioners according to its duties and responsibilities.
 - c. The Board of Directors' meeting shall adopt resolutions by prioritizing deliberation for a consensus.
 - d. If such consensus cannot be reached, the resolutions shall be adopted by voting on the affirmative votes of more than ½ (one half) of the total valid votes cast in the relevant meeting.
 - e. The Board of Directors may also adopt valid resolutions without holding the Board of Directors' meeting, provided that all members of the Board of Directors have been notified in writing and give their approval for the proposals and sign such approval. Any resolutions adopted in such manner shall have the same force as those validly adopted in the Board of Directors' meeting.
 - f. All resolutions adopted by the Board of Directors shall be binding on and shall become the responsibility of all members of the Board of Directors.
6. A member of the Board of Directors can only be represented by another member of the Board of Directors under a Special Power of Attorney made for the purpose of the relevant meeting provided that it does not impair the voting right in connection with:
 - a. the attendance quorum and
 - b. the quorum for adopting resolutions under the power granted so that his/her voting right is taken into account in the meeting quorum.
7. Minutes of Meeting
 - a. The outcomes of the Board of Directors' meeting must be recorded in the Minutes of Meeting, which shall be signed by all members of the Board of Directors present and circulated to all members of the Board of Directors.

- b. The minutes of the Board of Directors' meeting must be properly documented according to the applicable regulations.
- c. Any dissenting opinion, as well as the reasons therefor, must be expressly set out in the Minutes of Meeting.

Implementation

Throughout 2021, the Board of Directors held 53 (fifty-three) Board of Directors' meetings which were held physically and via teleconference. BCA has fulfilled OJK Regulation regarding the minimum frequency of the Board of Directors' meeting.

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

The Board of Directors' meeting frequency and attendance of members of the Board of Directors throughout 2021 are as follows:

Name	Position	Number of Meeting	Attendance	Percentage
Jahja Setiaatmadja	President Director	53	53	100%
Suwarno Budiman	Deputy President Director	53	48	91%
Armand Wahyudi Hartono	Deputy President Director	53	52	98%
Tan Ho Hien/Subur/ Subur Tan	Director	53	52	98%
Henry Koenafi*	Director	12	5	42%
Erwan Yuris Ang*	Independent Director	12	5	42%
Rudy Susanto	Director	53	53	100%
Lianawaty Suwono	Director	53	48	91%
Santoso	Director	53	52	98%
Vera Eve Lim	Director	53	50	94%
Gregory Hendra Lembong	Director	53	47	89%
Haryanto T. Budiman	Director (concurrently serving as Director of Compliance)	53	45	85%
Frengky Chandra Kusuma**	Director	37	33	89%
John Kosasih***	Director	37	31	84%

Notes:

* Mr. Henry Koenafi and Mr. Erwan Yuris Ang ended their office term at the AGMS on March 29, 2021.

** Mr. Frengky Chandra Kusuma serves as Director based on OJK Letter No. 39/KDK.03/2021 dated April 26, 2021.

*** Mr. John Kosasih serves as Director of Compliance based on OJK Letter No. 40/KDK.03/2021 dated April 26, 2021.

The number of meetings is adjusted to their term of office.

The Board of Directors' meeting schedule in 2021 has been published on the BCA website and can be accessed at <https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>.

The schedule and agenda of the Board of Directors' meetings held throughout 2021 are as follows:

No.	Date	Meeting Agenda	Attendees
1.	January 7, 2021	1. "The Age of Innovation" 2. IT Performance Upgrade	JS, SB, AWH, ST, HK, EY, RS, LS, SL, VL, HB
2.	January 19, 2021	1. BCA Financial Performance 2. COVID-19 Development	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL
3.	January 26, 2021	1. Division Project Development Update 2. Improvement of Employee Productivity 3. 2020 Performance Assessment of the Board of Directors	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL
4.	January 28, 2021	1. Porseni Virtual 2021 Update 2. Realization of Project Digital Experience	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL
5.	February 4, 2021	Customer Engagement	JS, SB, AWH, ST, HK, EY, RS, LS, SL, VL, HL
6.	February 9, 2021	Audit Firm	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL

No.	Date	Meeting Agenda	Attendees
7.	February 11, 2021	1. Company Budget 2021 2. Update of Application Usage to Support Productivity 3. Macro Economic Update	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL
8.	February 18, 2021	1. Balance Score Card 2. Company Financial Performance	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL
9.	February 23, 2021	1. Performance and Business Plan of Subsidiary 2. Mechanism of AGMS Implementation 3. AGMS update	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL
10.	March 9, 2021	Performance and Business Plan Update of Subsidiary	JS, SB, AWH, ST, HK, EY, RS, LS, SL, VL, HB, HL
11.	March 18, 2021	1. Monthly Deck 2. Performance and Business Plan Update of Subsidiary	JS, SB, AWH, ST, HK, EY, RS, LS, SL, VL, HB, HL
12.	March 23, 2021	Performance and Business Plan Update of Subsidiary	JS, SB, AWH, ST, HK, EY, RS, LS, SL, VL, HB, HL
13.	April 8, 2021	1. Performance of Corporate Communication 2. Banking Industry Review	JS, SB, AWH, ST, RS, LS, SL, VL, HL
14.	April 15, 2021	1. Division Performance Realization 2. Financial performance	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL
15.	April 27, 2021	1. Vaccination Plan Update 2. MSME Fest Program 3. Credit Division Achievement Update	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL
16.	April 29, 2021	Sharing of Kakao Bank - BCG	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL
17.	May 6, 2021	1. Indonesian Political Economy Projection 2. Discussion of Omnibus Law	JS, SB, AWH, ST, RS, LS, SL, VL, HL, FC
18.	May 11, 2021	1. Analyst Deck 2. Customer Survey 3. Macro Economic Update	JS, SB, AWH, ST, RS, LS, SL, VL, HL, FC
19.	May 20, 2021	1. Mechanism of the Company's Board of Directors 2. Update System Project 3. Monthly Deck	JS, AWH, ST, RS, LS, SL, VL, HB, HL, FC
20.	May 25, 2021	BCA Organizational Development	JS, AWH, ST, RS, LS, SL, VL, HB, HL, FC, JK
21.	May 27, 2021	1. IT Performance Update 2. Crypto Sharing Session	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL, FC, JK
22.	June 3, 2021	Presentation of Subsidiary	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL, FC, JK
23.	June 8, 2021	1. Presentation of Corporate Strategy & Planning Division 2. Presentation of Subsidiary	JS, SB, AWH, ST, RS, LS, SL, VL, HL, FC, JK
24.	June 10, 2021	2021 Performance Outlook	JS, SB, AWH, ST, RS, LS, SL, VL, HL, FC, JK
25.	June 17, 2021	BCA Financial Performance Update	JS, SB, AWH, ST, RS, SL, VL, HB, HL, FC, JK
26.	June 22, 2021	1. Macro Economic Update 2. Subsidiary Employment Policy	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL, FC, JK
27.	June 24, 2021	Covid and Vaccinations Updates	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL, FC, JK
28.	July 1, 2021	Employee productivity mapping	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL, FC, JK
29.	July 8, 2021	Internal Discussion	JS, SB, AWH, ST, RS, LS, SL, VL, HB, FC, JK
30.	July 13, 2021	Development of Banking Transaction Product	JS, SB, AWH, ST, RS, LS, SL, VL, HB, FC, JK
31.	July 15, 2021	1. BCA Performance and performance outlook 2. Presentation of International Banking Division	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL, FC, JK
32.	July 27, 2021	Macro Economic Update	JS, SB, AWH, ST, RS, LS, SL, VL, HB, FC, JK
33.	July 29, 2021	Financial Business Opportunity	JS, SB, AWH, ST, RS, LS, SL, VL, HB, FC, JK
34.	August 5, 2021	1. Banking Regulation Update 2. Analyst Feedback 3. 2022 Strategic Plan and Budget	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL
35.	August 10, 2021	1. Operations-Service Strategy and Development 2. ESG Update	JS, SB, AWH, ST, RS, LS, SL, HB, HL, FC, JK
36.	August 12, 2021	1. Market Development Update – Treasury 2. International Banking Project	JS, SB, AWH, ST, RS, SL, HB, HL, FC, JK
37.	August 19, 2021	1. Financial Performance Update 2. Plan for Realization of Subsidiary Capital Participation 3. Performance and Business Plan Update of Subsidiary	JS, SB, AWH, ST, RS, LS, SL, HB, HL, FC, JK

No.	Date	Meeting Agenda	Attendees
38.	August 24, 2021	Performance and Business Plan Update of Subsidiary	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL, FC, JK
39.	August 26, 2021	1. Performance and Business Plan Update of Subsidiary 2. Macro Economic Update	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL, FC, JK
40.	September 2, 2021	1. Performance and Business Plan Update of Subsidiary 2. Presentation of Strategic Information Technology Group	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL, FC, JK
41.	September 16, 2021	BCA Financial Performance Update	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL, FC, JK
42.	September 28, 2021	1. Macro Economic Update 2. Presentation of Human Capital Management Division	JS, AWH, ST, RS, LS, SL, VL, HB, HL, FC, JK
43.	September 30, 2021	1. Development of Banking Transaction Products 2. Performance and Business Plan Update of Subsidiary	JS, AWH, ST, RS, LS, SL, VL, HB, HL, FC, JK
44.	October 12, 2021	1. Presentation on Prospects of Indonesia's Economic Recovery 2021 2. Internal Communication Survey	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL, FC, JK
45.	October 26, 2021	1. Macro Economic Update 2. PostCOVID-19 Employee Performance Program	JS, ST, RS, LS, SL, VL, HL, FC, JK
46.	October 28, 2021	1. Recovery Plan 2. Financial Performance and Performance Outlook	JS, SB, AWH, ST, RS, LS, SL, VL, HL, FC, JK
47.	November 4, 2021	1. Analyst Feedback 2. Customer Management Development	JS, SB, AWH, ST, RS, SL, VL, HB, FC, JK
48.	November 9, 2021	Employee Engagement Program	JS, SB, AWH, ST, RS, SL, VL, HB, HL, FC, JK
49.	November 11, 2021	1. Business Strategy Development 2. Legal Development Update	JS, SB, AWH, ST, RS, SL, VL, HB, HL
50.	November 18, 2021	1. BCA Financial Performance Update 2. 2022 Key Strategic Priorities and Insights	JS, SB, AWH, RS, LS, SL, VL, HB, HL, JK
51.	November 25, 2021	1. Banking Sector Review 2. Update on the Harmonization Law Regarding VAT of Financial Services	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL, JK
52.	December 2, 2021	1. Macro Economic Update 2. Presentation of Human Capital Management Division	JS, SB, AWH, ST, RS, LS, SL, VL, HB, HL, FC, JK
53.	December 14, 2021	1. ESG Refreshment 2. BCA Financial Performance Update	JS, SB, AWH, ST, RS, LS, VL, HB, HL, FC, JK

Board of Directors Meeting Plan 2022

BCA has scheduled the Board of Directors' meeting for 2022 as follows:

Month	Date
January	6,11,13,20,25,27
February	3,8,10,17,22,24
March	8,10,17,22,24,31
April	7,12,14,21,26,28
May	5,10,12,19,24
June	2,9,14,16,23,28,30
July	7,12,14,21,26,28
August	4,9,11,18,23,25
September	1,8,13,15,22,27,29
October	6,11,13,20,25,27
November	3,8,10,17,22,24
December	1,8,13,15,22,27,29

The schedule of Board of Directors' meeting plan above may change at any time according to the circumstances.

The schedule of Board of Directors' meeting plan for 2022 has been published on the BCA website since December 2021 and can be accessed at <https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>.

3. Joint Meeting of the Board of Commissioners and the Board of Directors

Legas Basis

- Article 31 paragraph 3 OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Public Companies, states that the Board of Commissioners should conduct a meeting with the Board of Directors at least once in 4 (four) months.

- b. Article 16 paragraph 3 OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Public Companies, states that the Board of Directors shall conduct a regular meeting with the Board of Commissioners at least once every 4 (four) months.

Meeting Policy

The joint meeting policy has been included in the Board of Directors' Charter and the Board of Commissioners' Charter as well as the Articles of Association. The policy regulates, among others:

1. Meeting Mechanism
The joint meeting may be held physically or electronically through teleconferencing, video conferencing or other similar electronic media.
2. Meeting Frequency
The Board of Commissioners and the Board of Directors shall hold a joint meeting on a regular basis at least 1 (one) time in 4 (four) months.
3. Notice of Meeting
 - a. For a joint meeting that has been previously scheduled or based on the resolution of the previous joint meeting, notice of meeting shall be no necessary.
 - b. For a meeting that is held outside the predetermined schedule, notice of meeting must be provided no later than 1 (one) day prior to the date of the meeting, or within a shorter period in an urgent situation.
 - c. The notice of meeting must contain the agenda, date, time, mechanism and venue of the meeting and accompanied with the meeting materials.
 - d. The notice of meeting must be in writing and delivered to the participants by registered mail or by courier service or by e-mail or by any other means deemed effective.
4. Meeting Schedule and Materials
 - a. The Board of Commissioners and the Board of Directors shall set the schedule for the joint meeting for the following year before the end of the financial year.

- b. For a scheduled meeting, the meeting materials shall be provided to the participants no later than 5 (five) business days before the meeting date.
5. Quorum and Meeting Resolutions
 - a. The meeting shall be valid and entitled to adopt binding resolutions if more than ½ (one half) of all members of the Board of Commissioners and the Board of Directors are present or represented in the meeting.
 - b. The joint meeting shall adopt resolutions by prioritizing deliberation for a consensus.
 - c. If such consensus cannot be reached, the resolutions shall be adopted by voting on the affirmative votes of more than ½ (one half) of the total valid votes cast in the relevant meeting.
 - d. All resolutions adopted at the joint meeting are binding.
6. A member of the Board of Directors can only be represented by another member of the Board of Directors and a member of the Board of Commissioners can only be represented by another member of the Board of Commissioners under a Special Power of Attorney made for the purpose of the meeting.
7. Minutes of Meeting
 - a. The outcomes of the meeting must be recorded in the Minutes of Meeting, which shall be signed by all members of the Board of Directors and the Board of Commissioners present and circulated to all members of the Board of Directors and the Board of Commissioners.
 - b. Any dissenting opinion, as well as the reasons therefor, shall be expressly set out in the Minutes of Meeting

Implementation

Throughout 2021, the Board of Commissioners and the Board of Directors held 11 joint meetings which were held physically and via teleconference.

Attendance Frequency of the Board of Commissioners in Joint Meetings of the Board of Commissioners and the Board of Directors in 2021:

Name	Position	Number of Meeting	Attendance	Percentage
Djohan Emir Setijoso	President Commissioner	11	10	91%
Tonny Kusnadi	Commissioner	11	9	82%
Cyrellus Harinowo	Independent Commissioner	11	10	91%
Raden Pardede	Independent Commissioner	11	8	73%
Sumantri Slamet	Independent Commissioner	11	11	100%

Attendance Frequency of the Board of Directors in Joint Meetings of the Board of Commissioners and the Board of Directors in 2021:

Name	Position	Number of Meeting	Attendance	Percentage
Jahja Setiaatmadja	President Director	11	11	100%
Suwigno Budiman	Deputy President Director	11	11	100%
Armand Wahyudi Hartono	Deputy President Director	11	11	100%
Tan Ho Hien/Subur/ Subur Tan	Director	11	10	91%
Henry Koenafi*	Director	2	2	100%
Erwan Yuris Ang*	Independent Director	2	1	50%
Rudy Susanto	Director	11	11	100%
Lianawaty Suwono	Director	11	9	82%
Santoso	Director	11	10	91%
Vera Eve Lim	Director	11	11	100%
Gregory Hendra Lembong	Director	11	7	64%
Haryanto T. Budiman	Director (concurrently serving as Director of Compliance)	11	10	91%
Frengky Chandra Kusuma**	Director	9	9	100%
John Kosasih***	Director	9	9	100%

Notes:

* Mr. Henry Koenafi and Mr. Erwan Yuris Ang ended their office term at the AGMS on March 29, 2021.

** Mr. Frengky Chandra Kusuma serves as Director based on OJK Letter No. 39/KDK.03/2021 dated April 26, 2021

*** Mr. John Kosasih serves as Director of Compliance based on OJK Letter No. 40/KDK.03/2021 dated April 26, 2021.

The number of meetings is adjusted to their term of office.

The joint meeting of the Board of Commissioners and the Board of Directors schedule in 2021 has been published on the BCA website and can be accessed at <https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>.

The schedule and agenda of Joint Meeting of the Board of Commissioners and the Board of Directors 2021 are as follows:

No.	Date	Meeting Agenda	Attendees
1	February 9, 2021	Presentation of Corporate Strategy and Planning Division	JS, SB, AWH, HK, EYA, RS, LS, SL, VL, HL, HB, DES, TK, CH, RP, SS
2	March 3, 2021	Presentation of Compliance Work Unit	JS, SB, AWH, ST, HK, RS, LS, SL, VL, HL, HB, DES, TK, CH, RP, SS
3	June 3, 2021	Duties and Responsibilities of the Board of Directors	JS, SB, AWH, ST, RS, LS, SL, VL, HL, HB, FC, JK, DES, TK, CH, RP, SS
4	June 17, 2021	Discussion of Bank Business Plan	JS, SB, AWH, ST, RS, SL, VL, HL, HB, FC, JK, DES, TK, CH, RP, SS
5	July 13, 2021	Discussion of Corporate Action	JS, SB, AWH, ST, RS, LS, SL, VL, HB, FC, JK, DES, CH, SS
6	July 21, 2021	Discussion of Corporate Action	JS, SB, AWH, ST, RS, LS, SL, VL, HL, HB, FC, JK, DES, TK, CH, RP, SS
7	July 27, 2021	Presentation of Compliance Work Unit	JS, SB, AWH, ST, RS, LS, SL, VL, HB, FC, JK, DES, TK, CH, SS
8	July 29, 2021	Discussion of Corporate Action	JS, SB, AWH, ST, RS, LS, SL, VL, HB, FC, JK, DES, TK, CH, SS
9	October 28, 2021	Presentation of Corporate Strategy and Planning Division	JS, SB, AWH, ST, RS, LS, SL, VL, HL, FC, JK, DES, TK, CH, RP, SS
10	November 4, 2021	Presentation of Corporate Strategy and Planning Division	JS, SB, AWH, ST, RS, SL, VL, HB, FC, JK, CH, RP, SS
11	December 14, 2021	GMS Update 2022	JS, SB, AWH, ST, RS, LS, VL, HB, FC, JK, HL, DES, TK, RP, SS

Joint Meeting of the Board of Commissioners and the Board of Directors Plan 2022

BCA has scheduled the joint meeting of the Board of Commissioners and the Board of Directors for 2022 as follows:

Month	Date
January	6,11,13,20,25,27
February	3,8,10,17,22,24
March	8,10,17,22,24,31
April	7,12,14,21,26,28
May	5,10,12,19,24
June	2,9,14,16,23,28,30
July	7,12,14,21,26,28
August	4,9,11,18,23,25
September	1,8,13,15,22,27,29
October	6,11,13,20,25,27
November	3,8,10,17,22,24
December	1,8,13,15,22,27,29

The schedule of joint meeting of the Board of Commissioners and the Board of Directors above may change at any time according to the circumstances.

The schedule of joint meeting of the Board of Commissioners and the Board of Directors plan for 2022 has been published on the BCA website since December 2021 and can be accessed at <https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>.

4. Attendance of the Board of Commissioners and the Board of Directors at the GMS During 2021

The level of attendance of the Board of Commissioners and the Board of Directors at the GMS during 2021 has been disclosed in the General Meeting of Shareholders section on page 336-339 in this Annual Report.

AFFILIATED RELATIONSHIPS

The affiliated relationships among members of the Board of Directors, the Board of Commissioners, and the Major and/or Controlling Shareholders, either directly or indirectly, include:

- Affiliated relationship among members of the Board of Commissioners and between the members of the Board of Commissioners and the members of the Board of Directors, and the Major and/or Controlling Shareholders, either directly or indirectly.
- Affiliated relationship among the members of the Board of Directors and the members of the Board of Directors and the members of the Board of Commissioners, and the Major and/or Controlling Shareholders, either directly or indirectly.

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

1. Affiliated Relationships Involving the Members of the Board of Commissioners

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

Table of Affiliated Relationships of the Members of BCA's Board of Commissioners

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

2. Affiliated Relationships Involving the Members of the Board of Directors

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

Table of Affiliated Relationships of the Members of BCA's Board of Directors

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	-	√	-	√	-	√	-	√	-	√	-	√
Suwigno Budiman	Deputy President Director	-	√	-	√	-	√	-	√	-	√	-	√
Armand Wahyudi Hartono	Deputy President Director	-	√	-	√	√	-	-	√	-	√	√	-
Tan Ho Hien/ Subur atau Subur Tan	Director	-	√	-	√	-	√	-	√	-	√	-	√
Rudy Susanto	Director	-	√	-	√	-	√	-	√	-	√	-	√
Lianawaty Suwono	Director	-	√	-	√	-	√	-	√	-	√	-	√
Santoso	Director	-	√	-	√	-	√	-	√	-	√	-	√
Vera Eve Lim	Director	-	√	-	√	-	√	-	√	-	√	-	√
Gregory Hendra Lembong	Director	-	√	-	√	-	√	-	√	-	√	-	√
Haryanto T. Budiman	Director (concurrently Compliance Director)	-	√	-	√	-	√	-	√	-	√	-	√
Frengky Chandra Kusuma	Director	-	√	-	√	-	√	-	√	-	√	-	√
John Kosasih	Director	-	√	-	√	-	√	-	√	-	√	-	√

Complete information regarding the affiliated relationships of the Board of Directors and the Board of Commissioners can be found on the Company Profile pages 64-80 of this 2021 Annual Report.

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

The composition of the Board of Commissioners and the Board of Directors is diverse. This diversity is important to supporting the implementation of the duties of the Board of Commissioners and the Board of Directors, and the acceleration of BCA's performance. The diversity of the members of the Board of Commissioners and the Board of Directors meets the provisions of OJK's Principles and Recommendations, as regulated by OJK Circular Letter No. 32/SEOJK.04/2015 concerning Corporate Governance Guidelines for Public Companies.

1. Diversity Policy

The policy regulate diversity in the composition of the Board of Commissioners and the Board of Directors in the areas of education (field of study), work experience, age, expertise. The member selection does not take into account gender, ethnicity, religion, and race. These considerations have an impact on the nomination and appointment of individual members of the Board of Commissioners and the Board of Directors or the composition of the Board of Commissioners and the Board of Directors collectively.

BCA does not limit the opportunities for those who meet the qualification requirements to become members of the Board of Commissioners or the Board of Directors. In the nomination process, the Remuneration and Nomination Committee (RNC) takes into account the qualifications of candidates for the role of the members of the Board of Commissioners and the Board of Directors, and the external and internal conditions in accordance with the direction of BCA's strategy. The committee communicates the nomination to the controlling shareholder (if the proposal is not from the controlling shareholder).

The policy of diversity in the composition of the Board Commissioners and the Board of Directors is set out in the Guidelines of the Board of Commissioners and the Board of Directors that can be found on BCA's website (<https://www.bca.co.id/en/tentang-bca/tatakelola/struktur-organisasi>).

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

Diversity in the composition of the members of the Board of Commissioners in 2021:

No.	Diversity Factor	Realization
1.	Expertise	Diverse expertise in the areas of audit, banking & financial strategy, banking supervision, banking Operation & services, banking & Finance, Branch Banking management, Capital Market, Corporate Banking, Corporate Planning, Economic Development Planning, Finance, Internal audit, Individual Banking, IT, Monetary Economy, Macro & International Economy, and Risk Management.
2.	Education	Diverse educational backgrounds ranging from bachelor's, master's, to doctoral degrees in accounting, engineering, finance, and economics.
3.	Professional Experience	Diverse work experience including professionals in banking and national/multinational financial institutions, consultants, lecturers, and government officials.
4.	Age	Various ages ranging from 61 to 80 years.
5.	Gender	The current members of BCA's Board of Commissioners are all male.
6.	Independence	<ul style="list-style-type: none"> All members of the Board of Commissioners are independent of BCA's controlling shareholders. The majority (more than 60% (sixty percent)) of the members of the Board of Commissioners are Independent Commissioners. 3 (three) out of 5 (five) of the members of the Board of Commissioners are Independent Commissioners.

Detailed information about each member of the Board of Commissioners can be found in the Company Profile section on pages 76-80 of this 2021 Annual Report.

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

Diversity in the composition of the members of the Board of Directors in 2021:

No.	Diversity Factor	Realization
1.	Expertise	Diverse expertise in the areas of accounting & financial management, banking strategy, branch banking management, banking operation & service, banking compliance, branch banking management, business partnership, capital market, change management, corporate banking, commercial & SME banking, consumer banking, corporate lending, corporate banking operation & services, corporate culture, consumer card issuance & acquisition, corporate strategy, compliance, digital banking, employee training & development, ESG, human capital management, international banking, IT & digital transformation, IT & digital innovation, information system & technology, legal & litigation, lending, loan restructuring, merger & acquisition, micro lending, network distribution & delivery channel management, procurement & property management, retail payment settlement, risk management, sharia/islamic banking strategy, strategic planning & transformation, syndication loans, transaction banking, transaction banking business development, treasury, wealth management, and wholesale banking.
2.	Education	Diverse educational backgrounds ranging from bachelor's, master's, to doctoral degrees in economics, accounting, information technology, law, engineering, and business.
3.	Professional Experience	Diverse work experience including professionals in banking and national/multinational financial institutions, consultants, lecturers, accounting firms, and government officials.
4.	Age	Various ages ranging from 46 to 71 years.
5.	Gender	Out of the 12 (twelve) members of the Board of Directors, 2 (two) are female.
6.	Independence	<ul style="list-style-type: none"> The President Director is independent of BCA's controlling shareholders. All members of the Board of Directors are independent from BCA's controlling shareholders except Mr. Armand Wahyudi Hartono.

Detailed information about each member of the Board of Directors can be found in the Company Profile section on pages 64-75 of this 2021 Annual Report.

PERFORMANCE ASSESSMENTS OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

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

Performance assessments of the Board of Commissioners and the Board of Directors are performed annually as follows:

- Collegial performance assessments of the Board of Commissioners and the Board of Directors.
- Individual performance assessments of each member of the Board of Commissioners and the Board of Directors.
- Performance assessments of the President Director.

1. Procedure for Performance Assessments of the Board of Commissioners

The procedure for performance assessments of the Board of Commissioners includes:

a. Assessment Method

The assessments are carried out using the self-assessment method. Self-assessments are performed by the members of the Board of Commissioners using the Self-Assessment form.

b. Frequency

The Board of Commissioners performs self-assessments, both individually and collegial, at least once a year.

c. Criteria or Benchmark

The criteria used to perform the assessments of the Board of Commissioners, both individually and collegially, include:

- 1) Supervision and advise of the Board of Directors related to:
 - a. BCA's key strategy and plan;
 - b. Integrity of BCA's financial statements;
 - c. Internal control system and risk management; and
 - d. Good Corporate Governance.
- 2) Approval of the Board of Directors' decisions in accordance with BCA's Articles of Association and laws and regulations. The results of the Board of Commissioners work can be found in the Supervisory Report of the Board of Commissioners, on pages 36-43, which contains the functions of supervision and

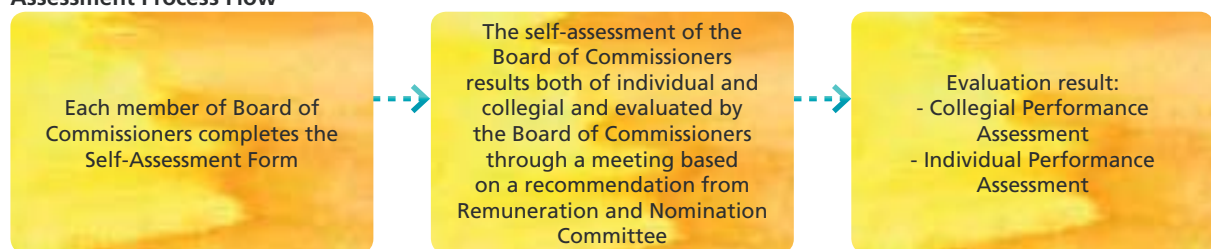
providing advice to the Board of Directors, strategy evaluation, implementation of good corporate governance, as well as internal control and risk management.

d. Parties Performing Assessments and Evaluation

Performance assessments of collegials and individuals is carried out through the following mechanisms:

- Collegial performance assessments of the Board of Commissioners
The Board of Commissioners conducts joint self-assessments that are evaluated in the Board of Commissioners' Meetings based on the recommendations of the Remuneration and Nomination Committee (RNC).
- Individual performance assessments of each member of the Board of Commissioners
Each member of the Board of Commissioners conducts self-assessments that are evaluated in the Board of Commissioners' Meetings based on the recommendations of the Remuneration and Nomination Committee (RNC).

e. Assessment Process Flow



f. Performance Assessment Result in 2021

In 2021, the Board of Commissioners carried out its duties and functions with the predicate **"Very Good"** to ensure that the Bank's performance can meet the expectations of the shareholders and stakeholders. The following is detailed information on the results of the collegial and individual performance assessments of the Board of Commissioners:

- The result for collegial performance assessment of the Board of Commissioners was **"Very Good."**
- The average result for individual performance assessments of each member of the Board of Commissioners was **"Very Good."**

c. Criteria or Benchmark

The criteria used to perform the assessment of the Board of Directors, both individually and collegially, references the Bank's Business Plan, which has been approved by the Board of Commissioners. Each of the Board of Directors performance indicators are determined based on the Balanced Scorecard approach, which consists of 4 perspectives: financial, customer, internal business processes, and learning & growth perspectives.

The Balanced Scorecard is derived from the Bank's Business Plan, based on annual review process and mapping of strategies and business targets, which involve the Board of Directors, division heads and the Board of Commissioners. In the process, BCA reviews and explores various external aspects that may affect the Bank's performance, such as banking industry trends, emerging threats and opportunities, changes in customer behavior, regulatory changes, process efficiency and the people capacity. The results will then determine key strategic targets, such as digital initiatives, IT and cyber security development, process improvement, compliance with regulatory changes, ESG implementation and prudent business expansion.

Furthermore, these strategic goals are translated into Key Performance Indicators (KPI), in accordance with the duties and responsibilities of each of the Board of Directors, by taking into consideration collective and individual responsibilities, both from financial and non-financial perspectives. The KPIs that have been set are then mutually agreed upon by the Board of Directors.

2. Procedure for Performance Assessments of the Board of Directors

The procedure for performance assessments of the Board of Directors includes:

a. Assessment Method

The assessments are carried out using the self-assessment method. Self-assessments are performed by the members of the Board of Directors using the self-assessment form.

The self-assessment form has been updated to reflect the duties and responsibilities of the Board of Directors as stated in the Organization's decrees.

b. Frequency

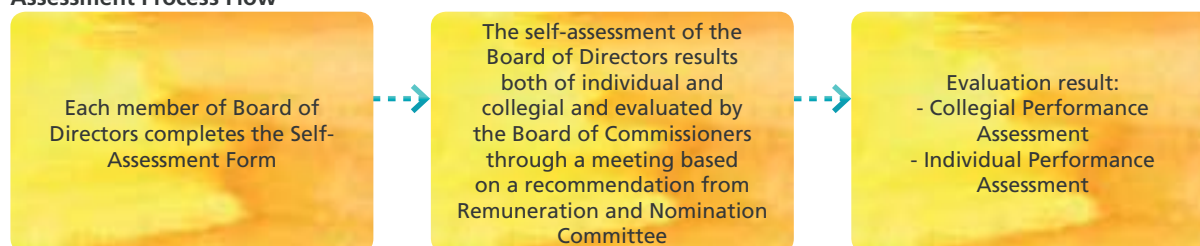
The Board of Directors performs self-assessments, both individually and collegially, at least once a year.

d. Parties Performing Assessment and Evaluation

Performance assessments of collegials and individuals is carried out through the following mechanisms:

- Collegial performance assessments of the Board of Directors
The Board of Directors conducts joint self-assessments that are evaluated in the Board of Commissioners' Meetings based on the recommendations of the Remuneration and Nomination Committee (RNC).
- Individual performance assessments of each member of the Board of Directors
Each member of the Board of Directors conducts self-assessments that are evaluated in the Board of Commissioners' Meetings based on the recommendations of the Remuneration and Nomination Committee (RNC).

e. Assessment Process Flow



f. Performance Assessment Result in 2021

In 2021, the Board of Directors carried out its duties and functions with the predicate **"Very Good"** to ensure that the Bank's performance can meet the expectations of the shareholders and stakeholders. The following is detailed information on the results of the collegial and individual performance assessments of the Board of Directors:

- The result for collegial performance assessment of the Board of Directors was **"Very Good."**
- The average result for individual performance assessments of each member of the Board of Directors was **"Very Good."**

self-assessment form. The Self-Assessment form has been updated to reflect the duties and responsibilities of the President Director as stated in the Organization's decrees.

b. Frequency

The President Director performs self-assessments at least once a year.

c. Criteria or Benchmark

The criteria used to perform the assessments of the President Director reference the Bank's Business Plan, which has been approved by the Board of Commissioners. BCA has established assessment components in accordance with the duties and responsibilities of the President Director, which include financial components, customer service, business processes, and learning and development.

3. Procedure for Performance Assessment of the President Director

The procedure for performance assessment of the President Director includes:

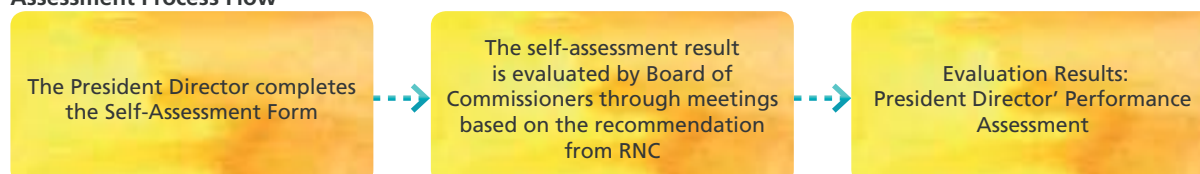
a. Assessment Method

The assessments are carried out using the self-assessment method. Self-assessments are performed by the President Director using the

d. Parties Performing Assessment and Evaluation

The President Director conducts self-assessments that are evaluated in the Board of Commissioners' Meetings based on the recommendations of the Remuneration and Nomination Committee (RNC).

e. Assessment Process Flow



f. Performance Assessment Result in 2021

In 2021, the President Director carried out his/her duties and functions with the predicate **"Very Good"** to ensure that the Bank's performance can meet the expectations of the shareholders and stakeholders. The following is detailed information on the results of the performance assessment of the President Director:

The result of the performance assessment of President Director was **"Very Good."**

REMUNERATION POLICY

The remuneration policy governs BCA's strategy to reward its employees. It is adjusted to BCA's capability to accommodate developments in the quality of management while taking into account the resilience and continuity of BCA's business. BCA's remuneration strategy references the OJK Regulation.

Remuneration Committee

The board of Commissioners has established the Remuneration and Nomination Committee (RNC), which supports the Board of Commissioners in the development of policy and remuneration implementation for the members of Board Commissioners and the Board of Directors.

The composition, membership structure, duties and responsibilities, meetings, and remuneration paid to the RNC members are presented in the Remuneration and Nomination Committee section on page 428 of this Annual Report.

The Process of Remuneration Policy Development

1. Background and Purpose

The Remuneration policy has been developed with the aim of enhancing the quality of management while maintaining BCA's resilience and business continuity.

Fixed remuneration policies take into account business scale, business complexity, peer groups, inflation rates and financial conditions. They are also in line with the applicable laws and regulations. The distribution of variable remuneration also takes into account risk factors inherent in BCA's business activities, namely credit risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk, and compliance risk.

2. Review of Remuneration Policy for Commissioners and Directors

BCA regularly reviews its remuneration policy to ensure that it is in line with the prevailing laws and regulations. Revision to the results of the review of remuneration policies for Commissioners and Directors have been carried out on April 3, 2018 with the issuance of the Board of Commissioners' Decree No. 060/SK/KOM/2018 concerning the Remuneration Policy for the Board of Directors and the Board of Commissioners.

3. The objectivity of the Remuneration Policy

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

- Separation of the organizational structure of the control unit to ensure objectivity.
- All business targets need the approval of the direct supervisors, and the supervisors of the direct supervisors.

Remuneration Policy Coverage and Implementation

The remuneration policy regulates the remuneration of the members of the Board of Commissioners, the members of the Board of Directors, and the employees in the business units. The remuneration policy covers fixed and variable remuneration.

BCA uses the services of a consultant, namely Willis Tower Watson, to benchmark employee remuneration against the market. The external consultant is tasked with identifying and analysing gaps in the stipulated remuneration provisions and conducting Salary Surveys, which are used as the basis / benchmark in determining BCA's remuneration strategy.

Material Risk Taker (MRT) Parties

Parties who can become MRTs have to meet the following criteria:

- Board of Directors and/or other employees who have to make decisions that have a significant impact on BCA's risk profile; or
- Board of Directors, Board of Commissioners, and/or employees who received variable remuneration with great value.

Based on those criteria, the MRTs include all members of the Board of Commissioners and the Board of Directors with a total of 17 (seventeen) individuals on December 31, 2021.

Remuneration Related to Risk and Performance

Remuneration Related to Risk

Key Risks in Determining Remuneration

In setting out the remuneration strategy, particularly variable remuneration, BCA considers credit risk and operational risk to be the key risk. Credit risk and operational risk has been BCA's key risk in 2021 and the previous years. The credit risk and operational risk is attached to the types of transactions and businesses that are most significant in generating profits for BCA.

Impacts of Key Risks on Remuneration

The determination of the key risk types have an impact on the stipulation of the Key Performance Indicator and the provision of variable remuneration.

Performance Measurements Related to Remuneration

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

The indicators used in determining the remuneration of the members of the Board of Directors include:

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

Performance Measurement Indicators in Determining the Remuneration of the Employees

BCA's performance appraisal system is carried out objectively and with employee development in mind:

1. Performance appraisals take into account work performance and the company's core values where:
 - The worker accomplishment involves the achievement of the set work targets/goals.
 - The demonstration of the company's core values is inherent in the behavior exhibited by the employees when carrying out their duties and responsibilities.
2. The results of the performance appraisal combined with employee competency assessment become a reference point for determining the direction of employee development.

Impact of BCA Performance, Work Unit Performance, and Individual Performance on Remuneration

BCA's performance influences the amount of remuneration, especially variable remuneration. Individual performance is reviewed every 1 (one) year. The result of individual performance appraisals is used as the basis for bonuses, promotions, rank reviews and wages/salary increases.

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

Remuneration Adjustments Related to Risk and Performance

1. Deferred Variable Remuneration

For Material Risk Takers (MRT), including all members of the Board of Commissioners, 15% of tantiem is deferred and paid in cash and shares, as follows:

- a. 5% in cash;
 - b. 10% in the form of shares that are inaccessible during the withholding period.
- Specifically for Independent Commissioners, the deferred tantiem is entirely in cash form.

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

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

3. Withholding Period

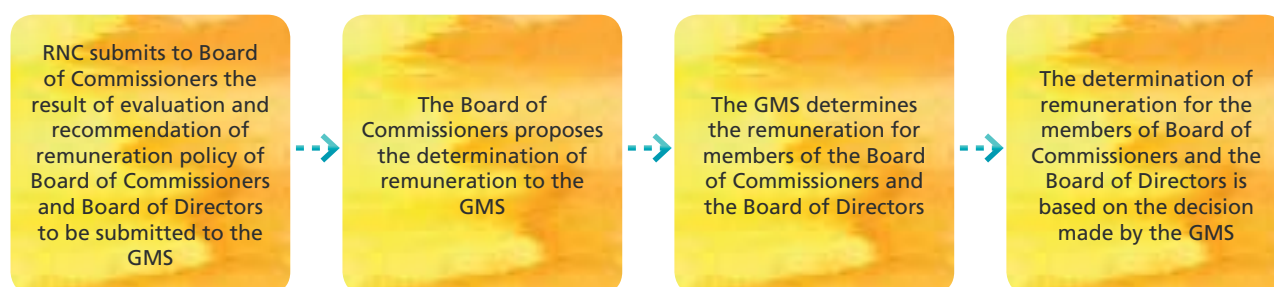
The withholding period is 3 (three) years from the first-time variable remuneration is paid. An equal withholding period is applicable for all MRT.

A. Determination Procedures for the Remuneration of the Board of Commissioners and the Board of Directors

The remuneration of the Board of Commissioners and the Board of Directors is based on the procedures, structures, and indicators set out in BCA's Article of Association as well as the Decree No. 060/SK/KOM/2018 dated April 3, 2018 concerning the Board of Directors and the Board of Commissioners Remuneration Policy, which is in accordance with:

- OJK Regulation No. 45/POJK.03/2015 regarding the Implementation of Governance in the Provision of Remuneration at Commercial Banks.
- OJK Regulation No. 55/POJK.03/2016 regarding the Implementation of Governance at Commercial Banks.
- OJK Circular Letter No. 40/SEOJK.03/2016 regarding the Implementation of Governance in the Provision of Remuneration at Commercial Banks.

1. The Proposal and Determination of Remuneration's Scheme



Based on the resolution of the BCA Annual GMS held in 2021, power and authority has been given to:

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

2. Remuneration of the Board of Commissioners

Remuneration Structure of the Board of Commissioners

The remuneration package and facilities received by the Board of Commissioners include the remuneration structure and details nominal amount, as listed in the table below:

Types of Remuneration and Facilities	Amount Received in 1 (one) Year			
	2021		2020	
	Person	Million Rp	Person	Million Rp
Salary, routine allowance, tantiem, and other non-natura facilities	5	156,560	5	132,750
Other facilities (housing, health insurance, etc):				
1. Can be possessed	-	-	-	-
2. Cannot be possessed	-	-	-	-
Total	5	156,560	5	132,750

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

Total Remuneration per Person in 1 (one) Year ^{*)}	Number of Recipients in 1 (one) Year	
	2021	2020
Above Rp2 billion	5	5
Between Rp1 billion and Rp2 billion	-	-
Between Rp500 million and Rp1 billion	-	-
Below Rp500 million	-	-

Note:

^{*)} received in the form of cash

3. Remuneration of the Board of Directors

Indicators for the Determination of the Remuneration for the Members of the Board of Directors

The indicators for the determining of the remuneration of the members of the Board of Directors include:

- Performance of individual member of the Board of Directors.
- Financial performance and reserve fulfillment as stipulated in the Law No. 40 Year 2007 on Limited Liability Companies.
- Fairness.
- BCA's position as compared to several other similar banks, among others, in terms of assets and characteristics.
- Consideration of BCA's long-term goals and strategy.

Remuneration Structure of the Board of Directors

The remuneration package and facilities received by the Board of Directors include the remuneration structure and details of the nominal amount, as in the table below:

Types of Remuneration and Facilities	Amount Received in 1 (one) Year			
	2021		2020	
	Person	Million Rp	Person	Million Rp
Salary, bonus, routine allowance, tantiem, and other non-natura facilities	12	496,055	12	464,414
Other facilities (housing, health insurance, etc):				
1. Can be possessed	-	-	-	-
2. Cannot be possessed	-	-	-	-
Total	12	496,055	12	464,414

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

Total Remuneration per Person in 1 (one) Year ^{*)}	Number of Recipients in 1 (one) Year	
	2021	2020
Above Rp2 billion	12	12
Between Rp1 billion and Rp2 billion	-	-
Between Rp500 million and Rp1 billion	-	-
Below Rp500 million	-	-

Note:

^{*)} received in cash

B. Variable Remuneration

Variable remuneration consists of cash and shares. Shares are in the form of extra bonuses that are spent on BCA shares and inaccessible for 3 (three) years from the bonus disbursement.

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

- Show appreciation for the employee's contribution throughout the year;
- Foster a sense of belonging among employees to increase their engagement;
- Increase productivity;
- Create harmony among employees, management and shareholders.

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

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

The underlying consideration of the differences in the distribution of variable remuneration is the impact of the position on the achievement of company performance, so that the higher the level of the position, the greater the bonus budget.

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

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

Year	Total Variable Remuneration in 1 (one) Year					
	Board of Commissioners		Board of Directors		Employees	
	Person	Million (Rp)	Person	Million (Rp)	Person	Million (Rp)
2021	5	83,690	10 ^{*)} ^{**)}	296,700	23,468	1,864,847
2020	5	88,430	10	327,450	23,491	2,277,288

Notes:

^{*)} Mr. Henry Koenafi and Mr. Erwan Yuris Ang ended their office terms at the AGMS on March 29, 2021.

^{**)} Mr. Frengky Chandra Kusuma served as Director based on OJK Letter No. 39/KDK.03/2021 dated April 26, 2021 and Mr. John Kosasih serves as Director of Compliance based on OJK Letter No. 40/KDK.03/2021 dated April 26, 2021.

Share Option received by Board of Directors, Board of Commissioners, and Executive Officers

There were no share options received by Board of Directors, the Board of Commissioners and the Executive Officers during 2021.

Variable Remuneration that is Unconditionally Guaranteed for the Board of Commissioners Candidates, the Board of Directors Candidates, and/or Employee Candidates

No variable remuneration is unconditionally guaranteed for the Board of Commissioners Candidates, the Board of Directors Candidates, and/or Employee Candidates during the first 1 (one) year of service.

Deferred Variable Remuneration for MRT

Total deferred variable remunerations Rp39,940,100,000.00, which consists of cash and/or shares or stock-based instruments issued by BCA, in 2021 included:

1. In cash : Rp19,320,200,000.00
2. In shares : Rp20,619,900,000.00

C. Remuneration at BCA for MRT

The Amount of Remuneration Granted in 1 (one) Year

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

1. Fixed and variable remuneration;
2. Deferred and non-deferred remuneration; and
3. Remuneration granted in cash and/or shares or stock-based instruments issued by BCA.

as indicated in the table below:

A. Fixed Remuneration ^{*)}	2021	2020
1. In Cash	272,225	181.284
2. Shares/stock-based instruments issued by BCA	-	-

B. Variable Remuneration ^{*)}	2021		2020	
	Deferred	Non-Deferred	Deferred	Non-Deferred
1. In Cash	340,450	19,320	376,338	22,065
2. Shares/stock-based instruments issued by BCA ^{**)}	-	20,620	-	24,678

Note:

^{*)} Disclosed in millions of Rupiah

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

Quantitative Information

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

Total Variable Remuneration	2021				2020			
	Deferred shares	Total Deduction during reporting report			Deferred shares	Total Deduction during reporting report		
		Due to explicit adjustment (A)	Due to implicit adjustment (B)	Total (A)+(B)		Due to explicit adjustment (A)	Due to implicit adjustment (B)	Total (A)+(B)
1. In cash (in million rupiah)	-	-	-	-	-	-	-	-
2. Shares/stock-based instruments issued by BCA (in shares and nominal million rupiah which is a conversion the shares)	642,320 shares ^{*)}	-	-	-	859,032 shares	-	-	-

Note:
^{*)} Purchases are made before the stock split with ratio of 1: 5

D. Salary and Severance Payments Data Ratio

Highest and Lowest Salary Ratios

Salary Ratio	2021	2020
The highest and lowest salary of employees ratio	24.55	22.97
The highest and lowest salary of Board of Directors ratio	2.89	2.7
The highest and lowest salary of Board of Commissioners ratio	1.52	1.62
The highest salary of Board of Directors and highest salary of employees ratio	9.81	8.91
Ratio of Annual compensation of the President Director and median mean of the annual compensation of all employees (other than the President Director)	106.30	90.22

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

The total number of employees affected by termination of employment including entering retirement age, early retirement and termination of employment at their own request and the total nominal severance paid are shown in the table below:

Total Nominal Severance Paid for 1 (one) Person in 1 (one) Year	Number of Employees	
	2021	2020
Above Rp1 billion	339 people	231 people
Between Rp500 million and Rp1 billion	642 people	476 people
Below Rp500 million	523 people	513 people

COMMITTEES OF BOARD OF COMMISSIONERS

I. AUDIT COMMITTEE

Audit Committee was formed by and responsible to the Board of Commissioners for assisting the Board of Commissioners in implementing the oversight duties and functions on matters related to financial reporting, internal control systems, the performance of internal and external audit functions, implementation of governance, and compliance with applicable laws and regulations.

A. Legal Basis

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

- OJK Regulation No. 55/POJK.04/2015 dated December 23, 2015 concerning the Establishment and Guidelines for the Work Implementation of the Audit Committee.
- OJK Regulation No. 55/POJK.03/2016 dated December 7, 2016 concerning the Implementation of Good Corporate Governance for Commercial Banks.
- OJK Regulation No. 1/POJK.03/2019 dated January 28, 2019 concerning the Implementation of the Internal Audit Function in Commercial Banks.
- OJK Circular Letter No. 13/SEOJK.03/2017 dated March 17, 2017 concerning the Implementation of Good Corporate Governance for Commercial Banks.
- BCA's Articles of Association.
- The Board of Commissioners Decree No. 117/SK/KOM/2019 dated July 10, 2019 regarding the Audit Committee Charter.
- The Board of Directors Decree No. 073/SK/DIR/2021 dated April 22, 2021 regarding the Appointment of the Chairman and Members of the Audit Committee.

B. Audit Committee Charter

The Audit Committee has work guidelines stipulated in the Audit Committee Charter to support the implementation of the duties and

responsibilities of internal control supervision. The Audit Committee Charter and the Audit Committee Code of Ethics have been adapted to OJK Regulation No. 1/POJK.03/2019 concerning the Implementation of the Internal Audit Function in Commercial Banks and have been ratified based on the Board of Commissioners Decree No. 117/SK/KOM/2019 dated July 10, 2019 regarding the Audit Committee Charter.

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

- Duties and responsibilities.
- Authority.
- Committee membership structure.
- Membership requirements.
- Term of duty.
- Work mechanism.
- Working time.
- Committee meetings.
- Reporting.
- Handling of complaints/reports of alleged financial statement violations.
- Code of Ethics.

The Audit Committee Charter and the Audit Committee Code of Ethics have been uploaded on the BCA website under the Corporate Governance section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>).

C. Structure and Membership of Audit Committee

The membership composition of Audit Committee has complied with the applicable provisions in accordance with OJK Regulation No. 55/POJK.04/2015 concerning the Establishment and Guidelines for the Work Implementation of the Audit Committee and as stipulated in the Audit Committee Charter. In 2021, the Audit Committee has 3 (three) members who have been appointed based on the Board of Directors Decree No. 073/SK/DIR/2021 dated April 22, 2021 and the resolution of the Board of Commissioners Meeting No. 20/RR/KOM/2021 dated April 22, 2021.

Composition of Audit Committee members for the period January – March 2021

Name	Position in Committee	Position in BCA	Term of Duty Based on AGMS
Cyrellus Harinowo	Chairman (concurrently as Independent Commissioner)	Independent Commissioner	2016 - 2021
Ilham Ikhsan	Member	Independent Party	2016 - 2021
Tjen Lestari	Member	Independent Party	2016 - 2021

Composition of Audit Committee members for the period April – December 2021

Name	Position in Committee	Position in BCA	Term of Duty Based on AGMS
Sumantri Slamet	Chairman (concurrently as Independent Commissioner)	Independent Commissioner	2021 - 2026
Fanny Sagitadewi	Member	Independent Party	2021 - 2026
Rallyati A. Wibowo	Member	Independent Party	2021 - 2026

D. Profiles and Qualification of Audit Committee Members
Sumantri Slamet

The educational background, position, and work experience of Audit Committee members can be seen in the corporate profile section on page 80 of this 2021 BCA Annual Report.

Fanny Sagitadewi

The educational background, position, and work experience of Audit Committee members can be seen in the corporate profile section on page 81 of this 2021 BCA Annual Report.

Rallyati A. Wibowo

The educational background, position, and work experience of Audit Committee members can be seen in the corporate profile section on page 82 of this 2021 BCA Annual Report.

E. Education or Training

Throughout 2021, Audit Committee members have participated in the following educational or training activities:

Name	Education/Training	Organizer	Date
Sumantri Slamet	Can be seen in the Board of Commissioner Chapter Subsection of Training Programs to Enhance the Competence of Members of Board of Commissioner on page 80 of this 2021 BCA Annual Report		
Fanny Sagitadewi	Audit Firm Culture (The Role of Audit Committee)	Financial Reporting Council	June 22, 2021
	Accounting Shenanigans: Roles and Responsibilities of Management, Commissioners, Auditors, and Regulators	Indonesian Accounting Association	July 1, 2021
	Mitigating Risk in Indonesian Banking	PERBANAS	July 1, 2021
	First Year Implementation of Key Audit Matters	KPMG Indonesia's Board Governance Forum (BGF)	September 23, 2021
	Indonesia Knowledge Forum X	BCA	October 7, 2021
	Tax Update: Harmonization of Tax Regulations Law	Indonesian Accounting Association	November 12, 2021
	KPMG Asia Pasific Board Leadership & Assurance Summit: Insight. Opportunity. Growth	KPMG	November 16, 2021
	Refreshment and Sharing Session on ESG & Climate Change Impact	TSC	December 14, 2021
	Mitigating Risk In Indonesian Banking	PERBANAS	July 1, 2021
Rallyati A. Wibowo	Indonesia Knowledge Forum X	BCA	October 7, 2021
	2021 IIA Indonesia National Conference: GRC Forum & Conference	IIA Indonesia	October 27-29, 2021
	2021 Annual Technical Update	PwC	October 29, 2021
	Enhanced Auditor's Report and Key Audit Matters	Deloitte Indonesia	November 22, 2021
	Sustainability Reporting: An overview of Best Practices in Australia and perspectives from Indonesia landscape	IAI, IAPI, and CPA Australia	November 29, 2021
	The Future of Sustainability Reporting and its Accounting Implications	Deloitte Learning Solutions Indonesia	December 14, 2021
	Refreshment and Sharing Session on ESG & Climate Change Impact	TSC	December 14, 2021

F. Term of Duty of Audit Committee Members

The term of duty of Audit Committee members will end at the end of the term of duty of the Chairman of Audit Committee who is also an Independent Commissioner of BCA, and can be re-elected only for the next 1 (one) term. The term of duty of members of the Audit Committee in this period will end at the closing of the 2026 Annual General Meeting of Shareholders (AGMS).

G. Audit Committee Membership Requirements

General Requirement

1. The Chairman of Audit Committee may only hold concurrent positions as Committee Chairman in at most 1 (one) other committees in BCA.
2. Audit Committee member who is an Independent Party may hold concurrent positions as Independent Party members of other committees at BCA, other banks, and/or other companies, as long as the person concerned:
 - a. Meets all the required competencies.
 - b. Meets the independence criteria.
 - c. Able to preserve BCA's confidential information.
 - d. Adhere to the applicable code of ethics.
 - e. Do not neglect his/her duties and responsibilities as member of committee.
3. Audit Committee members shall possess good integrity, character, and morals.
4. Audit Committee members must comply with the BCA Code of Ethics and the Audit Committee Code of Ethics established by BCA.

Competency Requirements

1. Audit Committee members must have the ability, knowledge, and experience in accordance with their field of work, and be able to communicate well.
2. Audit Committee members must have an understanding of the financial statements and business of the BCA, particularly in relation to its services and business activities, audit process, and rules and regulations in the capital market and other relevant laws and regulations
3. Audit Committee members must be willing to continuously improve competence through training and education.
4. Audit Committee must have at least 1 (one) member with educational background and expertise in accounting and/or finance.

Independence Requirements

1. Audit Committee members are not serving as a member of Public Accounting Firm, Legal Consultant Firm, Public Appraisal Service Office, or other party providing assurance services, non-assurance services, appraisal services, and/or other consulting services to BCA within 6 (six) last month.
2. Audit Committee members are not working or having authority and responsibility to plan, lead, control, or supervise BCA's activities within the past 6 (six) months, except for Independent Commissioner.
3. Audit Committee members are prohibited originate from members of Board of Directors, either the same bank or other banks.
4. Audit Committee members do not own shares directly or indirectly in BCA.
5. In the event that an Audit Committee member acquires BCA's shares either directly or indirectly as a result of a legal event, the shares must be transferred to another party within a maximum period of 6 (six) months after the acquisition of the shares.
6. Audit Committee members have no affiliation with members of the Board of Commissioners, members of the Board of Directors, or the Major Shareholders of BCA.
7. Audit Committee members have no direct or indirect business relationship with BCA's business activities.
8. Former members of the Board of Directors or Executive Officers of the Company or other parties who have a relationship with the Company which may affect their ability to act independently, cannot become an Independent Party as a member of the Audit Committee before undergoing a cooling-off period of 6 (six) months. This provision does not apply to former Directors or Executive Officers whose duties are to carry out supervisory functions.

H. Independence of Audit Committee Members

All Audit Committee members are independent parties who have no financial, management, share ownership, and/or family relationship with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders or business relationship with BCA that may affect their ability to act independently.

The independence aspect of Audit Committee members for the period January – March 2021 can be seen in the following table:

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

The independence aspect of Audit Committee members for the period April – December 2021 can be seen in the following table:

Independence Aspect	Sumantri Slamet	Fanny Sagitadewi	Rallyati A Wibowo
Having no financial relationship with the Board of Commissioners and Board of Directors.	√	√	√
Having no management relationship at the company, subsidiaries, or affiliated companies	√	√	√
Having no share ownership in the company.	√	√	√
Having no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Audit Committee.	√	√	√
Not serving as an officer at any political party or government office.	√	√	√

I. Duties and Responsibilities of Audit Committee

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

Financial Report and Information

1. Review financial information that will be issued by BCA to the public and/or authorities, and other reports related to BCA's financial information.
2. Review and provide advices/recommendations to the Board of Commissioners regarding the existence of material affiliated transactions/related party transactions.
3. Review and report to the Board of Commissioners on complaints related to BCA's accounting and financial reporting processes.

Internal Audit

1. Provide recommendations to the Board of Commissioners regarding the appointment and dismissal of the Head of the Internal Audit Division (DAI).
2. Provide recommendations to the Board of Commissioners regarding the preparation of the DAI audit plan, scope, and budget.
3. Provide recommendations to the Board of Commissioners regarding the approval of the Internal Audit Charter

4. Monitor and review the effectiveness of BCA's internal audit.
5. Evaluate DAI's performance in terms of the adequacy and effectiveness of the internal audit function at BCA and ensuring DAI upholds integrity in carrying out its duties; and provide recommendations to the Board of Commissioners regarding the provision of DAI's overall annual remuneration and performance awards.
6. Ensure DAI do communication with the Board of Directors, Board of Commissioners, External Auditor, and the Financial Services Authority (OJK), as well as Bank Indonesia (BI).
7. Ensure DAI works independently.

External Audit

1. Provide recommendations to the Board of Commissioners based on the evaluation results regarding the appointment, reappointment, and dismissal or replacement of the Public Accounting Firm (PAF) and/or Public Accountant (PA) who will perform audit of the BCA financial statements based on independence, the scope of the assignment, and service fee.
2. Monitor the implementation of the PAF, on the following aspects:
 - a. The conformity of the audit by PAF with the applicable auditing standards.
 - b. Conformity of financial statements with applicable accounting standards.
 - c. Provide an independent opinion in the event of a disagreement of opinion between management and PAF on the services it provides.

Process / Internal Control System

1. Ensure that the Board of Directors takes the necessary and immediate actions on the findings of DAI, AP, and the results of the supervision of OJK and BI.
2. Provide recommendations to the Board of Commissioners to appoint an independent quality assurance from an external party with the aim of reviewing DAI.

Governance and Compliance

1. Monitor the implementation of effective and sustainable Good Corporate Governance (GCG).
2. Review and provide advice to the Board of Commissioners regarding potential conflicts of interest.

3. Review BCA's compliance with laws and regulations in the banking sector, capital market, and laws and regulations as well as other provisions related to BCA's business activities.
4. Maintain the confidentiality of BCA documents, data, and information.

Carry out other tasks that are relevant with Audit Committee function as requested by the Board of Commissioners.

J. Authority of Audit Committee

In carrying out its duties, Audit Committee has the following authorities:

1. Obtain reports from the Head of DAI, including among others the DAI work plan, reports on the implementation of internal audits, and reports on the results of internal audits.
2. Access BCA documents, data, and information regarding employees, funds, assets, and necessary resources.
3. Can communicate directly with employees, including the Board of Directors and those who carry out the functions of internal audit, risk management, and accountants regarding the duties and responsibilities of the Audit Committee.
4. If necessary, it can involve independent parties other than members of the Audit Committee who are needed to assist in carrying out their duties.
5. Perform other authorities given by the Board of Commissioners.

K. Policy and Implementation of Audit Committee Meetings

Audit Committee meets at least 4 (four) times a year, as stipulated in the Board of Commissioners Decree No. 117/SK/KOM/2019 concerned the Audit Committee Charter. The meetings can only be held if attended by at least 51% (fifty-one percent) of the total committee members, including Independents Commissioners and Independent Parties. As of December 31, 2021, the Audit Committee has held 28 (twenty eight) meetings.

The submission of the results of Audit Committee meeting is as follows:

- a. The results of the Audit Committee meeting must be in the minutes of meetings and properly documented.

- b. Dissenting opinions that occur in committee meetings must be clearly stated in the minutes of meeting along with the reasons thereof such dissent.

Attendance of committee members in the Audit Committee meeting for the period January - March 2021 are as follows:

Name	Number of Meeting	Attendance	Percentage
Cyrillus Harinowo	6	6	100%
Ilham Ikhsan	6	6	100%
Tjen Lestari	6	6	100%

Attendance of committee members in the Audit Committee meeting for the period April - December 2021 are as follows:

Name	Number of Meeting	Attendance	Percentage
Sumantri Slamet	22	21	95%
Fanny Sagitadewi	22	22	100%
Rallyati A. Wibowo	22	22	100%

The Audit Committee meetings agenda throughout 2021 are as follows:

No.	Date	Agenda
1	January 19, 2021	BCA Performance 2020
2	January 20, 2021	Audit Realization 2020 and Audit Plan 2021
3	January 20, 2021	Audit Clearance Meeting (PwC)
4	February 10, 2021	Evaluation and Recommendation of Appointment of PAF for Fiscal Year 2021
5	February 17, 2021	Committee Reporting to the Board of Commissioners for the Fourth Quarter 2020
6	March 3, 2021	Regular Meetings of the Audit Committee with DAI
7	April 28, 2021	2021 Audit Committee Initial Meeting with DAI
8	May 5, 2021	Regular Meetings of the Audit Committee with DAI
9	May 18, 2021	Audit Committee Routine Meeting
10	May 19, 2021	Committee Reporting to the Board of Commissioners for the first quarter of 2021
11	May 27, 2021	Introduction Meeting PricewaterhouseCoopers (PwC) with Audit Committee
12	May 31, 2021	DAI 2021 Work Plan and Inspection Scope
13	June 30, 2021	DAI Routine Meeting with Audit Committee in June 2021
14	July 15, 2021	Bank Wide Performance as of June 2021
15	July 21, 2021	DAI Semester I Work Realization Report to the Board of Commissioners
16	August 18, 2021	Committee Reporting to the Board of Commissioners for the period of Quarter II 2021
17	August 31, 2021	LIBOR Transition Program Phase II Implementation Services
18	September 6, 2021	PwC Audit Plan for Fiscal Year 2021
19	September 8, 2021	DAI Routine Meeting as of September 2021
20	September 9, 2021	Discussion related to the PwC appointment as the Consultant of LIBOR
21	September 16, 2021	Discussion about Comparison of KPMG vs PwC as the Consultant of LIBOR Transition Phase II
22	October 19, 2021	Bank Wide Performance as of September 2021
23	October 22, 2021	DAI Routine Meeting with Audit Committee in October 2021
24	November 17, 2021	Committee Reporting to the Board of Commissioners for the period of Quarter III 2021
25	December 7, 2021	DAI Routine Meeting with Audit Committee in December 2021

No.	Date	Agenda
26	December 13, 2021	Interim Meeting with PwC
27	December 13, 2021	Private Meeting Audit Committee with PwC
28	December 29, 2021	The Discussion for the Appointment of the Public Accounting Firm

L. Realization of Work Program and Implementation of Audit Committee Activities in 2021

The realizations of the Audit Committee work programs for 2021 are as follows:

- a. Evaluated and recommended to the Board of Commissioners the reuse of KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) to audit BCA Financial Statements for the 2021 financial year.
- b. Held a meeting with KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) to discuss the plan and scope of the audit of the BCA Financial Statements for the 2021 financial year.
- c. Held meetings with the Finance and Planning Division to review BCA's Financial Statements which will be published quarterly.
- d. Conducted 10 (ten) meetings with DAI to:
 - i. Evaluated the annual plan.
 - ii. Evaluated the implementation of internal audits every semester.
 - iii. Conducted discussions on audit results that are considered quite significant.
- e. Reviewed reports on internal audit results and monitored follow-up actions.
- f. Asked the work unit to provide an explanation regarding the plan to appoint KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) as a consultant to assist BCA in implementing the LIBOR Transition Program Phase II. This was conducted to avoid a conflict of interest because PwC was also appointed as the auditor for the 2021 BCA Financial Statements.
- g. Reviewed BCA's compliance with applicable regulations, regulations, and laws in the banking sector through a review of compliance reports against prudential regulations which are reported every semester.
- h. Reviewed the credit portfolio report issued every semester.
- i. Monitored the implementation of risk management through the quarterly report on the BCA Risk Profile and the monthly Operation Risk Management Information System (ORMIS) report.

- j. Conducted a review on:
 - i. The results of the examination by the Financial Services Authority and its follow-up.
 - ii. Management Letter from KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) and its follow-up.
- k. Reported the results of reviews and evaluations on aspects of governance, risk management, compliance, and control to the Board of Commissioners every quarter.
- l. Attended the Analyst Meeting and BCA National Work Meeting 2021 virtually.
- m. Conducted an assessment of DAI whose the results are submitted to the Board of Commissioners then forwarded to the Remuneration and Nomination Committee (RNC) in accordance with OJK Regulation No. 1/POJK.03/2019.
- n. Held a meeting with KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) to discuss the results of the audit of BCA Financial Statements for the 2021 financial year along with the Management Letter.

II. RISK OVERSIGHT COMMITTEE (ROC)

The Risk Oversight Committee (ROC) was formed to assist the Board of Commissioners in carrying out risk oversight responsibilities in accordance with the prevailing regulations.

A. Legal Basis

The legal basis for the establishment of ROC refers to:

- OJK Regulation No. 55/POJK.03/2016 dated December 7, 2016 concerning the Implementation of Good Corporate Governance for Commercial Banks.
- OJK Circular Letter No. 13/SEOJK.03/2017 dated March 17, 2017 concerning the Implementation of Good Corporate Governance for Commercial Banks.
- BCA's Articles of Association.
- The Board of Commissioners Decree No. 172/SK/KOM/2019 dated November 7, 2019 regarding the Risk Oversight Committee Charter.

- The Board of Commissioners Decree No. 119/SK/KOM/2019 dated July 10, 2019, regarding the Structure of the Risk Oversight Committee of PT Bank Central Asia, Tbk.
- The Board of Directors Decree No. 079/SK/DIR/2021 dated April 29, 2021, regarding the Appointment and Change of Members of the Risk Oversight Committee.
- BCA Governance Guidelines on 30 June 2021

B. ROC Charter

In carrying out its duties and responsibilities, ROC has a Risk Oversight Committee Charter, which has been ratified based on the Board of Commissioners Decree No. 172/SK/KOM/2019 dated November 7, 2019 regarding the Risk Oversight Committee Charter.

The scopes governed in the ROC Charter are as follows:

- Membership structure.
- Membership requirements.
- Term of duty.
- Concurrent position
- Duties and responsibilities.
- Authority.

- Work mechanism.
- Work ethics.
- Working time.
- Committee meetings.
- Organizing meetings.
- Meeting decision making.
- Minutes of meetings.

The ROC Charter have been uploaded on the BCA website under the Corporate Governance section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>).

C. Structure and Membership of ROC

The membership structure of ROC has complied with the applicable provisions namely OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Good Corporate Governance for Commercial Banks and as stipulated in the ROC Charter. In 2021, ROC has 3 (three) members who have been appointed based on the Board of Directors Decree No. 079/SK/DIR/2021 dated April 29, 2021, and the resolution of the Minutes of Meeting of the Board of Commissioners No.21/RR/KOM/2021 dated April 28, 2021.

Composition of ROC members as of January - March 2021

Name	Position in Committee	Position in BCA	Term of Duty Based on AGMS
Sumantri Slamet	Chairman (concurrently as member)	Independent Commissioner	2016 - 2021
Endang Swasthika Wibowo	Member	Independent Party	2016 - 2021
Ernawati Soegito	Member	Independent Party	2020 - 2021

Composition of ROC members as of April – December 2021

Name	Position in Committee	Position in BCA	Term of Duty Based on AGMS
Cyrrillus Harinowo	Chairman (concurrently as member)	Independent Commissioner	2021 - 2026
Endang Swasthika Wibowo	Member	Independent Party	2021 - 2026
Subianto Rustandi	Member	Independent Party	2021 - 2026

D. Profile and Qualification of ROC Member

Cyrrillus Harinowo

Educational background, expertise, position, and work experience of ROC members can be seen in the Company Profile page 78 of this 2021 BCA Annual Report.

Endang Swasthika Wibowo

Educational background, expertise, position, and work experience of ROC members can be seen in the Company Profile page 83 of this 2021 BCA Annual Report.

Subianto Rustandi

Educational background, expertise, position, and work experience of ROC members can be seen in the Company Profile page 84 of this 2021 BCA Annual Report.

E. Education or Training

During 2021, ROC members have participated in the following education or training:

Name	Education/Training	Organizer	Date
Cyrillus Harinowo	It can be seen in the Board of Commissioners Chapter - Subsection of Training Programs to Enhance the Competence of Members of the Board of Commissioners on page 364 of this 2021 BCA Annual Report.		
Endang Swathika Wibowo	Loan COVID-19 Restructuring After Implementation of OJK Regulation 48 2020	Bankers Association for Risk Management	August 5, 2021
	Managing Cyber Risk in the Digital Industry	LPPI	September 23, 2021
	Indonesia Knowledge Forum X	BCA	October 7, 2021
	Human Resources Transformation in the Digital Era	Perbanas Institute	December 8, 2021
	Refreshment and Sharing Session about ESG & Climate Change Impact	TSC	December 14, 2021
Subianto Rustandi	Loan COVID-19 Restructuring After Implementation of OJK Regulation 48 2020	Bankers Association for Risk Management	August 5, 2021
	Managing Cyber Risk in the Digital Industry	LPPI	September 23, 2021
	Indonesia Knowledge Forum X	BCA	October 7, 2021
	Local Currency Settlement (LCS) Framework of Indonesia Japan (Knitting The Hope of National Economic Recovery with Local Currency Settlement)	Bank Indonesia	November 10, 2021
	Refreshment and Sharing Session about ESG & Climate Change Impact	TSC	December 14, 2021

F. Term of Duty of ROC Members

The term of duty of the ROC members shall expire at the end of the term of duty of the ROC Chairman who is also an Independent Commissioner of BCA. The term of duty of ROC members in this period will end at the closing of the 2026 Annual GMS.

G. ROC Membership Requirements

To ensure that the ROC can fulfill its responsibilities to the Board of Commissioners in carrying out the duties and functions of the Board of Commissioners, the ROC must meet the following membership requirements:

General and Competency Requirements

- The Chairman of ROC can only hold concurrent positions as Committee Chairman in at most 1 (one) other committees in BCA.
- ROC member who is an Independent Party may hold concurrent positions as Independent Party members of other Committees at BCA, other banks, and/or other companies, as long as the person concerned:
 - Meets all required competencies.
 - Meets the independency criteria.
 - Able to preserve BCA's confidential information.
 - Adhere to the applicable code of ethics.
 - Do not neglect his/her duties and responsibilities as ROC member.
- ROC members shall possess high integrity, suitable experience, good character and morals.

Independency Requirements

- ROC members are prohibited originated from members of the Board of Directors of BCA, either in the same bank or other banks.
- ROC member who is an Independent Party must originate from outside parties of BCA who does not have financial, management, share ownership and/or controlling shareholder relationships, or relationships with BCA that may affect their ability to act independently.
- Former members of the Board of Directors or Executive Officers of BCA, or other parties who have a relationship with BCA that may affect their ability to act independently, need to undergo a cooling-off period of 6 (six) months before becoming an Independent Party. This provision does not apply to former Directors or Executive Officers whose duties are to carry out oversight functions.

H. Independence of ROC Members

All ROC members have fulfilled the independency aspect where they have no financial, management, share ownership, and/or family relationship with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, nor any business relationship with BCA that may affect their ability to act independently.

The independence aspects of ROC members are described in the following table:

The independence aspects of ROC members for the period January – March 2021

Aspect of independence	Sumantri Slamet	Endang Swasthika Wibowo	Ernawati Soegito
Having no financial relationship with the Board of Commissioners and Board of Directors	✓	✓	✓
Having no management relationship in the Company, subsidiaries, or affiliated companies	✓	✓	✓
Having no share ownership relationship in the Company	✓	✓	✓
Having no family relationship with the Board of Commissioners, Board of Directors, and or other ROC members	✓	✓	✓
Not serving as an officer at any political party or government office.	✓	✓	✓

The independence aspects of ROC members for the period April – December 2021

Aspect of independence	Cyrellus Harinowo	Endang Swasthika Wibowo	Subianto Rustandi
Having no financial relationship with the Board of Commissioners and Board of Directors	✓	✓	✓
Having no management relationship in the Company, subsidiaries, or affiliated companies	✓	✓	✓
Having no share ownership relationship in the Company	✓	✓	✓
Having no family relationship with the Board of Commissioners, Board of Directors, and or other ROC members	✓	✓	✓
Not serving as an officer at any political party or government office.	✓	✓	✓

I. Duties and Responsibilities of ROC

Duties and responsibilities of ROC among other:

- a. Assist and provide recommendations to the Board of Commissioners in order to improve the effectiveness of the oversight duties and responsibilities in the field of risk management and ensure that risk management policies are implemented properly.
- b. In relation to the process to being able providing recommendations, ROC must:
 - 1) Evaluate the consistency between risk management policies and its implementation
 - 2) Monitor and evaluate the implementation of duties of Risk Management Committee, Risk Management Work Units and Information Technology Steering Committees.
- c. Develop and/or update the ROC Charter.
- d. Carry out other duties that are relevant with the ROC function as requested by the Board of Commissioners.

J. Authorities of ROC

In carrying out its duties, ROC has the following authorities:

- a. Receive reports from the Board of Directors and management regarding significant risk management issues to provide recommendations to the Board of Commissioners.
- b. Carry out other activities in accordance with the ROC Charter.

K. Policies and Meetings Implementation of ROC

ROC holds meeting at least 4 (four) times in a year, as stipulated in the ROC Charter. The meetings can only be held if attended by at least 51% (fifty-one percent) of the total committee members, including Independent Commissioners and Independent Parties. As of December 2021, ROC has held 9 (nine) meetings.

Submission of the results of ROC meeting is as follows:

- a. The results of ROC meeting must be stated in the minutes of meeting signed by all ROC members present and documented in accordance with the legislation.
- b. Dissenting opinions that occur in committee meetings must be clearly stated in the minutes of meeting along with the reasons thereof such dissent.

Attendance of committee members in the ROC meeting for the period January – March 2021, are as follows:

Name	Number of Meeting	Attendance	Percentage
Sumantri Slamet	2	2	100%
Endang Swasthika Wibowo	2	2	100%
Ernawati Soegito	2	2	100%

Attendance of committee members in the ROC meeting for the period April – December 2021, are as follows:

Name	Number of Meeting	Attendance	Percentage
Cyrellus Harinowo	7	7	100%
Endang Swasthika Wibowo	7	7	100%
Subianto Rustandi	7	7	100%

The ROC meetings agenda throughout 2021 are as follows:

No.	Date	Agenda
1	January 25, 2021	Evaluation of BCA's Strategic Risk and Business Model
2	February 17, 2021	Committee Reporting to the Board of Commissioners for the Fourth Quarter 2020
3	May 19, 2021	Committee Reporting to the Board of Commissioners for the First Quarter of 2021
4	June 16, 2021	ROC 2021 Work Plan
5	July 21, 2021	Evaluation of Operational and Reputation Risk
6	August 18, 2021	Committee Reporting to the Board of Commissioners for the Second Quarter of 2021
7	October 15, 2021	Loan at Risk
8	November 8, 2021	Credit and Legal Risk Evaluation
9	November 17, 2021	Committee Reporting to the Board of Commissioners for the third quarter of 2021

L. Realization of Work Programs and Implementation of ROC Activities in 2021

Throughout 2021, ROC has implemented the following:

- a. Monitor the implementation of duties of Risk Management Committee, Risk Management Work Unit, and the ITSC (Information Technology Steering Committee).
- b. Monitor BCA risk profile analysis and specifically explore credit risk, operational risk, market risk, and liquidity risk, as well as reputation risk.
- c. Perform analysis on the result of stress tests on credit risk, market risk, and liquidity risk.
- d. Ensure the implementation of Good Corporate Governance is carried out appropriately and attend Analyst Meeting and BCA National Work Meeting in 2021 virtually.
- e. Monitor the realization of Risk Management implementation, especially the control and limit of credit, liquidity, and market risk, as well as operational risk every month.
- f. Carry out monitoring of development, impact and risk mitigation in general regarding the COVID-19 pandemic.

- g. Changes in strategic risk profile due to changes in the pattern of business activities and economy due to the impact of the pandemic and its handling and publication several new regulations related to banking and the payment system is wrong one thing that needs to be considered carefully more special.
- h. Monitor and explore new regulations related to risk management.

III. REMUNERATION AND NOMINATION COMMITTEE (RNC)

RNC was formed to assist the Board of Commissioners in the development of BCA's remuneration and nomination policy as well as its implementation.

A. Legal Basis

The legal basis for the establishment of RNC refers to:

- OJK Regulation No.34/POJK.04/2014 concerning the Nomination and Remuneration Committee for Issuers or Public Companies.
- OJK Regulation No. 45/POJK.03/2015 concerning Implementation of Governance in Provision of Remuneration for Commercial Banks.
- OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Good Corporate Governance for Commercial Banks
- OJK Circular Letter No. 13/SEOJK.03/2017 concerning the Implementation of Good Corporate Governance for Commercial Banks
- BCA's Articles of Association No.145 dated August 24, 2020.
- The Board of Commissioners Decree No.035/SK/KOM/2017 dated February 24, 2017, concerning the Structure of the Remuneration and Nomination Committee (RNC).
- The Board of Directors Decree No. 107A/SK/DIR/2016 dated August 10, 2016, concerning the Appointment of Members of the Remuneration and Nomination Committee.

- The Board of Directors Decree No.019/SK/DIR/2021 dated February 5, 2021 concerning the Appointment of Members of the Remuneration and Nomination Committee.
- The Board of Directors Decree No.064B/SK/DIR/2021 dated April 7, 2021 concerning the Appointment of Members of the Remuneration and Nomination Committee.
- BCA Corporate Governance Guidelines dated June 30, 2021.

B. RNC Charter

In carrying out its duties and responsibilities, RNC has its Remuneration and Nomination Committee Charter as stipulated in the Corporate Governance Guidelines under Committees of the Board of Commissioners Chapter and Board of Commissioners Decree No. 035/SK/KOM/2017 concerning the Structure of Remuneration and Nomination Committee (RNC).

The scopes governed in the RNC Charter are as follows:

- Membership Composition and Structure.
- Duties and Responsibilities.
- Organizing Meetings.
- Activity Reporting System.
- Term of Duty.
- Decision Making and Accountability.

The RNC Guidelines and Procedures have been uploaded on the BCA website under the Corporate Governance section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>).

C. Structure and Membership of RNC

The membership structure of RNC has complied with the applicable provisions namely OJK Regulation No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies and as regulated in the RNC Guidelines and Procedures. In 2021, RNC consists of 3 (three) members who have been appointed based on the Board of Directors Decree No. 064B/SK/DIR/2021 dated April 7, 2021, and the resolution of the Minutes of Meeting of the Board of Commissioners No. 03/RR/KOM/2021 dated January 20, 2021.

Composition of RNC members as of January - December 2021

Name	Position in Committee	Position in BCA	Term of Office Based on AGMS
Raden Pardede	Chairman	Independent Commissioner	2021 - 2026
D.E. Setijoso	Member	President Commissioner	2021 - 2026
Rudi Lim	Member	Head of Human Capital Management Division	2021 - 2026

* Head of Human Capital Management Division is an Executive Officer who has knowledge of remuneration and/or nomination systems as well as succession plans.

D. Profile and Qualification of RNC Members

Raden Pardede

Education background, expertise, position, and work experience of RNC members can be seen in the Company Profile page 79 of this 2021 BCA Annual Report.

D.E. Setijoso

Education background, expertise, position, and work experience of RNC members can be seen in the Company Profile page 76 of this 2021 BCA Annual Report.

Rudi Lim

Education background, expertise, position, and work experience of RNC members can be seen in the Company Profile page 86 of this 2021 BCA Annual Report.

E. Education or Training

During 2021, RNC members have participated in the following education or training:

Nama	Training Program	Organizer	Location	Date
Raden Pardede	It can be seen in the Board of Commissioners Chapter - Subsection of Training Programs to Enhance the Competence of Members of the Board of Commissioners on page 364 of this 2021 BCA Annual Report.			
D.E. Setijoso	It can be seen in the Board of Commissioners Chapter - Subsection of Training Programs to Improve the Competence of Members of the Board of Commissioners on page 364 of this 2021 BCA Annual Report.			
Rudi Lim	Leading to Serve and Transform	BCA	Online	May 5-7, 2021
	Workshop Strategic Planning 2021	BCA	Online	September 1, 2021
	BCA Senior Executive Course 2021	BCA - Harvard Business	Online	October 26, 2021

F. Term of Duty of RNC Members

The term of duty of the RNC members shall expire at the end of the term of duty of the RNC Chairman who is also an Independent Commissioner and can be re-elected to serve in the following period. The term of duty of RNC members in this period will end at the closing of the 2026 Annual GMS.

G. RNC Membership Requirements

To ensure that the RNC can fulfill its responsibilities to the Board of Commissioners in carrying out the duties and functions of the Board of Commissioners, the RNC must meet the following membership requirements:

General and Competency Requirements

- Chairman of RNC can only hold concurrent positions as Committee Chairman in at most 1 (one) other committees in BCA.
- If the RNC members are determined to be more than 3 (three) members of RNC, then the Independent Commissioners members shall be at least 2 (two) people.
- RNC member who is an Independent Party may hold concurrent positions as Independent

Party of other Committees at BCA, other banks, and/or other companies, as long as the person concerned:

- has no affiliation with BCA, members of the Board of Directors, members of the Board of Commissioners, or BCA's major shareholders.
 - has an experience related to nomination and/or remuneration.
 - does not hold concurrent positions as members of other committees owned by BCA.
- RNC members are required to comply with the BCA Code of Ethics.
 - The Executive Officer in charge of human resources or employee representatives who is member of the committee must have knowledge of the remuneration and/or nomination system and BCA's succession plan.

Independency Requirements

- RNC members are prohibited originated from members of the Board of Directors of BCA, either in the same bank or at other banks.

2. RNC member who is an Independent Party must originate from outside parties of BCA who do not have financial, management, share ownership and/or controlling shareholder relationships, or relationships with BCA that may affect their ability to act independently.

H. Independence of RNC Members

All RNC members have fulfilled the independency aspect where they have no financial, management, share ownership, and/or family relationship with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, nor any business relationship with BCA that may affect their ability to act independently.

The independence aspect of RNC members are described in the following table:

The Independence Aspect of RNC Members

Aspect of independence	Raden Pardede	D.E. Setijoso	Rudi Lim
Having no financial relationship with the Board of Commissioners and Board of Directors	✓	✓	✓
Having no management relationship in the Company, subsidiaries, or affiliated companies	✓	✓	✓
Having no share ownership in the Company	✓	✓	✓
Having no family relationship with the Board of Commissioners, Board of Directors, and or other members of RNC	✓	✓	✓
Not serving as an officer at any political parties or government office.	✓	✓	✓

I. Duties and Responsibilities of RNC

In carrying out its functions, RNC has the following duties and responsibilities:

Related to the remuneration function:

- a. Evaluate and ensure that BCA's remuneration policy is in accordance with applicable regulations and is based on performance, risk, fairness with peer groups, long-term goals and strategies, fulfillment of reserves as regulated in-laws and regulations, and potential future earnings of BCA.
- b. Recommend to the Board of Commissioners regarding:
 - 1) Remuneration policy for the Board of Commissioners and the Board of Directors to be submitted to the GMS.
 - 2) Structure and amount of remuneration for members of the Board of Directors and/or members of the Board of Commissioners.
 - 3) Remuneration policy for Executive Officers and employees as a whole to be submitted to the Board of Directors by the Board of Commissioners.
- c. Assist the Board of Commissioners in conducting performance appraisals in accordance with the remuneration received by each member of the Board of Directors and/or member of the Board of Commissioners.

- d. Periodically evaluate the implementation of the remuneration policy.

Related to the nomination function:

- a. Develop and recommend to the Board of Commissioners regarding the system and procedure for selecting and/or replacing members of the Board of Commissioners and the Board of Directors to be submitted to the GMS.
- b. Recommend to the Board of Commissioners regarding:
 - 1) Policy and criteria required in the nomination process.
 - 2) Candidates for members of the Board of Commissioners and/or candidates for members of the Board of Directors to be submitted to the GMS.
 - 3) Composition of positions of members of the Board of Directors and/or members of the Board of Commissioners.
 - 4) Capacity development program of members of the Board of Directors and/or members of the Board of Commissioners.
 - 5) Performance evaluation policy of members of the Board of Directors and/or members of the Board of Commissioners.

- c. Recommend independent parties as candidates for members of Audit Committee and Risk Oversight Committee to the Board of Commissioners.
- d. Assist the Board of Commissioners in assessing the performance of members of the Board of Directors and/or members of the Board of Commissioners based on the benchmarks that have been prepared as evaluation material.
- Carry out other tasks assigned by the Board of Commissioners related to remuneration and nomination in accordance with the prevailing provisions.
- Report the results of the assessment and recommendations in relation to the duties of RNC to the Board of Commissioners if necessary.

J. Authorities of RNC

In carrying out its duties, RNC has the following authorities:

- a. Access BCA documents, data and information regarding to employees, funds, assets, and necessary resources.
- b. Communicate with work units and other parties within BCA to obtain information or documents related to the implementation of RNC duties.

- c. Obtain input/suggestions from outside parties related to RNC duties.
- d. Perform other authorities granted by the Board of Commissioners.

K. Policies and Meetings Implementation of RNC

RNC holds meetings according to BCA's needs, at least 1 (one) time in 4 (four) months as stipulated in OJK Regulation No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies. The meetings can only be held if attended by at least 51% (fifty-one percent) of the total committee members, including Independent Commissioners and Executive Officers who is in charge of the human resources function. As of December 2021, RNC has held 7 (seven) meetings.

Submission of the results of RNC meeting is as follows:

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

Attendance of members in the RNC meeting as of December 31, 2021, are as follows:

Name	Number of Meetings	Attendance	Percentage
Raden Pardede	7	7	100%
D.E. Setijoso	7	7	100%
Rudi Lim	7	7	100%

Of the 7 (seven) RNC meetings, there were 4 (four) meetings with discussions related to nominations, 2 (two) meetings with discussions related to remuneration and 1 (one) meeting with discussions related to assessment with the following details:

No.	Date	Agenda
1	January 13, 2021	- Changes in RNC Members - Mechanism of nomination of members of the Board of Commissioners and Directors of PT Bank Central Asia Tbk for term of duty of 2021 – 2026.
2	January 27, 2021	Proposed members of the Board of Directors of PT Bank Central Asia Tbk for term of duty of 2021 – 2026.
3	February 3, 2021	Discussion on the evaluation of the self-assessment of the Board of Directors and the Board of Commissioners.
4	February 24, 2021	Recommendations of members of the Board of Commissioners and Board of Directors of PT Bank Central Asia Tbk for term of duty of 2021 – 2026.
5	March 17, 2021	Recommendation for distribution of tantien for fiscal year 2020 to members of the Board of Commissioners & Board of Directors.
6	April 7, 2021	Recommendation for the Board of Directors' remuneration package for term of duty of 2021 – 2024.
7	April 21, 2021	Recommendations of candidates of committee members for term of duty of 2021 – 2026.

L. Remuneration of RNC

RNC members receive salary, honorarium, and/or allowances according to their position at BCA without earning additional remuneration as RNC member.

M. Realization of Work Programs and Implementation of RNC Activities in 2021

The realization of RNC work programs in 2021 are as follows:

- a. Prepare recommendations for the nominations of members of the Board of Commissioners and Board of Directors for the year 2021-2026.
- b. Prepare recommendations regarding the remuneration of new members of the Board of Commissioners and Board of Directors for 2021 - 2024.
- c. Prepare recommendations regarding the proposed tantien to the Board of Commissioners and Board of Directors for BCA's performance in 2021.
- d. Evaluate the results of the self-assessment of the Board of Directors and the Board of Commissioners.

N. Policy Related to Board of Directors Succession

The policy regarding the succession of the Board of Directors has been regulated in BCA's policy. The main contents of the BCA Board of Directors Succession Policy are as follows:

- a. Develop and provide recommendations regarding the system and procedures for selecting and/or replacing members of the Board of Commissioners and Board of Directors to the Board of Commissioners to be submitted to the GMS.
- b. Provide recommendations regarding candidates for members of the Board of Commissioners and/or Board of Directors to the Board of Commissioners to be submitted to the GMS.
- c. In order to prepare BCA executives to gain the whole knowledge and experience as officers at the head office or branch offices, then several executives who are considered to have the potential to be further developed will receive rotations.

IV. INTEGRATED GOVERNANCE COMMITTEE (IGC)

The IGC was formed by and is responsible to the Board of Commissioners of the BCA as the Main Entity in the financial conglomerate. The IGC was formed to assist the Board of Commissioners in monitoring the implementation of integrated governance at the BCA Financial Conglomerate.

The composition of the membership of the BCA Financial Conglomerate can be seen in the Structure of the BCA Financial Conglomerate on page 529-543 of this 2021 BCA Annual Report.

A. Legal Basis

The legal basis for the formation of the IGC refers to:

- BI Regulation No. 11/33/PBI/2009 dated December 7, 2009, concerning the Implementation of Good Corporate Governance for Commercial Banks and Sharia Business Units.
- OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014, concerning Integrated Risk Management for Financial Conglomerates.
- OJK Regulation No. 18/POJK.03/2014 dated November 18, 2014, concerning the Implementation of Integrated Governance for Financial Conglomerates.
- OJK Regulation No. 21/POJK.04/2015 dated November 16, 2015, regarding the Implementation of Public Company Governance Guidelines.
- OJK Regulation No. 26/POJK.03/2015 dated December 11, 2015, concerning Integrated Minimum Capital Adequacy Requirements for Financial Conglomerates.
- OJK Regulation No. 36/POJK.05/2015 dated December 21, 2015, concerning Good Corporate Governance for Venture Capital Companies.
- OJK Regulation No. 55/POJK.03/2016 dated December 7, 2016, concerning the Implementation of Good Corporate Governance for Commercial Banks.
- OJK Regulation No. 28/POJK.03/2019 dated November 14, 2019, concerning Banking Synergy in One Ownership for the Development of Sharia Banking.
- OJK Regulation No. 43/POJK.05/2019 dated December 31, 2019, regarding Amendments to OJK Regulation No. 73/POJK.05/2016 concerning Good Corporate Governance for Insurance Companies.
- OJK Regulation No. 29/POJK.05/2020 dated April 22, 2020, regarding Amendments to OJK Regulation No. 30/POJK.05/2014 dated November 19, 2014, concerning Good Corporate Governance for Financing Companies.
- OJK Regulation No. 45/POJK.03/2020 dated October 14, 2020, concerning Financial Conglomerates.
- OJK Circular Letter No. 15/SEOJK.03/2015 dated May 25, 2015, concerning the Implementation of Integrated Governance for Financial Conglomerates.

- OJK Circular Letter No. 32/SEOJK.04/2015 dated November 17, 2015, concerning Guidelines for the Governance of Public Companies.
- OJK Circular Letter No. 13/SEOJK.03/2017 dated March 17, 2017, concerning the Implementation of Good Corporate Governance for Commercial Banks.
- BCA's Articles of Association.
- Board of Commissioners Decree No. 037/SK/KOM/2015 dated February 26, 2015, concerning the Establishment of the Integrated Governance Committee of PT Bank Central Asia, Tbk.
- Board of Commissioners Decree No. 22/RR/KOM/2021 dated May 5, 2021, regarding the Appointment of Members of the Integrated Governance Committee.
- Board of Commissioners Decree No. 114/SK/KOM/2021 dated July 8, 2021, regarding the Charter of the Integrated Governance Committee – PT Bank Central Asia Tbk.
- Board of Directors Decree No. 088/SK/DIR/2021 dated May 6, 2021, regarding the Appointment of Chairman and Members of the Integrated Governance Committee.
- Guidelines regarding BCA Governance on June 30, 2021.

B. IGC Charter

In carrying out its duties and responsibilities, IGC has work guidelines set out in the Integrated Governance Committee Charter, which has been ratified based on the Decree of the Board of Commissioners No. 114/SK/KOM/2021 dated July 8, 2021, regarding the Charter of the Integrated Governance Committee – PT Bank Central Asia Tbk.

The scopes stipulated in the IGC Charter include:

- Structure and Membership.
- Membership Requirements.
- Term of Duty.
- Dual job.
- Duties and responsibilities.
- Authority.
- Work mechanism.
- Work Ethics.
- Working time.
- Committee Meetings.
- Meetings.
- Meeting Decision Making.
- Minutes of meetings.
- Competence.

The IGC Charter has been uploaded to the BCA website in the Corporate Governance section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>).

C. Structure and Membership of IGC

The membership composition of IGC BCA has complied with the applicable provisions in accordance with OJK Regulation No. 18/POJK.03/2014 concerning the Implementation of Integrated Governance for Financial Conglomerates and as regulated in the IGC Charter. As of December 31, 2021, IGC has 11 (eleven) members who have been appointed by the Board of Directors from the Main Entity through the Decree of the Board of Directors No. 088/SK/DIR/2021 dated May 6, 2021, regarding the Appointment of Chairman and Members of the Integrated Governance Committee and based on the decision in the Minutes of Meeting of the Board of Commissioners from the Main Entity No. 22/RR/KOM/2021 dated May 5, 2021.

IGC Member Composition

Name	Position in Committee ^{*)}	Position in Financial Conglomerate	Term of Office
Members from Main Entity			
Cyrillus Harinowo	Chairman (concurrently as Independent Commissioner)	Independent Commissioner in the Main Entity	May 6, 2021 – AGMS 2026
Prabowo	Member	Independent Party in the Main Entity ^{**)}	May 6, 2021 – AGMS 2026
Member of Subsidiaries^{***)}			
Sulistiyowati	Member	Independent Commissioner of PT BCA Finance	May 6, 2021 – AGMS 2026
Gustiono Kustianto	Member	Independent Commissioner of PT Asuransi Umum BCA	May 6, 2021 – AGMS 2026
Pudjianto	Member	Independent Commissioner of PT Asuransi Jiwa BCA	May 6, 2021 – AGMS 2026

Name	Position in Committee ^{*)}	Position in Financial Conglomerate	Term of Office
Mendari Handaya	Member	Independent Commissioner of PT BCA Multi Finance d/h Central Santosa Finance	May 6, 2021 – AGMS 2026
Joni Handrijanto ^{*)}	Member	Independent Commissioner of PT Bank BCA Syariah	May 6, 2021 – AGMS 2026
Sutedjo Prihatono	Member	Member of sharia supervisory board of PT Bank BCA Syariah	May 6, 2021 – AGMS 2026
Hendra Iskandar Lubis	Member	Independent Commissioner of PT BCA Sekuritas	May 6, 2021 – AGMS 2026
Irianto Sutanto ^{*)}	Member	Independent Director of BCA Finance Limited, Hongkong	May 6, 2021 – AGMS 2026
Sri Indrajanti Dewi	Member	Independent Commissioner of PT Bank Digital BCA	May 6, 2021 – AGMS 2026
Wimpie Rianto	Member	Independent Party of Main Entity	May 23, 2016 – March 29, 2021
Suyanto Sutjiadi	Member	Independent Commissioner of PT Bank BCA Syariah	May 23, 2016 – March 9, 2021
Rudy Harjono	Member	Independent Commissioner of PT BCA Finance Limited Hongkong	May 23, 2016 – March 9, 2021
Ignatius Julianto Sukardi	Member	Independent Commissioner of PT Bank Digital BCA	July 10, 2020 – March 29, 2021

Note:

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

^{**)} Independent party who are the members of IGC Committee appointed by the Board of Commissioners of the Main Entity.

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

Number and Composition of Independent Commissioners

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

D. Profile and Qualification of IGC Members

Cyrellus Harinowo

The education history, expertise, position, and work experience of IGC members can be seen on the Company Profile page 78 of this 2021 BCA Annual Report.

Prabowo

The education history, expertise, position, and work experience of IGC members can be seen on the Company Profile page 87 of this 2021 BCA Annual Report.

Sulistiyowati

The education history, expertise, position, and work experience of IGC members can be seen on the Company Profile page 88 of this 2021 BCA Annual Report.

Gustiono Kustianto

The education history, expertise, position, and work experience of IGC members can be seen on the Company Profile page 88 of this 2021 BCA Annual Report.

Pudjianto

The education history, expertise, position, and work experience of IGC members can be seen on the Company Profile page 89 of this 2021 BCA Annual Report.

Joni Handrijanto

The education history, expertise, position, and work experience of IGC members can be seen on the Company Profile page 90 of this 2021 BCA Annual Report.

Sutedjo Prihatono

The education history, expertise, position, and work experience of IGC members can be seen on the Company Profile page 90 of this 2021 BCA Annual Report.

Irianto Sutanto

The education history, expertise, position, and work experience of IGC members can be seen on the Company Profile page 91 of this 2021 BCA Annual Report.

Mendari Handaya

The education history, expertise, position, and work experience of IGC members can be seen on the Company Profile page 89 of this 2021 BCA Annual Report.

Hendra Iskandar Lubis

The education history, expertise, position, and work experience of IGC members can be seen on the Company Profile page 91 of this 2021 BCA Annual Report.

Sri Indrajanti Dewi

The education history, expertise, position, and work experience of IGC members can be seen on the Company Profile page 92 of this 2021 BCA Annual Report.

E. Education or Training

During 2021, members of the IGC have participated in the following educational or training activities:

Name	Education/Training	Organizer	Date
Cyrillus Harinowo	Can be seen in the Board of Commissioner Chapter – in the Subsection of Training Programs to enhance the Competence of Members of Board of Commissioner on page 364 of this 2021 BCA Annual Report.		
Prabowo	Implementation of Governance, Risk, and Compliance in the Digital Age: Strategy and Action	OJK Institute	June 3, 2021
	Market Conduct in Financial Service Sector	OJK Institute	July 15, 2021
	Global Developments in Digital Finance	OJK Institute	July 29, 2021
	Indonesia Knowledge Forum	BCA	October 7, 2021
	Carbon Market: Global Practices	OJK Institute	November 4, 2021
	Sustainable Corporate Strategy: Build Governance, Risk Management, Compliance Towards Principled Performance	LPPI	November 24, 2021
	Sustainable Finance: The Changing Face of Financial Institution	OJK Institute	November 25, 2021
Sulistiyowati	Refreshment and Sharing Session on ESG and Climate Change Impact	TSC	December 14, 2021
	Strengthening the Role of the Board of Directors and Board of Commissioners of Non-Bank Financial Services Providers in Supporting the Effectiveness of the AML-CFT Implementation	Financial Services Authority (OJK)	February 9, 2021
	Global Development in Digital Finance	OJK	July 29, 2021
	Governance and Stability of Financial System	STIE Indonesia Banking School	September 17, 2021
	Indonesia Knowledge Forum X	BCA	October 7, 2021
Gustiono Kustianto	Anti-Fraud Socialization "Understanding and Preventing Fraud and Corruption Crimes for Financing Institutions"	OJK	November 2, 2021
	Portfolio Analysis in General Insurance	Indonesian General Insurance Association	June 22-23, 2021
	Indonesia Knowledge Forum X	BCA	October 7, 2021
Pudjiyanto	Training Program for Certified Securities Analyst	CSA Institute	September 25 - November 20, 2021
	Strengthening the Role of the Board of Directors and Board of Commissioners of Non-Bank Financial Services Providers in Supporting the Effectiveness of the Implementation of Indonesian AML-CFT	Financial Services Authority (OJK)	February 9, 2021
	Digital Marketing for Financial Sector	OJK	September 2, 2021
	Indonesia Knowledge Forum X	BCA	October 7, 2021
	Digital and Risk Management in Insurance 2021, Waves of Change: Entering New Dynamics Of Life Insurance	Indonesian Life Insurance Association	November 11, 2021

Name	Education/Training	Organizer	Date
Joni Handrijanto	The Effectiveness of the Supervisory Board in Maintaining Bank Compliance Towards the Era of Principles-Based Regulation	Banking Compliance Director Communication Forum in collaboration with OJK and PPATK	March 25, 2021
	Indonesia Knowledge Forum X	BCA	October 7, 2021
	Change "Lets Pursue Our Big Dream"	BCA Syariah	December 15, 2021
Sutedjo Prihatono	Pre Ijtima Sanawi Sharia Supervisory Boards 2021	MUI National Sharia Council	October 5, 2021
	Ijtima Sanawi Sharia Supervisory Boards 2021	MUI National Sharia Council	December 2-3, 2021
	Change "Lets Pursue Our Big Dream"	BCA Syariah	December 15, 2021
	Re-certification of Sharia Supervisory Competence (Refreshment)	MUI Professional Certification Institute	December 16, 2021
Irianto Sutanto	Global Development in Digital Finance	OJK	July 29, 2021
	Indonesia Knowledge Forum X	BCA	October 7, 2021
Mendari Handaya	Opportunities and Challenges of Phase 2 Restructuring Policy (Seminar for Directors, Commissioners of Controlling Shareholders and Sharia Supervisory Boards)	Association of Indonesian Financing Companies	April 27, 2021
	Indonesia Knowledge Forum X	BCA	October 7, 2021
Hendra Iskandar Lubis	Strengthening the Roles of the Board of Commissioners, Directors, and Compliance Officers in the implementation of the AML-CFT Program	Indonesia Stock Exchange	March 5, 2021
	Indonesia Knowledge Forum X	BCA	October 7, 2021
	Refreshment and Sharing Session on ESG and Climate Change Impact	TSC	December 14, 2021
Sri Indrajanti Dewi	The Effectiveness of the Supervisory Board of Commissioners in Maintaining Bank Compliance towards the Era of Principle-Based Regulations	Communication Forum for Banking Compliance Director in collaboration with OJK and PPATK	March 25, 2021
	Direction for Development of Indonesian Banking in 2022 in the midst of Efforts Towards Banking Digitalization	FKDKP (Communication Forum for Banking Compliance Director)	December 8, 2021

F. Term of office of IGC Members

Tenure of the members of the IGC is the same as the tenure of BCA's Board of Commissioners (Main Entity) and can be reappointed for the next period. Tenure of the currently in charge members of the IGC will end at the closing of BCA's Annual GMS in 2026.

G. IGC Membership Requirements

To ensure that IGC can fulfill its responsibilities to the Board of Commissioners in carrying out the duties and functions of the Board of Commissioners, IGC BCA must meet the following requirements for IGC membership:

General Requirements

- a. IGC members are required to have high integrity, good character and morals

- b. IGC members are required to fulfill the requirements as Independent Commissioners in the Main Entity and each Financial Service Institution (FSI) in accordance with the regulations of the regulators of each financial services sector.
- c. Members of IGC originated from Independent Parties may hold concurrent positions as Independent Party members of other committees at BCA, other banks, and/or other companies, as long as the person concerned:
 - 1) Meets the required competencies.
 - 2) Meets the criteria of independence.
 - 3) Able to maintain BCA/FIS confidential information who are members of the BCA Financial Conglomerate.
 - 4) Adhere to the applicable code of ethics.
 - 5) Do not neglect the implementation of duties and responsibilities as a member of IGC BCA.

Competency Requirements

- IGC members are required to have relevant expertise and knowledge in their respective fields.
- IGC members continuously improve their competence through education and training.

Independence Requirements

- IGC members are not allowed to originate from the Board of Directors of the Main Entity, subsidiaries, and other banks
- IGC members who are independent parties must originate from the outside parties of BCA and have no financial relationship, management relationship, share ownership and/or family relationship with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, or business relationship with BCA that may influence their ability to act independently.

H. Independence of IGC Members

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

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

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

Aspects of Independence of IGC Members

Independence Aspect	Cyrellus Harinowo	Prabowo	Sulistiyowati	Gustiono Kustianto	Pudjianto	Joni Handrijanto
Having no financial relationship with the Board of Commissioners and Board of Directors.	√	√	√	√	√	√
Having no management relationship at the company, subsidiaries, or affiliated companies.	√	√	√	√	√	√
Having no share ownership in the company.	√	√	√	√	√	√
Having no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the AC.	√	√	√	√	√	√
Not serving as an officer at any political party or government office.	√	√	√	√	√	√

Independence Aspect	Sutedjo Prihatono	Irianto Sutanto	Mendari Handaya	Hendra Iskandar Lubis	Sri Indrajanti Dewi
Having no financial relationship with the Board of Commissioners and Board of Directors.	√	√	√	√	√
Having no management relationship at the company, subsidiaries, or affiliated companies.	√	√	√	√	√
Having no share ownership in the company.	√	√	√	√	√
Having no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the AC.	√	√	√	√	√
Not serving as an officer at any political party or government office.	√	√	√	√	√

I. Duties and Responsibilities of IGC

The duties and responsibilities of the IGC, among others, are:

- a. Evaluate the implementation of integrated governance, at least through an assessment of the adequacy of internal control and the implementation of an integrated compliance function.
- b. Provide recommendations to the Board of Commissioners of the Main Entities in the Financial Conglomerate in order to improve the effectiveness of supervision over the implementation of integrated governance, including in terms of improving the Integrated Governance Guidelines after implementing:
 - 1) Evaluation of the implementation of Integrated Governance.
 - 2) Monitoring the implementation of the IGC Charter.
- c. Report to the Board of Commissioners on the results of IGC monitoring on the implementation of banking synergies on a regular basis
- d. Create a report on the realization of the IGC's annual work program which is submitted in the Main Entity's Annual Report.

J. Authorities of IGC

In carrying out its duties, IGC has the following authorities:

- a. Request information from the work unit in the form of evaluation results on:
 - 1) implementation of the Integrated Internal Audit Function.
 - 2) implementation of the Integrated Compliance Function.
 - 3) implementation of the Integrated Risk Management Function.
 - 4) implementation of Banking Synergy in One Ownership for Sharia Banking Development.
- b. Carry out other activities in accordance with the IGC Charter

K. Policy and Implementation of IGC Meeting

The duties and responsibilities of the IGC, among others, are carried out through IGC Meetings. IGC Meetings are held at least 1 (one) time in 1 (one) semester, as stipulated in the IGC Charter. Meetings can only be held if attended by at least 51% (fifty-one percent) of the total committee members. Until December 2021, IGC has held 6 (six) meetings.

The provisions of the IGC meeting are as follows:

- a. Integrated Governance Meetings can be held via electronic media (video conference).
- b. Physically at the domicile of BCA or in other places as determined by the Chairperson of the IGC.
- c. In order to facilitate the implementation of tasks, IGC is assisted by the Committee Secretary to carry out secretarial duties, which include:
 - 1) Set the meeting schedule.
 - 2) Prepare meeting agenda according to input from IGC members.
 - 3) Propose and contact the necessary resource persons.
 - 4) Prepare and distribute meeting invitations and materials.
 - 5) Prepare and distribute meeting minutes.
 - 6) Monitor the follow-up of meeting results.
 - 7) Implement an archiving system for meeting minutes, follow up on meeting results and other related documents.
- d. If necessary, IGC may invite resource persons from members of the Board of Commissioners, Board of Directors, or other parties, both internal and external to the Main Entity and Financial Services Institutions members of the Financial Conglomerate.

Submission of the results of the IGC meeting is as follows:

- a. The results of the IGC meeting must be stated in the Minutes of Meeting signed by all IGC members present and properly documented in accordance with the laws and regulations.
- b. Dissenting opinions that occur in committee meetings must be clearly stated in the minutes of the meeting along with the reasons for the differences of opinion.

Data on the attendance of Committee members at the IGC Meeting for the period January - March 2021 are as follows:

Name	Number of Meeting	Attendance	Percentage
Sumantri Slamet	1	1	100%
Wimpie Rianto	1	1	100%
Sulistiyowati	1	1	100%
Gustiono Kustianto	1	1	100%
Pudjianto	1	1	100%
Joni Handrijanto	1	1	100%
Sutedjo Prihatono	1	1	100%
Irianto Sutanto	1	1	100%
Mendari Handaya	1	1	100%
Hendra Iskandar Lubis	1	1	100%
Ignatius Julianto Sukardi	1	1	100%

Data on Committee members in the IGC Meeting for the period April - December 2021 are as follows:

Name	Number of Meeting	Attendance	Percentage
Cyrrillus Harinowo	5	5	100%
Prabowo	5	5	100%
Sulistiyowati	5	5	100%
Gustiono Kustianto	5	5	100%
Pudjianto	5	5	100%
Joni Handrijanto	5	5	100%
Sutedjo Prihatono	5	4	80%
Irianto Sutanto	5	5	100%
Mendari Handaya	5	5	100%
Hendra Iskandar Lubis	5	5	100%
Sri Indrajanti Dewi	5	5	100%

The agenda for holding IGC meetings throughout 2021 is as follows:

No.	Date	Agenda
1	March 10, 2021	Integrated Governance Committee Report Semester II/2020 To the Board of Commissioners of the Main Entity.
2	June 2, 2021	Coordination and introduction of the Chair and Members of the 2021 Integrated Governance Committee.
3	June 16, 2021	Presentations from PT BCA Finance, PT BCA Multi Finance, PT Asuransi Umum BCA, and PT Asuransi Jiwa BCA regarding the Implementation of OJK Circular Letter No. 7/SEOJK.05/2021.
4	August 25, 2021	Presentation from: 1. PT BCA Sekuritas regarding the Implementation of Risk Management Plan for OJK Regulation No. 6/POJK.04/2021. 2. PT BCA Syariah regarding the Implementation of Information Technology Risk Management.
5	September 8, 2021	Integrated Governance Committee Report Semester I/2021 to the Board of Commissioners of the Main Entity.
6	December 1, 2021	Implementation of Risk Management in the Use of Information Technology of PT Bank Digital BCA.

L. Realization of Work Programs and Implementation of IGC Activities in 2021

Throughout 2021, IGC has carried out IGC activities/work programs, namely evaluating the implementation of Integrated Governance at the BCA Financial Conglomerate. The evaluation activities were carried out, among others, through the presentation and discussion of the Integrated Internal Audit Results Report and the Integrated Compliance Report.

EXECUTIVE COMMITTEES OF THE BOARD OF DIRECTORS

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

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

I. ASSET AND LIABILITY COMMITTEE (ALCO)

ALCO is a permanent committee under the Board of Directors whose mission is to optimally achieve BCA's profitability levels, and to ensure liquidity risk, interest

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

Guidelines of ALCO

BCA has guidelines to support the implementation of ALCO's duties and responsibilities, which are stated in the Board of Directors Decree No. 167/SK/DIR/2019 dated October 25, 2019 concerning the Structure of Asset Liability Committee (ALCO) and the Board of Commissioner Decree No. 112/SK/KOM/2021 dated July 7, 2021 concerning the Scope of Duties and Responsibilities of the Board Directors and the Main Organization Structure of PT Bank Central Asia Tbk.

The scopes regulated in the decree concerning the Structure of ALCO are as follows:

- **Organizational Scope**
 - Mission, Main Function, Position, and Authority.
 - Position and Composition of Committee.
- **Completeness of Committee**
 - Committee Personnel.
 - Main Duties.
 - ALCO's working group.
 - Decision Making and Accountability.

A. Structure, ALCO Membership, and Voting Rights Status

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

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

B. Main Functions, Authorities, and Responsibilities of ALCO

Main Functions of ALCO

ALCO has the following functions:

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

Authorities of ALCO

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

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

Duties and Responsibilities of ALCO

ALCO members with voting rights have the following main duties:

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

C. Meeting of ALCO

The following are the provisions of ALCO meeting:

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

D. Decision Making

The decision-making provisions are as follows:

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

E. Frequency of ALCO Meetings in 2021

As of December 31, 2021, ALCO held 23 (twenty-three) meetings with details of the attendance of ALCO members as follows:

Position	Number of Meeting	Attendance	Percentage
President Director (Jahja Setiaatmadja) ¹⁾	23	23	100%
Deputy President Director (Suwignyo Budiman)	23	20	87%
Deputy President Director (Armand W. Hartono)	23	22	96%
Credit and Legal Director (Subur Tan)	23	21	91%
Corporate Banking Director (Rudy Susanto)	23	22	96%
Commercial and SME Banking Director (Henry Koenafi) ²⁾	6	5	83%
Commercial and SME Banking Director (John Kosasih) ³⁾	14	14	100%
Regional and Branch Network Director (Erwan Yuris Ang) ²⁾	6	5	83%
Regional and Branch Network Director (Frengky Chandra Kusuma) ⁴⁾	15	13	87%
Compliance and Risk Management Director (Haryanto T. Budiman)	23	21	91%
Banking Transactions Director (Santoso)	23	22	96%
Planning and Finance Director (Vera Eve Lim)	23	20	87%
Executive Vice President (EVP) in charge of Treasury Division and International Banking Division	23	22	96%
Executive Vice President (EVP) in charge of the Corporate Banking Group	23	22	96%
Executive Vice President (EVP) in charge of the Corporate Finance Division and the Corporate Secretary and Communications Division	23	18	78%
Members			
Division Head or Representative Officer:			
International Banking Division	23	23	100%
Treasury Division	23	23	100%
Corporate Finance Division	23	23	100%
Corporate Strategy and Planning Division	23	23	100%
Corporate Banking, Transaction and Finance Group	23	23	100%
Commercial and SME Business Division	23	23	100%
Transaction Banking Product Development Division	23	20	87%
Transaction Banking Business Development and Marketing Division	23	23	100%
Transaction Banking Partnership Solution Development Division	23	23	100%
Consumer Credit Business Division	23	23	100%
Risk Management Work Unit	23	23	100%

Note:

¹⁾ Chairman of ALCO

²⁾ AGMS on March 29, 2021, office term of the Director has ended

³⁾ Served as Commercial and SME Banking Director replacing Mr. Henry Koenafi since May 21, 2021.

⁴⁾ Served as Regional and Branch Network Director replacing Mr. Erwan Yuris since May 3, 2021

Details of the implementation of ALCO meetings throughout 2021 are as follows:

No.	Date	Agenda
1	January 13, 2021	At ALCO meetings, among other things, the following are discussed:
2	January 27, 2021	a. Follow-up report of previous ALCO's meeting resolutions.
3	February 9, 2021	b. Economic parameters including inflation, Bank Indonesia interest rates, Term Deposit, Rupiah and USD yield curves, Rupiah and USD market liquidity, and Rupiah exchange rate.
4	February 24, 2021	c. Liquidity reserves consisting of Rupiah and Foreign Currency Primary Reserves as well as Rupiah and Foreign Currency Secondary Reserves, Rupiah and Foreign Currency Fund Structure, Credit Projection, Liquidity Projection.
5	March 10, 2021	d. Banking Book Interest Rate Risk based on Earnings Perspective (NII method) and Economic Value Perspective (EVE method).
6	March 29, 2021	e. Development of Trading Book and Forex Interest Rate Risk.
7	April 12, 2021	f. Yield and Cost of Funds in Rupiah and Foreign Currency.
8	April 29, 2021	g. Analysis of Assets Liabilities Management.
9	May 18, 2021	h. Stress Test for Liquidity Risk and Stress Test for Exchange Rate and Trading Book Interest Rate Risk.
10	May 27, 2021	i. Development of Bank Funds on Total Banking.
11	June 14, 2021	j. Proposed Fund interest rate, Credit and Basic Credit Interest Rates (SBDK)
12	June 29, 2021	k. Profit/loss projections.
13	July 14, 2021	
14	July 28, 2021	
15	August 13, 2021	
16	August 27, 2021	
17	September 13, 2021	
18	September 27, 2021	
19	October 14, 2021	
20	October 27, 2021	
21	November 15, 2021	
22	November 26, 2021	
23	December 28, 2021	

F. Accountability Reporting

Accountability and work realization of ALCO are reported through:

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

G. Realization of Work Program in 2021

Throughout 2021, ALCO has realized the following work programs:

- Evaluating the strategy and position of BCA's assets and liabilities in accordance with the objective of liquidity risk management, interest rate and exchange rate.
- Evaluating and establish changes of funds and loans interest rates, basic loan interest rates, and limits related to Asset Liability Management (ALM).
- Reviewing the result of profit/loss simulation in accordance with BCA's ALM strategy.
- Establishing policies and strategies in structuring the balance sheet and investment portfolio.

H. Work Plan of ALCO in 2022

ALCO has determined work plans for 2022 as follows:

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

II. RISK MANAGEMENT COMMITTEE (RMC)

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

Guidelines of RMC

In order to support the implementation of RMC's duties and responsibilities, RMC referred to

- a. OJK Regulation No.18/POJK/03/2016 dated March 16, 2016, concerning Implementation of Risk Management for Commercial Banks; and
- b. The Board of Directors Decree No. 120/SK/DIR/2019 dated August 6, 2019, concerning the Structure of Risk Management Committee.

The scopes regulated in the Structure of Risk Management Committee are as follows:

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

A. Structure, RMC Membership, and Voting Rights Status

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

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

Notes:

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

²⁾ Presence is according to the topic discussed.

³⁾ Do not have voting rights.

B. Main Functions, Authorities, and Responsibilities of RMC

Main Functions of RMC

RMC has the following main functions:

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

Authorities of RMC

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

Duties and Responsibilities of RMC

RMC members have the following main duties:

- a. Provide suggestions to the RMC secretary on the meeting topics and materials to be discussed at RMC meeting.
- b. Provide input in the form of information and analysis related to the topics discussed at RMC meeting. Topics that can be discussed at RMC meeting among others:
 - The direction and objectives of BCA in formulating policies, strategies, and guidelines for the implementation of risk management and changes if necessary.
 - Assessment of the effectiveness of the risk management framework implementation.

- The progress and trends of BCA's total risk exposure and proposes an acceptable overall risk tolerance level (risk appetite).
- Results of studies on total risk exposure faced by BCA and its impact.
- Assessment of BCA's capital adequacy in facing the risk of losses that arise by various stress testing scenarios.
- Proposal for developing risk measurement methodologies, contingency plans in abnormal conditions (worst case scenario), and other methods which relates to BCA risk management.
- Matters requiring justification related to business decisions that deviate from normal procedures (irregularities).

- Limit of authority, exposure, and concentration of the loan portfolio as well as other parameters that are aimed at limiting risk.

C. Meeting of RMC

The provisions of the RMC Meeting are as follows:

- RMC meetings are held as needed and at least once in 3 (three) months or 4 (four) times in 1 (one) year.
- RMC meetings are valid if attended by at least $\frac{2}{3}$ (two-thirds) of permanent members, or $\frac{1}{2}$ (one half) of the permanent members with full approval from all permanent members.

D. Decision Making

The following are the provisions concerning decision making:

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

E. Frequency of RMC Meetings in 2021

As of December 31, 2021, RMC held 4 (four) meetings with details of the attendance of RMC members as follows:

Position	Number of Meeting	Attendance	Percentage
President Director (Jahja Setiaatmadja)	4	4	100%
Deputy President Director (Suwignyo Budiman)	4	2	50%
Deputy President Director (Armand W. Hartono)	4	3	75%
Credit and Legal Director (Subur Tan)	4	4	100%
Commercial and SME Banking Director (John Kosasih) ¹⁾	3	3	100%
Regional and Branch Network Director (Frengky Chandra Kusuma) ²⁾	3	1	33%
Corporate Banking Director (Rudy Susanto)	4	4	100%
Human Capital Management Director (Lianawaty Suwono)	4	3	75%
Transactions Banking Director (Santoso)	4	3	75%
Planning and Finance Director (Vera Eve Lim)	4	3	75%
Compliance and Risk Management Director (Haryanto T. Budiman)	4	4	100%
Information Technology Director (Gregory Hendra Lembong)	4	4	100%
EVP of Credit Risk Analysis Group (GARK)	4	3	75%
Head of Compliance Work Unit	4	4	100%
Head of Risk Management Work Unit (Secretary)	4	4	100%
Head of Internal Audit Division	4	2	50%
EVP of Corporate Finance Division and the Corporate Secretary and Communications Division ³⁾	1	1	100%
Head of Enterprise Security Work Unit ³⁾	1	1	100%
Head of Corporate Strategy and Planning Division ³⁾	1	1	100%
Head of Corporate Secretary and Communication Division ³⁾	1	1	100%
Head of Network and Regional Development ³⁾	1	1	100%
Head of Operation-Services Strategy and Development Division ³⁾	1	1	100%

Position	Number of Meeting	Attendance	Percentage
Head of Logistic and Building Division ³⁾	1	1	100%
Head of Banking Transaction Product Development Division ³⁾	1	1	100%
Head of Banking Transaction Product Development Division ³⁾	1	1	100%
Head of Electronic Banking Services ³⁾	1	1	100%
Head of Data Management and IT Management Office Group ³⁾	1	1	100%
Head of Legal Group ³⁾	1	1	100%
Head of Credit Risk Analysis Group (GARK) ³⁾	1	1	100%

Notes:

¹⁾ Served as Director since May 21, 2021.

²⁾ Served as Director since May 3, 2021.

³⁾ The number of meetings for non-permanent members is in accordance with the invitations for the related discussion topic.

The details of the RMC meetings implementation throughout 2021 are as follows:

No.	Date	Agenda
1	April 19, 2021	- Suggestion of fraud limit with significant impact - Cyber threat Trend and Mitigation
2	May 25, 2021	Resolution plan for commercial bank
3	October 1, 2021	Pilot Project – Resolution plan for commercial bank
4	December 13, 2021	- Changes in Credit Risk RWA Calculation - Bank Product Operation

F. Accountability Reporting

Accountability and work realization of RMC are reported through:

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

G. Realization of Work Program in 2021

In carrying out its duties during 2021, RMC accomplished the following work programs:

- Informing the proposed fraud limit which has a significant impact wherein OJK Regulation No. 39/POJK.03/2019 Banks are required to submit reports and/or corrections of fraud reports that have a significant impact.
- Informing cyber threat trends such as vulnerability exploits and ransomware with mitigation carried out such as hygienic security culture, protection, detection, and response.
- Informing LPS Regulation No. 1 Year 2021 concerning Resolution Plan for Commercial Banks dated March 30, 2021, in which Systemic Banks and Banks other than certain Systemic Banks determined by LPS, are required to prepare and submit a Resolution Plan to LPS.

- Informing the results of submitting the Resolution Plan document to LPS on August 30, 2021.
- Informing the changes in Credit Risk RWA calculation according to OJK Circular Letter No. 24/SEOJK.03/2021 dated October 7, 2021, which will be implemented on January 1, 2023, including a simulation of calculation with data period of December 2021, June 2022 and December 2022.
- Informing the bank product operation related to the payment system in which Bank is required to have approval from both OJK and BI, therefore it shall need allocated time for the approval process.

H. Work Plan of RMC in 2022

RMC has prepared work plans for 2022 as follows:

- Review matters relating to the topic in the RMC meeting.
- Provide information and analysis related to the topics discussed at RMC meeting for recommendations from the Board of Directors.
- Other matters related to risk management.

III. INTEGRATED RISK MANAGEMENT COMMITTEE (IRMC)

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

Guidelines of IRMC

IRMC carries out its duties and responsibilities by referring to

- the Board of Directors Decree No. 121/SK/DIR/2019 dated August 6, 2019 concerning the Structure of Integrated Risk Management Committee (IRMC);
- OJK Regulation No. 18/POJK.03/2016 concerning Implementation of Risk Management for Commercial Banks;

- OJK Regulation No. 17/POJK.03/2014 concerning The Implementation of Integrated Risk Management for Financial Conglomerates; and
- OJK Regulation No. 45/POJK.03/2020 concerning Financial Conglomerates.

The scopes regulated in the Board of Directors Decree No. 121/SK/DIR/2019 concerning the Structure of Integrated Risk Management Committee are as follows:

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

A. Structure, IRMC Membership, and Voting Rights Status

Based on the Board of Directors Decree No. 121/SK/DIR/2019 dated August 6, 2019, concerning the Structure of Integrated Risk Management Committee, the following are the structure, membership, and voting rights status of IRMC:

Position in the Committee	Served by	Voting Rights Status
Chairman (concurrently as a permanent member)	The director in charge of the integrated risk management function	Reserve Voting Rights
Permanent Member ¹⁾	<ul style="list-style-type: none"> All members of the Board of Directors Head of Compliance Work Unit Head of Internal Audit Division³⁾ 	
Non-permanent member ²⁾	<ul style="list-style-type: none"> All of Executive Vice President All Heads of Divisions/Groups/Work Units related to Subsidiaries, other than Permanent Members 	
1. Executive Officer		
2. Subsidiary Director ¹⁾	Directors who are appointed to represent Subsidiary	
Secretary (concurrently as a permanent member)	Head of Risk Management Work Unit/Alternate Officer	

Notes:

¹⁾ The number and composition are adjusted to the needs as well as the efficiency and effectiveness of the implementation of IRMC duties by taking into account, among others, the representation of each financial service sector.

²⁾ If there are concurrent positions, the person concerned only has one vote.

³⁾ According to the topics discussed.

⁴⁾ Do not have voting rights.

B. Main Functions, Authorities, and Responsibilities of IRMC

Main Functions of IRMC

IRMC has the main function to provide recommendations to the Board of Directors, which at least include:

- Formulate integrated risk management policies.
- Improvement or refinement of the integrated risk management policy based on the evaluation results.

Authorities of IRMC

IRMC has the authority to review and provide recommendations on matters related to integrated risk management for the Board of Director decision.

Duties and Responsibilities of IRMC

In carrying out its functions, IRMC has the following main duties:

- Provide recommendations to the IRMC secretary regarding the topics and meeting materials to be discussed in the IRMC meetings.
- Provide input of information and analysis related to the topics discussed at the IRMC meetings.

Topics that can be discussed at the IRMC meeting include:

- The direction and objectives of BCA in formulating policies, strategies, and guidelines for the implementation of integrated risk management, and changes if necessary.
- Assessment of the effectiveness of the integrated risk management framework implementation.
- The progress and trends of integrated risk exposure and purpose overall risk levels that can be taken (risk appetite) and risk tolerance.
- Results of studies on total integrated risk exposure and its impact.
- Assessment of BCA's capital adequacy in facing the risk of losses that arise by using various stress testing scenarios.
- Proposal to develop risk measurement methods, contingency plans in abnormal condition (worst case scenario), and other methods which relates to integrated risk management.
- Matters requiring justification related to business decisions that deviate from normal procedures (irregularities).

- Limit of authority, exposure, and concentration of the loan portfolio as well as other parameters aimed at limiting risk.
- Improvements in the implementation of integrated risk management periodically or incidentally as a result of changes in internal and external conditions that affect capital adequacy, risk profile, and the ineffectiveness of integrated risk management implementation based on the evaluation results.

C. Meeting of IRMC

The provisions of IRMC meeting are as follows:

- IRMC meetings are held as needed, at least once every semester.
- IRMC meetings are valid if attended by more than ½ (one-half) of total permanent members.

D. Decision Making

The following are the provisions regarding IRMC decision making:

- Decision making concerning the use of IRMC authority shall only being made through the legitimate IRMC meeting decision.
- The decisions of IRMC meeting are valid and binding if being approved by more than ½ (one-half) of members who present in the meeting.

E. Frequency of IRMC Meetings in 2021

As of December 31, 2021, IRMC held 4 (four) meetings with the following details:

Position	Number of Meeting	Attendance	Percentage
President Director (Jahja Setiaatmadja) ¹⁾	4	4	100%
Deputy President Director (Suwignyo Budiman) ¹⁾	4	4	100%
Deputy President Director (Armand W. Hartono) ¹⁾	4	3	75%
Credit and Legal Director (Subur Tan) ¹⁾	4	4	100%
Commercial and SME Banking Director (Henry Koenaifi) ^{1) a)}	1	1	100%
Regional and Branch Network Director (Erwan Yuris Ang) ^{1) a)}	1	1	100%
Corporate Banking Director (Rudy Susanto) ¹⁾	4	4	100%
Compliance and Risk Management Director (Haryanto T. Budiman) ¹⁾	4	2	50%
Human Capital Management Director (Lianawaty Suwono) ¹⁾	4	4	100%
Transactions Banking Director (Santoso) ¹⁾	4	4	100%
Planning and Finance Director (Vera Eve Lim) ¹⁾	4	4	100%
Information Technology Director (Gregory Hendra Lembong) ¹⁾	4	4	100%
Regional and Branch Network Director (Frengky Chandra) ^{1) b)}	3	1	33%
Commercial and SME Banking Director (John Kosasih) ^{1) c)}	3	3	100%
Head of Compliance Work Unit ¹⁾	4	4	100%
Head of Risk Management Work Unit (Secretary) ¹⁾	4	3	75%
Head of Internal Audit Division ¹⁾	4	3	75%
EVP of Credit Risk Analysis Group ²⁾	1	1	100%

Position	Number of Meeting	Attendance	Percentage
EVP of Corporate Finance Division and the Corporate Secretary and Communications Division ²⁾	1	1	100%
Head of Data Management and IT Management Office Group ²⁾	2	2	100%
Head of Enterprise Security Work Unit ²⁾	3	3	100%
Director of PT BCA Finance ²⁾	4	4	100%
Director of PT BCA Multi Finance ²⁾	4	4	100%
Director of PT Bank BCA Syariah ²⁾	4	4	100%
Director of BCA Finance Limited ²⁾	4	4	100%
Director of PT BCA Sekuritas ²⁾	4	0	0%
Director of PT Asuransi Umum BCA ²⁾	4	4	100%
Director of PT Asuransi Jiwa BCA ²⁾	4	2	50%
Director of PT Central Capital Ventura ²⁾	4	4	100%
Director of PT Bank Digital BCA ²⁾	4	4	100%

Notes:

a) At the AGMS on March 29, 2021, office term of the Director has ended.

b) Served as Director since May 3, 2021

c) Served as Director since May 21, 2021

1) Permanent Member.

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

The implementation of IRMC meeting throughout 2021 is as follows:

No.	Date	Agenda
1.	March 8, 2021	<ul style="list-style-type: none"> - Integrated Risk Profile Report on the BCA Financial Conglomerate for Semester II 2020. - OJK Circular Letter No. 7/SEOJK.05/2021 concerning Implementation of Risk Management for Financing Companies and Islamic Financing Companies and OJK Circular Letter No. 8/SEOJK.05/2021 concerning Implementation of Risk Management for Insurance Companies, Sharia Insurance Companies, Reinsurance Companies, and Sharia Reinsurance Companies. - Calculation of RWA for operational risk using the standard approach for Commercial Banks.
2.	July 5, 2021	<ul style="list-style-type: none"> - Integrated Stress Test of BCA Financial Conglomerate in 2021. - Update case ransomware/malware.
3.	September 13, 2021	<ul style="list-style-type: none"> - Integrated Risk Profile Report on the BCA Financial Conglomerate for Semester I 2021. - OJK Regulation of Risk Management in the use of Information Technology by Non-Bank Financial Service Institutions.
4.	December 8, 2021	Integrated IT and Security Infrastructure for Subsidiaries.

F. Accountability Reporting

Accountability and work realization of IRMC are reported through:

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

G. Realization of Work Program in 2021

Throughout 2021, IRMC has realized the following work programs:

- Informing the integrated stress test results of BCA Financial Conglomerate in 2021.

- Informing the Integrated Risk Profile Report of BCA Financial Conglomerate for Semester II 2020.
- Informing the Integrated Risk Profile Report of BCA Financial Conglomerate for Semester I 2021.
- Informing case ransomware/malware updates.
- Informing OJK Circular Letter No. 7/SEOJK.05/2021 concerning Implementation of Risk Management for Financing Companies and Islamic Financing Companies and OJK Circular Letter No. 8/SEOJK.05/2021 concerning Implementation of Risk Management for Insurance Companies, Sharia Insurance Companies, Reinsurance Companies, and Sharia Reinsurance Companies.

- Informing calculation of RWA for operational risk using standard approach for Commercial Banks.
- Informing OJK Regulation of Risk Management in the use of Information Technology by Non-Bank Financial Service Institutions.
- Informing Integrated IT and Security Infrastructure for Subsidiaries.

H. Work Plan of IRMC in 2022

IRMC has prepared work plans for 2022 as follows:

- Informing the integrated stress test results of BCA Financial Conglomerate in 2022.
- Informing the Integrated Risk Profile Report of BCA Financial Conglomerate for Semester II 2021.
- Informing the Integrated Risk Profile Report of BCA Financial Conglomerates for Semester I 2022.
- Other matters related to integrated risk management.

IV. CREDIT POLICY COMMITTEE (CPC)

CPC was established to direct the credit lending through the formulation of credit policies in order to achieve prudent lending target.

Guidelines of CPC

CPC carries out its duties and responsibilities based on the Board of Directors Decree No. 175/SK/DIR/2019 dated November 5, 2019 concerning the Credit Policy Committee (CPC) Structure and OJK Regulation No. 42/POJK.03/2017 dated July 12, 2017 concerning Mandatory Preparation and Implement of Credit or Financial Policies for Commercial Banks.

The scopes stipulated in the Structure of Credit Policy Committee are as follows:

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

A. Structure, CPC Membership, and Voting Rights Status

Based on the Board of Directors Decree No. 175/SK/DIR/2019 dated November 5, 2019 concerning the Structure of Credit Policy Committee (CPC), the following are the structure, membership, and voting rights status of the CPC are as follows:

Position in the Committee	Served by	Voting Rights Status
Chairman (concurrently as a member)	President Director	Reserve Voting Rights
Permanent Member ¹⁾	<ul style="list-style-type: none"> • Deputy President Director (WP1) • Credit and Legal Director • Compliance and Risk Management Director • Corporate Banking Director ²⁾ • Commercial and SME Banking Director ²⁾ • Transaction Banking Director ²⁾ • Executive Vice President of the Credit Risk Analysis Group (EVP GARK) ²⁾ • Executive Vice President of Corporate Banking and Corporate Finance Group (EVP GBKF) ²⁾ • Executive Vice President in charge of Treasury Division and International Banking Division (EVP DTR-DPI) ²⁾ • Head of Credit Risk Analysis Group and/or Head of Commercial and SME Business Division and/or Head of the Corporate Banking and Corporate Finance Group and/or Head of Consumer Credit Business Division and/or Head of Work Units under the Directorate of Banking Transactions and/or Head of the International Banking Division or Substitute Officer ²⁾ • Head of Internal Audit Division or Substitute Officer • Head of Compliance Work Unit or Substitute Officer 	Reserve Voting Rights
Secretary (concurrently as a permanent member)	Head of Risk Management Work Unit or Substitute Officer	Reserve Voting Rights

Notes:

¹⁾ Other Directors are entitled to attend CPC meetings, but without voting rights.

²⁾ According to the topics discussed.

B. Main Functions, Authorities, and Responsibilities of CPC

Main Functions of CPC

The main functions of the CPC are as follows:

- Assist the Board of Directors in formulating credit policies, particularly those related to the prudential principle of credit.
- Monitor and evaluate the implementation of credit policies in order to be implemented consistently and consequently.
- Conduct periodic reviews of the Bank Basic Credit Policy of BCA.
- Monitor the development and condition of the credit portfolio.
- Provide suggestions and corrective steps for the results of monitoring and evaluation that have been carried out.

Authorities of CPC

CPC has the authority to provide suggestions for corrective steps to the Board of Directors on matters relating to credit policy.

Duties and Responsibilities of CPC

CPC members have the following main duties:

- Provide opinions to the CPC secretary in preparing agenda and meeting materials.
- Provide opinions in the form of information and analysis at CPC meetings to make CPC decisions, regarding:
 - Development of credit policies (Corporate Loans, Commercial Loans, SME Loans, Small Enterprise Loans, Consumer Loans, Credit Card, and Interbank Credit) in accordance with BCA's mission and business plan.

- Compliance with statutory provisions in credit disbursement.
- Development and quality of the overall credit portfolio.
- The veracity of the authority implementation to decide on credit.
- The veracity of the process in disbursing, developing, and quality of credit given to related parties and certain large debtors.
- The veracity of the implementation of the legal lending limit (LLL).
- Settlement of non-performing loans in accordance with the provisions of the credit policy.
- BCA's fulfillment of adequacy of the allowance for credit write-offs.
- Results of supervision on the application and implementation of the Bank Basic Credit Policy.

C. Meeting of CPC

The provisions of CPC Meeting are as follows:

- CPC meetings are held as needed, at least 1 (one) time in a year.
- CPC meetings are valid if attended by at least $\frac{2}{3}$ (two thirds) of the total members.

D. Decision Making

The following are the provisions regarding CPC decision making:

- Decision making in regard to the use of the CPC's authority can be carried out through circulation to CPC members or through legitimate CPC meetings.
- Decisions through meetings or circulations to CPC members will be considered valid and binding if being approved by more than $\frac{1}{2}$ (one-half) of the members who present.

E. Frequency of CPC Meetings in 2021

As of December 31, 2021, CPC held 1 (one) meeting with attendance detail of CPC members as follows:

Position	Number of Meeting	Attendance	Percentage
President Director (Jahja Setiaatmadja)	1	1	100%
Deputy President Director 1 (Suwignyo Budiman)	1	1	100%
Credit and Legal Directors (Subur Tan)	1	1	100%
Commercial and SME Banking Director (Henry Koenaifi) ^{1) 2)}	1	1	100%
Corporate Banking Director (Rudy Susanto) ¹⁾	1	1	100%
Transaction Banking Director (Santoso) ¹⁾	-	-	-
Compliance and Risk Management Director (Haryanto T. Budiman)	1	1	100%

Position	Number of Meeting	Attendance	Percentage
Executive Vice President in charge of Treasury Division and International Banking Division (EVP DTR-DPI) ¹⁾	-	-	-
Executive Vice President of Credit Risk Analysis Group (EVP GARK) ¹⁾	1	1	100%
Executive Vice President of Corporate Banking and Corporate Finance Group (EVP GBKF) ¹⁾	1	0	0%
Head of Credit Risk Analysis Group or substitute officer ¹⁾	1	1	100%
Head of Commercial and SME Business Division or substitute officer ¹⁾	1	1	100%
Head of Corporate Banking and Corporate Finance Group or substitute officer ¹⁾	1	1	100%
Head of Consumer Credit Business Division or substitute officer ¹⁾	-	-	-
Head of Work Units under the Directorate of Banking Transactions or substitute officer ¹⁾	-	-	-
Head of the International Banking Division or substitute officer ¹⁾	-	-	-
Head of Internal Audit Division or substitute officer	1	1	100%
Head of Compliance Work Unit or substitute officer	1	1	100%
Head of Risk Management Work Unit or substitute officer	1	1	100%

Notes:

¹⁾ According to the topics discussed.²⁾ At the AGMS on March 29, 2021, the office term of the Director has ended.

The detail of CPC meeting implementation throughout 2021 is as follows:

No.	Date	Agenda
1.	January 12, 2021	Adjustments/Additions to the Credit Restructuring Policy for Debtors Affected by COVID-19

F. Accountability Reporting

Responsibilities and work realization of the CPC are reported through:

- Periodic written reports to the Board of Directors with a copy to the Board of Commissioners regarding the results of supervision, monitoring and evaluation of the implementation of the Bank Basic Credit Policy as well as suggestions for the necessary improvements.
- Reports in regard to data and other information related to the results of supervision, monitoring and evaluation of activities.

G. Realization of Work Program in 2021

Throughout the implementation of its duties in 2021, CPC has carried out a work program which provides recommendation related to "Adjustments/additions to the Credit Restructuring Policy for Debtors Affected by COVID-19".

H. Work Plan of CPC in 2022

CPC has determined work plans for 2022 as follows:

- Evaluate and recommend credit policies.
- Monitor the implementation of credit policies to ensure BCA's compliance with applicable credit policies.
- Monitor the development and quality of the overall credit portfolio.
- Identify new regulations issued by regulators and the impact on BCA's internal policies.

V. CREDIT COMMITTEE (CC)

CC was established to assist the Board of Directors in evaluating and/or providing credit decisions in accordance with the authority limits set by the Board of Directors, as stipulated in BCA's Articles of Association and by taking into account business development and implementing the principle of prudence.

Guidelines of CC

The establishment of CC based on OJK Regulation No. 42/POJK.03/2017 dated 12 July 2017 concerning Mandatory Preparation and Implement of Credit or Financial Policies for Commercial Banks and was determined through the Board of Directors Decree No. 176/SK/DIR/2019 dated November 5, 2019 concerning the Structure of Credit Committee. The Decree becomes a guideline for CC in carrying out its duties and responsibilities.

The scopes stipulated in the decree concerning the Structure of Credit Committee are as follows:

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

CC Level

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

1. Corporate CC.
2. Commercial CC.

A. Structure, CC Membership, and Voting Rights Status

The Board of Directors Decree No. 176/SK/DIR/2019 concerning the Structure of Credit Committee regulates the structure, membership, and voting rights status of the CC as follows:

Structure, Membership, and Voting Right Status of CC Corporate

Position in the Committee	Served by	Voting Rights Status ¹⁾
Chairman (concurrently as a permanent member)	Credit and Legal Director	Reserve Voting Rights
Permanent Member	<ul style="list-style-type: none"> • President Director (PD) • Deputy President Director (WP1) • Corporate Banking Director (DBK) • EVP GARK • EVP GBKF²⁾ • EVP DTR-DPI²⁾ 	No Voting Rights
Non-permanent Member	<ul style="list-style-type: none"> • Other Director who have the authority to decide on credit • Compliance and Risk Management Director (DCR)³⁾ 	Reserve Voting Rights
Secretary (concurrently as a permanent member)	Head of GARK	No Voting Rights

Notes:

¹⁾ Decision making through meetings is done by voting mechanism

²⁾ According to the topics discussed.

³⁾ Has voting rights in deciding credit settlement and other matters related to risk management

Structure, Membership, and Voting Right Status of CC Commercial

Position in the Committee	Served by	Voting Rights Status ¹⁾
Chairman ²⁾ (concurrently as a permanent member)	Head of GARK based on compliance with commercial credit exposure handled	Reserve Voting Rights
Permanent Member	<ul style="list-style-type: none"> Commercial and SME Banking Director (DKS) Credit and Legal Director (DKR) EVP GARK Head of Regional Office 	
Non-Permanent Member	Compliance and Risk Management Director (DCR) ³⁾	
Secretary (concurrently as a permanent member)	Credit Adviser	No Voting Rights

Notes:

¹⁾ Decision making through meetings is done by voting mechanism

²⁾ The duties of chairman can be substitute among the Head of Group in accordance to the commercial credit exposure that they handled.

³⁾ Has voting rights in deciding credit settlement and other matters related to risk management.

B. Main Functions, Authorities, and Responsibilities of CC

Main Functions of CC

The main functions of the CC are as follows:

- Provide direction and if necessary can conduct a more in-depth and comprehensive credit analysis.
- Provide decision or recommendation on the credit decision draft submitted by the referral/proposer related to:
 - Corporate and Commercial debtors.
 - Specific Industry.
 - Special requests from the Board of Directors.
- Discuss credit applications that are the decisions of the Board of Directors which require approval from the Board of Commissioners, and the minutes of meeting are attached when requesting approval from the Board of Commissioners (with exceptions for credit extension).
- Coordinate with the Asset and Liability Committee (ALCO) in aspects of credit funding and adjusting corporate loan interest rates.

Authorities of CC

CC has the authority to make decision or provide recommendations for draft credit decision that refer to the provisions concerning the authority to approve credit as contained in the Corporate Credit Manual and Commercial Credit Manual.

The scope of CC's authority is as follows:

- In terms of authority level:
 - CC has the authority to approve credit in accordance with the authorized maximum amounts specified for each type of CC.
- In terms of credit decisions object:
 - Provide credit decisions for corporate and commercial categories above a certain value.
 - Provide decisions on the proposed credit facility.
 - Determine plans to take over/purchase credit that have either been restructured or unstructured from other financial institutions.

Duties and Responsibilities of CC

CC has the following main duties:

- Provide direction if a more comprehensive credit analysis is needed, should the presented information be not sufficient for decision making.
- Provide consideration to the draft of credit decisions submitted by provider of recommendation/referral.
- Decide on credit based on professional skills in an honest, objective, accurate, and through manner
- Provide input to the secretary regarding the needs of the CC meetings.

C. Meeting of CC

The provisions of CC Meeting are as follows:

- CC meetings are held as needed, at least 6 (six) times in 1 (one) year
- CC meetings can be held and declared valid if attended by at least 3 (three) members with voting rights.
- CC meetings can be conducted through teleconferences.
- For Corporate CC, Compliance and Risk Management Directors or the substitute must attend each CC meeting.
- Commercial CC meetings can be held at the head office or local regional office.
- Each CC meeting must be recorded in the minutes of meeting

D. Decision Making

The following are the provisions regarding CC decision making:

- Decision making on credit can be made through approval of a decision draft which is circulated in writing or confirmation of approval by e-mail (circular memo) to the CC members or through legitimate CC meetings. If the circulated draft decision is not approved by one of the CC members, then the secretary needs to reschedule CC meeting immediately.
- For the Corporate CC, if credit decisions taken at the CC meeting have not met the provision regarding the Board of Directors' authority to decide on credit, the credit decision draft is circulated to get approval from other Directors and/or the Board of Commissioners.
- Monitors and resource person do not have voting rights in credit decision making.

E. Frequency of CC Meetings in 2021

Throughout 2021, Corporate CC meetings were held 32 (thirty-two) times and Commercial CC meetings were held 7 (seven) times. The meetings and attendance level of Corporate and Commercial CC are as follows:

Meeting Frequency and Attendance of Corporate CC Members in 2021

Position	Number of Meeting	Attendance	Percentage
President Director (Jahja Setiaatmadja) **	32	30	93.75%
Deputy President Director 1 (Suwignyo Budiman) **	32	27	84.38%
Credit and Legal Director (Subur Tan) *	32	32	100%
Corporate Banking Director (Rudy Susanto) **	32	32	100%
Compliance and Risk Management Director (Haryanto T. Budiman) ***	32	23	71.88%
Executive Vice President (EVP) GARK **	32	29	90.63%
Executive Vice President (EVP) GBKF **	12	12	100%
Executive Vice President (EVP) DTR-DPI **	6	6	100%
Head of GARK **	32	32	100%
Head of GBKF **	30	30	100%
Head of DPI	6	5	83.33%
Head of Compliance Work Unit or its Substitute ****	32	32	100%

Notes:

* Chairman (concurrently as a permanent member).

** Permanent Member.

*** Non-Permanent Member. According to the topics discussed.

**** Monitor.

Meeting Frequency and Attendance of Commercial CC Members in 2021

Position	Number of Meeting	Attendance	Percentage
Credit and Legal Director (Subur Tan) **	7	7	100%
Commercial and SME Banking Director (Henry Koenafi) **a	2	2	100%
Commercial and SME Banking Director (John Kosasih) **b	4	4	100%
Compliance and Risk Management Director (Haryanto T. Budiman) ***	7	0	0%
Executive Vice President (EVP) GARK **	7	7	100%
Head of GARK *	7	7	100%
Head of Regional Office **	7	7	100%
Credit Adviser **	7	7	100%

Notes:

* Chairman (concurrently as a permanent member)

** Permanent Member

**a ended their office term at the AGMS of PT BCA, Tbk on March 29, 2021.

**b Served as Director since May 21, 2021.

*** Non-Permanent Member

The implementation of Corporate CC meetings throughout 2021 is as follows:

No.	Date	Agenda
1	January 12, 2021	These meetings provide decision or recommendation on the Corporate credit decision draft submitted by the referral/proposer.
2	January 19, 2021	
3	January 26, 2021	
4	February 16, 2021	
5	February 23, 2021	
6	March 2, 2021	
7	March 4, 2021	
8	March 9, 2021	
9	April 6, 2021	
10	April 13, 2021	
11	April 20, 2021	
12	April 27, 2021	
13	May 4, 2021	
14	May 18, 2021	
15	May 20, 2021	
16	May 25, 2021	
17	June 4, 2021	
18	June 10, 2021	
19	June 29, 2021	
20	July 13, 2021	
21	August 12, 2021	
22	September 2, 2021	
23	September 9, 2021	
24	September 21, 2021	
25	September 28, 2021	
26	October 5, 2021	
27	October 12, 2021	
28	October 26, 2021	
29	November 4, 2021	
30	November 9, 2021	
31	November 30, 2021	
32	December 14, 2021	

The implementation of Commercial CC meetings throughout 2021 is as follows:

No.	Date	Agenda
1	February 4, 2021	These meetings provide decision or recommendation on the Commercial Credit decision draft submitted by the referral/proposer
2	March 22, 2021	
3	April 30, 2021	
4	June 18, 2021	
5	July 21, 2021	
6	September 6, 2021	
7	October 15, 2021	

F. Accountability Reporting

The accountability of CC can be conveyed through the minutes of CC meeting, circulated decision memorandum, and CC periodic report.

G. Realization of Work Program in 2021

Throughout 2021, CC have made decisions or recommendations on granting credit (new, additional, reduction and/or extension, restructure and restructure due to COVID-19) in accordance to the limit of authority, including the determination/change of credit structure.

H. Work Plan of CC in 2022

The CC has set a work plan for 2022, namely recommending and/or deciding on grant credits (new, additional, reduction and/or extension, restructure and restructuring due to COVID-19) in accordance to the limits of authority, including the determination/change of credit structure.

VI. INFORMATION TECHNOLOGY STEERING COMMITTEE (ITSC)

ITSC was established to ensure that the implementation of information technology system is in line with BCA's strategic plan and aims to improve BCA's competitive advantage through the utilization of appropriate information technology. ITSC was determined by BCA based on the Board of Directors Decree No. 127/SK/DIR/2020 dated July 14, 2020 concerning the Structure of Information Technology Steering Committee.

Guidelines/Charter of ITSC

ITSC carries out its duties and responsibilities based on the Board of Directors Decree No. 128/SK/DIR/2017 dated October 10, 2017 concerning the Information Technology Steering Committee Charter and based on Risk Management Basic Policy of Information Technology Use.

The scopes regulated in the Information Technology Steering Committee Charter are as follows:

- Mission of ITSC
- Main Function of ITSC
- Authority of ITSC
- Responsibilities of ITSC

A. Structure, ITSC Membership, and Voting Rights Status

The Board of Directors Decree No. 127/SK/DIR/2020 dated July 14, 2020 concerning the Structure of Information Technology Steering Committee regulates the structure, membership, and voting rights status of the ITSC as follows:

Position in the Committee	Served by	Voting Rights Status
Chairman (concurrently as a member)	Information Technology Director	Reserve Voting Rights
Secretary	Head of Data Management and IT Management Office Group	No Voting Rights
Member	<ul style="list-style-type: none"> • Deputy President Director 2 • Compliance and Risk Management Director • Regional and Branch Network Director • Strategic Information Technology Group (GSIT)^{*)}: <ul style="list-style-type: none"> - Head of Data Management and IT Management Office Group - Head of IT Architecture and Service Quality - Head of Application Management - Head of IT Infrastructure and Operation - Head of Digital Innovation Solutions • Head of Enterprise Security Work Unit • Head of Risk Management Work Unit • Head of Compliance Work Unit • Head of Operations-Services Strategy and Development Division • Head of Work Unit for Main IT Users ^{**)} 	Reserve Voting Rights
	<ul style="list-style-type: none"> • Head of Internal Audit Division 	No Voting Rights

Notes:

^{*)} GSIT only has 1 (one) vote.

^{**)} Participation in a meeting depends on the topic of the meeting that is relevant to the work unit concerned

B. Main Functions, Authorities, and Responsibilities of ITSC

Main Functions of ITSC

The main functions of the ITSC are as follows:

- Review and provide recommendation on IT strategic plans to be in line with BCA's business plans.
- Conduct periodic evaluations of IT support for BCA's business activities.
- Ensure that IT investment provide added value to BCA.

Authorities of ITSC

ITSC has the following authorities:

- Provide recommendations to the Board of Directors on the IT strategic plans to align with the BCA's strategic plan for business activities.
- Provide recommendations for the strategic measures to minimize the risk of BCA investment in the IT sector.
- Provide recommendations for the investment feasibility in the IT sector that can contribute to the achievement of the BCA's business objective.
- Provide recommendations on the formulation of the key IT policies, standards, and procedures.

Duties and Responsibilities of ITSC

ITSC has the following responsibilities:

- Review the IT strategic plans to align with the BCA's strategic plan for business activities.
- Review the effectiveness of strategic measures to minimize the risk of BCA investment in the IT sector.
- Review the investment feasibility in the IT sector that can contribute to the achievement of the BCA's business objective.
- Review the formulation of the key IT policies, standards, and procedures.
- Monitor and ensure the conformity of approved IT projects with the IT strategic plans.
- Monitor and ensure the conformity of the IT project implementations with the agreed project plans (project charter).
- Monitor and ensure the alignment of IT and management information system requirement and the needs of the BCA's business activities.
- Oversee the IT performance and any efforts to improve it.

- Monitor efforts to solve various problems related to the IT that can not be solved by the user work unit and IT work unit in an effective, efficient and timely manner.
- Ensure the adequacy and allocation of the resources owned by BCA.

C. Meeting of ITSC

The provisions of ITSC Meeting are as follows:

- ITSC meetings are held according to the needs of BCA, at least 4 (four) times in a year.
- ITSC meeting can only be held if it is attended by at least $\frac{2}{3}$ (two thirds) of the total of invited members and have the voting rights.

D. Decision Making

The following are the provisions concerning ITSC decision making:

- The decision making in relation to the use of ITSC authority shall only being made through the legitimate ITSC meeting.
- The decision of ITSC meeting are valid and binding if being approved by at least $\frac{1}{2}$ (one-half) of the total members present and have voting rights plus 1 (one) vote.

E. Frequency of ITSC Meetings in 2021

As of December 31, 2021, the ITSC held 4 (four) meetings with the following details:

ITSC Meeting Schedule and Frequency During 2021

Position	Number of Meeting	Attendance	Percentage
IT Director ¹⁾	4	4	100%
Deputy President Director 2	4	4	100%
Compliance and Risk Management Director	4	4	100%
Regional and Branch Network Director ²⁾	4	4	100%
Strategic Information Technology Group (GSIT) ³⁾ :			
- Head of Data Management and IT Management Office Group	4	4	100%
- Head of IT Architecture and Service Quality Group	4	4	100%
- Head of Application Management Group	4	4	100%
- Head of IT Infrastructure and Operation Group	4	4	100%
- Head of Digital Innovation Solutions Group	4	3	75%
Head of Enterprise Security Work Unit	4	4	100%
Head of Risk Management Work Unit	4	4	100%
Head of Compliance Work Unit	4	4	100%
Head of Operations-Services Strategy and Development Division	4	4	100%
Head of Internal Audit Division ⁴⁾	4	4	100%

Notes:

¹⁾ Chairman, as IT Director.

²⁾ Attend at the meeting, but cast a vote on May 3, 2021 in accordance with the resolution of the AGMS Deed No. 22 dated June 4, 2021 and the Deed No. 22 dated May 5, 2021.

³⁾ GSIT has only 1 (one) vote.

⁴⁾ No voting rights.

The details of the ITSC meetings implementation throughout 2021 are as follows:

No.	Date	Agenda
1	April 1, 2021	<ul style="list-style-type: none"> • Follow Up Status of IT Steering Committee and Budget IT Direction • IT Strategic Plan 2021 – Application Development Initiatives
2	July 9, 2021	<ul style="list-style-type: none"> • IT Budget 2021 – Budget, Realization and Forecast 2021 • Blameless Post Mortem • Cloud Computing
3	October 8, 2021	<ul style="list-style-type: none"> • Always on Mainframe (Parallel Sysplex Initiative) • MyBCA Updates • Digital Signature Updates
4	December 2, 2021	<ul style="list-style-type: none"> • GSIT Performance Updates • Public Cloud Updates • Digital Factory Updates

F. Accountability Reporting

Accountability report/realization of ITSC work can be submitted through the minutes of ITSC meeting with the following provisions:

- The presence of ITSC members in the meeting has fulfilled the quorum.
- The ITSC meeting results must be stated in the minutes of meeting and properly documented.
- Minutes of meetings are prepared by the ITSC secretary and signed by the ITSC chairman.

G. Realization of Work Program in 2021

Throughout 2021, ITSC has executed work programs, among others:

- Evaluating and supervising implementation of IT strategic projects that are aligned with BCA's strategic corporate objective and business direction.
- Evaluating the implementation of process and technology used in IT development's projects.
- Reviewing and overseeing the strategic measures to minimize risk of IT investment, lower operating costs, and improve IT service level.
- Monitoring IT budget utilization for 2021.
- Reviewing and evaluating the following new strategic IT projects:
 - a) Always On, by utilizing cloud technology, improvement in handling incidents and problem, and high availability for several customer transaction services, as well as the implementation of parallel sysplex technology on the mainframe.
 - b) Application development with new technologies, including digital signature.
 - c) Plan to move system from mainframe platform to open system (offloading).
 - d) Implementation of cloud technology that enables fast, flexible, and efficient management of infrastructure capacity according to the BCA needs.
- Evaluating and overseeing IT initiatives that are implemented to support the delivery of IT strategic projects. These initiatives are:
 - a) Backend application offloading strategy from mainframe to the open system, to support a more agile, flexible, and efficient architecture system

- b) Improvement of transaction services that can be accessed 24/7 by customers.
- c) Implementation of digital signatures as a supporting facility of work from anywhere.
- d) Improvement of incident response and problem management review, which have impact on faster incident handling time and improve availability system.
- e) Improvement problem review blameless post mortem, which is a problem management process that focuses on root cause and monitoring progress of solution implementation to mitigate common problem finding.
- f) Review myBCA's development in 2021 and myBCA's development plan in 2022.
- g) Implementation of cloud technology for environment development and review over risk, compliance, and security aspect for cloud services provider.
- h) Review citizen development initiative that can accelerate automation and/or innovation in work units.

- Reviewing and evaluating IT Risk Management process and IT Compliance Governance to achieve Good IT Governance.

VII. PERSONNEL CASE ADVISORY COMMITTEE (PCAC)

PCAC was formed by and has responsibility to the Board of Directors. PCAC has a mission to provide independent recommendations to the Board of Directors regarding employee case resolution that meets the principles of justice and equality through the review of violations and/or crimes committed by employees. PCAC was established by BCA based on the Board of Directors Decree No. 145/SK/DIR/2021 dated July 28, 2021 concerning the Personnel Case Advisory Committee Charter.

Guidelines of PCAC

In order to support the implementation of its duties and responsibilities, PCAC refers to the Board of Directors Decree No. 145/SK/DIR/2021 dated July 28, 2021 concerning the Personnel Case Advisory Committee Charter.

A. Structure, Membership, and Voting Rights Status of PCAC

The structure, membership, and voting rights status of the PCAC are regulated in the Personnel Case Advisory Committee Charter, as follows:

Position in the Committee	Served by	Voting Rights Status
Chairman (concurrently as a permanent member)	Head of Human Capital Management Division	Reserve voting rights
Permanent Member	<ul style="list-style-type: none"> Head of Internal Audit Division Head of Legal Group Head of Operation-Services Strategy and Development Division 	Reserve voting rights
Non-Permanent Member	Head of Network Management and Regional Development Division	Reserve voting rights
Secretary	Head of Branch and Regional Office Audit Subdivision	No voting rights

B. Main Functions, Authorities, and Responsibilities of PCAC

Main Function of PCAC

The main functions of the PCAC are as follows:

- Examine cases of violations and/or crimes committed by employees that require a decision from the Board of Directors for the settlement.
- Provide considerations to the Board of Directors in determining the settlement on the violation and/or crime cases, which include the imposition of sanctions, improvement of operational systems and procedures, as well as legal proceedings if necessary.
- Periodically review the settlement of violation and/or crime cases decided by the Head of the Main Branch Office, Head of Regional Office, and Division Head/official equivalent to the head of work unit.
- Provide advice and direction (if needed) to branch and regional offices in handling cases of violations and/or crimes.

Authorities of PCAC

PCAC has the authority to provide suggestions/recommendations to the Board of Directors regarding the resolution of violation and/or crime cases committed by employees.

Duties and Responsibilities of PCAC

The main duty of PCAC members who have voting rights is to provide input in the form of information, analysis and consideration at meetings to make PCAC's proposals/recommendations regarding:

- Imposition of sanctions.
- Improvements in operational system and procedures.
- Legal proceedings.

If committee member is unable to attend, his/her presence may be represented by other official (one level below the member) who is appointed by an Appointment Letter by the member.

C. Meeting of PCAC

Provisions regarding the implementation of PCAC meetings are as follows:

- PCAC meetings are held as needed.
- Voting rights are owned by members.
- PCAC meetings are considered valid if attended by at least $\frac{2}{3}$ (two thirds) of total permanent members.

D. Decision Making

Decision making provisions by PCAC are as follows:

- Decision making related to the implementation of PCAC's authority can only be made through legitimate PCAC meeting decisions.
- Decisions made in the PCAC meetings can be in the form of:
 - One recommendation to the Board of Directors agreed by all members, or
 - More than one recommendation (if no mutual agreement is reached).

E. Frequency of PCAC Meetings in 2021

As of December 31, 2021, PCAC held 12 (twelve) meetings with details of attendance of PCAC members as follows:

Position	Number of Meeting	Attendance	Percentage
Head of Human Capital Management Division ^{*)}	12	12	100%
Head of Internal Audit Division ¹⁾	12	12	100%
Head of Legal Group ¹⁾	12	11	91.67%
Head of Operation-Services Strategy and Development Division ¹⁾	12	12	100%
Head of Network Management and Regional Development Division ²⁾	12	9	75%

Notes:
^{*)} Chairman.
¹⁾ Permanent Member.
²⁾ Non-Permanent Member.

No.	Date
1.	February 16, 2021
2.	March 4, 2021
3.	March 24, 2021
4.	April 15, 2021
5.	May 21, 2021
6.	July 28, 2021
7.	August 5, 2021
8.	September 21, 2021
9.	October 5, 2021
10.	October 12, 2021
11.	November 10, 2021
12.	December 28, 2021

F. Accountability Reporting

The accountability report of PCAC's work realization can be conveyed through:

- Minutes of PCAC's regular meetings.
- Minutes of PCAC's special meetings which held to discuss certain matters.

G. Realization of Work Program in 2021

PCAC has realized the work program which includes providing input in the form of information, analysis and consideration to provide recommendations to the Board of Directors in response to several cases of violations committed by employees that require decision from the Board of Directors for settlement, such as imposition of sanctions and/or improvement of systems and operational procedures and/or legal case processing.

H. Work Plan of PCAC in 2022

PCAC will carry out its duties and responsibilities to provide input in the form of information, analysis, and considerations at meetings to make suggestions/recommendations related to employment cases in 2022.

CORPORATE SECRETARY

The establishment and implementation of the obligations of BCA Corporate Secretary are based on OJK Regulation No. 35/POJK.04/2014 dated December 8, 2014 concerning Corporate Secretary of Issuers or Public Companies and Indonesia Stock Exchange Regulation No. I-A dated January 20, 2014 and its amendments. Through the Corporate Secretary Function, BCA strives to improve information disclosure and communication to all stakeholders. The Corporate Secretary function is also responsible for:

1. Ensuring that BCA has implemented the principles of Good Corporate Governance;
2. Maintaining a positive image and the interests of BCA;
3. Building good relations with all stakeholders;
4. Supporting the management of BCA's business operations;
5. Conducting secretarial duties; and
6. Ensuring BCA's compliance with all applicable regulations.

1. Structure and Position of Corporate Secretary

The Corporate Secretary function of BCA is carried out by the Corporate Secretary and Corporate Communication Division. The role of BCA Corporate Secretary is carried out by an Executive Vice President (EVP). BCA Corporate Secretary is appointed based on Decree No. 2271/SK/HCM-KP/A/2019 dated September 1, 2019 and reports directly to the Director of Planning and Finance. The appointment has also been reported to OJK through Letter No. 489/DIR/2019 dated September 3, 2019 and disclosure of the information was made to the public through OJK e-reporting, IDX, and BCA website on September 3, 2019.

Figure 1: Position of the Secretariat and Corporate Communications Division in the organizational structure of BCA

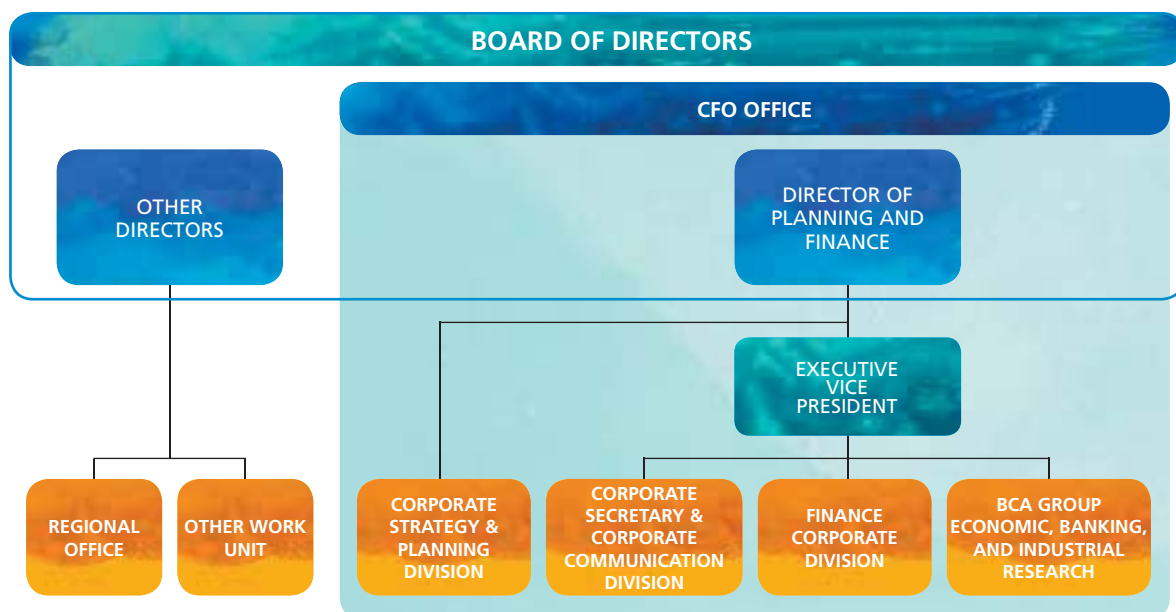


Figure 2: Organizational chart of the Corporate Secretary & Corporate Communication Division

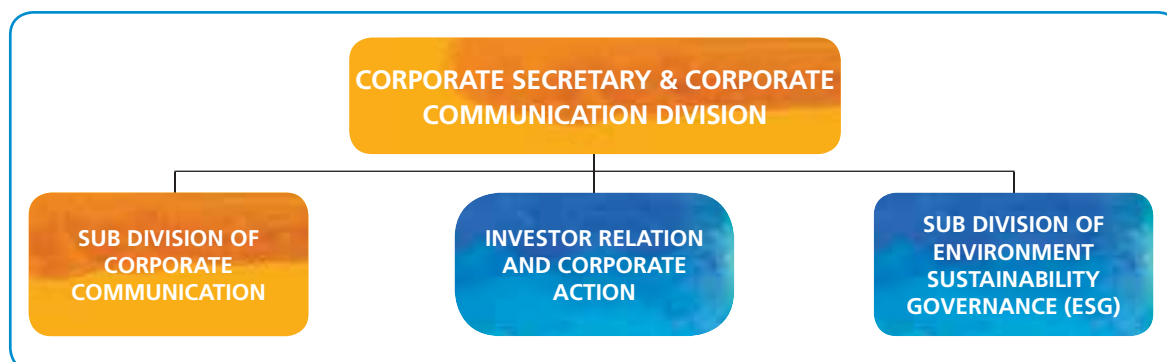
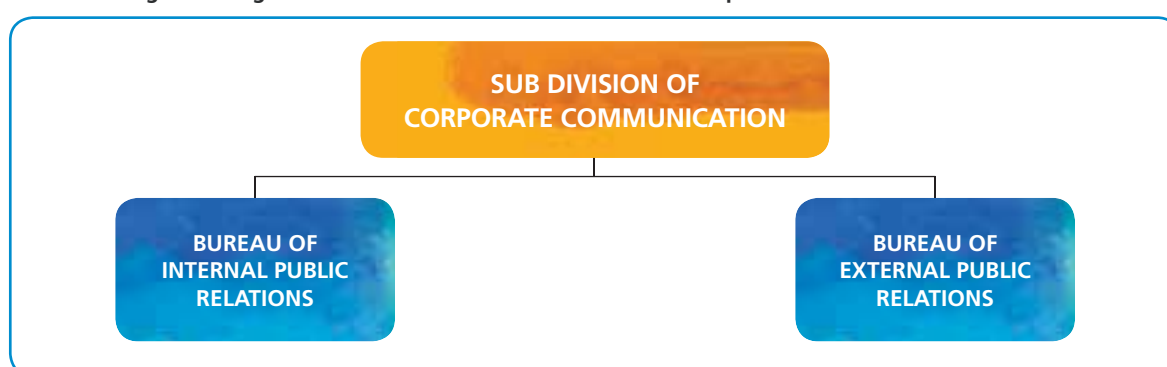


Figure 3: Organizational chart of the Sub Division of Corporate Communication Division



2. Corporate Secretary Profile

Currently, the BCA Corporate Secretary is Raymon Yonarto.

Profile, position, legal basis of appointment, work experience, and educational background of BCA's Corporate Secretary can be seen on the Company Profile page 93 of this Annual Report.

3. Competency Development and Training Program

In order to support the implementation of his duties, the Corporate Secretary has participated in competency development and training programs throughout 2021. For information, the training in 2021 attended virtually due to the COVID-19 pandemic. The trainings are as follows:

No.	Training Program / Conference	Organizer	Date
1	12 th Credit Suisse ASEAN Conference	Credit Suisse ASEAN Conference	January 8, 2021
2	UBS Virtual Macro Tour	PT UBS Sekuritas Indonesia	February 25, 2021
3	Morgan Stanley Virtual ASEAN Star Corporate Day	Morgan Stanley	March 1, 2021
4	Citi Indonesia Corporate Day	Citigroup Securities Indonesia	March 9 – 10, 2021
5	Refreshment Training Inspiring Leader "BCA CFO - 4 Imperatives of Great Leader"	Dunamis	April 30, 2021
6	Refreshment Training Inspiring Leader" BCA CFO - 4 Imperatives of Great Leader"(Part 2)	Dunamis	May 4, 2021
7	Leading to Serve and Transform Batch 2 Online Training	Prasetya Mulya Learning Institute	May 5, 2021
8	Citi Pan-Asia Regional Investor Conference	Citigroup Securities Indonesia	June 2, 2021
9	Accounting and Tax update 2021	PwC	June 7, 2021
10	AEI Series: Navigating the Unknown Futures with Strategic Foresight	Asosiasi Emiten Indonesia	June 9, 2021
11	AEI Series: How Does One Shape the Future? Normative Scenarios to the Rescue	Asosiasi Emiten Indonesia	June 30, 2021

No.	Training Program / Conference	Organizer	Date
12	Morgan Stanley Virtual Flagship ASEAN Conference	Morgan Stanley	June 30, 2021
13	AEI Series: Bringing It All Together: Turning Foresight into Strategic Foresight	Asosiasi Emiten Indonesia	July 7, 2021
14	Credit Suisse Indonesia Corporate Day	Credit Suisse	August 6, 2021
15	Credit Risk Training CFO Office (Day 1)	Octagon	August 18, 2021
16	Credit Risk Training CFO Office (Day 2)	Octagon	August 20, 2021
17	Macquarie ASEAN Virtual Conference	Macquarie Sekuritas	August 26, 2021
18	JP Morgan Asia Pacific CEO CFO Conference	JP Morgan Securities	September 8, 2021
19	CLSA Flagship Investor Forum 2021	CLSA	September 13, 2021
20	Top Bank Award 2021 & Webinar The Role of Banking in Continuing Economic Growth Momentum: Wealth Management Business Strategy in a Pandemic Period"	The Iconomics	September 14, 2021
21	Daiwa-IDX Best of Indonesia Conference	Daiwa	October 6, 2021
22	IKF X: Towards Business Rebound: Accelerate Economic Recovery through Knowledge	BCA	October 7, 2021
23	Senior Executive Course	BCA & Harvard Business Publishing	October 26, 2021
24	ESG and Climate Change Impact	TSC	December 14, 2021

4. Corporate Secretary Function

The function of BCA's Corporate Secretary refers to Article 5 of OJK Regulation No. 35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies and BCA Governance Guidelines, among others:

1. Keeping abreast of the capital market development , particularly the prevailing laws and regulations in the capital market sector;
2. Providing input to the Board of Directors and Board of Commissioners to comply with the provisions of the laws and regulations in the capital market sector;
3. Assisting the Board of Directors and Board of Commissioners in the implementation of corporate governance which covers:
 - a. Information disclosure to the public, including the availability of information on BCA website;
 - b. Timely reports submission to OJK;
 - c. Organizing and documenting the GMS;
 - d. Organizing and documenting meetings of the Board of Directors and/or Board of Commissioners; and
 - e. Implementation of orientation program towards BCA Board of Directors and/or Board of Commissioners.
4. As a liaison officer between BCA and BCA shareholders, OJK, and other stakeholders;
5. Maintain specific list of share ownership of members of the Board of Directors and Board of Commissioners;
6. Provide monthly list of shareholders (DPS) and DPS per recording date for BCA corporate actions;
7. Responsible for holding BCA GMS and other corporate actions organized by BCA.

Based on the Board of Directors Decree No. 182/SK/DIR/2021 dated September 27, 2021 concerning the Executive Vice President (EVP) of Finance, Secretariat and Corporate Communications, and Economic Research, where in his position as executor of Corporate Secretary functions, also hold the function, among others:

1. To understand the company's business vision and recommend the strategy of the work unit being led to align with the company's policies and strategies to achieve that vision;
2. To perform the role as Expert Staff of the Board of Directors in setting short and long term targets and work plans as well as providing input for the Divisional Director to align with the company's business policies and strategies;
3. To improve the company's financial performance through good financial and tax management;
4. To review the results of in-depth strategic studies related to economy, banking, industrial sector for the needs of all company work units including the preparing the predictive and descriptive forecasting models;
5. To build, manage corporate image and be responsible for the functions of corporate communication, investor relations, corporate secretarial & integrated GCG, and sustainable finance;
6. To monitor the work units under Corporate Secretary's coordination to ensure:
 - a. All activities in the work unit support the company's needs and are in line with the company's business strategy;
 - b. Comply with internal provisions and procedures including the prevailing regulatory.

7. To prepare all resources and infrastructure (in terms of capacity and capability) at an adequate level, in accordance with company policies and strategies, and being able to face changes and existing challenges;
8. To Build good cooperative and communication relationships with internal and external parties.

5. Implementation of Corporate Secretary Duties in 2021

Throughout 2021, the Corporate Secretary has carried out his duties and responsibilities in accordance with Article 5 of OJK Regulation No. 35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies, among others as follows:

- a. Keeping abreast of capital market developments, particularly the prevailing laws and regulations in the capital market sector.

No.	Subject	Description
1.	Corporate actions	<ol style="list-style-type: none"> a. Conducting BCA stock split in accordance with the prevailing laws and regulations. b. Managing the implementation of the BCA's Annual GMS and Extraordinary GMS as stated in the GMS Chapter of this Annual Report.
2.	Implementation of capital market regulation, stock exchange, and other regulation	<ol style="list-style-type: none"> a. Implementing OJK Regulation No. 11/POJK.04/2017 concerning Ownership Report or Any Change in Share Ownership of a Public Company. b. Coordinating the preparation of the Sustainable Finance Action Plan (RAKB). c. Organizing Analyst Meetings. d. Organizing Public Expose Live. e. Coordinating dividend distribution. f. Organizing Affiliate Transaction reporting and other material information or facts. g. Corporate action for capital placement in subsidiary companies. h. Administer Special List Reports for Board of Directors and Board of Commissioners. i. Organize Black Out Period for Board of Directors and Board of Commissioners.

- b. Providing input to the Board of Commissioners of BCA to comply with the laws and regulations in the capital market sector.

No.	Subject	Description
1.	Input/opinion	<ol style="list-style-type: none"> a. Reviewing BCA affiliated party transactions. b. Ensuring the implementation of meetings, orientation, and training of members of the Board of Commissioners and Board of Directors. c. Preparing Sustainable Finance Action Plan and input on the Bank's Business Plan. d. Follow-up to the fulfillment of ASEAN Corporate Governance Scorecard.
2.	Adjustment of corporate governance implementation with the latest provisions such as Bank Indonesia regulations, OJK regulations, and ACGS provisions	<ol style="list-style-type: none"> a. Updating the Corporate Governance Guidelines. b. Performing the preparation of the Corporate Secretary Charter. c. Filling out the Annual Disclosure and Integrity Pact. d. Reviewing and formulating policies in coordination with other related work units, including Charter of the Integrated Governance Committee, Adjustment of BCA's Articles of Association in connection with BCA's Stock Split Corporate Actions, capital placement in subsidiary companies and Issuance of Circular Letters on Provisions for Annual Conflict of Interests Digitally. e. Mapping governance integration within the BCA financial conglomerate.

- c. Assisting the Board of Directors and Board of Commissioners in the implementation of corporate governance which covers:

No.	Subject	Description
1.	Disclosure of information to public, including the availability of information on the Issuer's or Public Company's Website	<p>a. Reviewing and improving BCA website under Governance, Investor Relations and Sustainability sections;</p> <p>b. Providing disclosure information reports/investor news to investors and the public. The report can be accessed on BCA website: https://www.bca.co.id/en/tentang-bca/hubungan-investor/berita-investor</p> <p>c. Providing BCA reports on the BCA website including:</p> <ol style="list-style-type: none"> 1) Annual Report (https://www.bca.co.id/en/tentang-bca/hubungan-investor/laporan-presentasi/laporan-tahunan); 2) Monthly, Quarterly and Annual Financial Report (https://www.bca.co.id/en/tentang-bca/hubungan-investor/laporan-presentasi/laporan-keuangan); 3) Corporate Governance Report (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/laporan-acgs); 4) Integrated Governance Report (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/laporan-acgs); 5) Sustainability Report and/or Corporate Social Responsibility (https://www.bca.co.id/en/tentang-bca/keberlanjutan/laporan-keberlanjutan). <p>d. Disclosing an Action Plan (Recovery Plan) which can be accessed on BCA website: (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg)</p> <p>e. Providing Information Disclosure related to Corporate Actions (Stock Split) https://www.bca.co.id/-/media/Feature/Report/File/Berita-Investor/2021/KISS_BCA_30072021.pdf</p> <p>f. Providing Information Disclosure related to Affiliated Party Transactions.</p> <p>g. Providing Share Ownership Transaction Reports for the Board of Commissioners and Board of Directors through the Indonesia Stock Exchange website.</p>
2.	Timely Reporting to OJK	<p>a. Conducting Self-Assessment on the Implementation of Good Corporate Governance in Semester 1 and Semester 2 of 2021.</p> <p>b. Submitting reports or correspondence related to the implementation of governance and compliance with capital market regulations to OJK and Indonesia Stock Exchange as described in the Information Access Section - this Annual Report.</p> <p>c. Submitting Report on the Implementation of Good Corporate Governance annually.</p> <p>d. Conducting Self-Assessment on the Implementation of Integrated Governance in Semester 1 and Semester 2 of 2021.</p> <p>e. Submitting reports or correspondence related to the implementation of integrated governance to OJK and Indonesia Stock Exchange are described as described in the Information Access Section - this Annual Report.</p> <p>f. Submitting an Annual Report on the Implementation of Integrated Governance annually.</p>
3.	Organizing and documenting the General Meeting of Shareholders (GMS)	<p>a. Organizing GMS during 2021, as follows:</p> <ol style="list-style-type: none"> 1) Annual GMS for Fiscal Year 2020 on March 29, 2021. 2) 2021 Extraordinary GMS on September 23, 2021. <p>b. Properly documenting data on BCA Annual GMS and Extraordinary GMS which consist of the notice, invitation, and results of the Annual GMS and Extraordinary GMS, among others through:</p> <ol style="list-style-type: none"> 1) BCA website which can be accessed at https://www.bca.co.id/en/tentang-bca/tata-kelola/aksi-korporasi. 2) Softcopy and hardcopy of data documentation are managed by the Corporate Secretariat Bureau and Integrated GCG - Corporate Secretariat and Communications Division for data collection.

No.	Subject	Description
4.	Organizing and documenting meetings of the Board of Directors and/or Board of Commissioners	<p>As minutes of the meetings of the Board of Directors and the Board of Commissioners of BCA. Meetings of the Board of Directors and Board of Commissioners are documented by the Board of Directors Bureau. Every quarter, the Board of Directors Bureau sends data on the implementation of the Board of Directors and/or Board of Commissioners' meetings to the Corporate Secretariat and Integrated GCG Bureau - Corporate Secretariat and Communications Division for data collection.</p> <p>The number of meetings of the Board of Directors and the Board of Commissioners in 2021 can be seen in the Meetings section of the Board of Directors and Board of Commissioners in this Annual Report.</p>
5.	Implementing company orientation program for the Board of Directors and/or Board of Commissioners	Conducting orientation program for the new Board of Directors and/or Board of Commissioners. The orientation program report can be seen in the Board of Directors and Board of Commissioners chapter in this Annual Report.

d. As a liaison officer between BCA and BCA shareholders, OJK, and other stakeholders:

No.	Subject	Description
1.	Organizing public expose	Conducted Public Expose Live which was held on September 8, 2021. BCA reports the results of Public Expose Live to Indonesia Stock Exchange in accordance with the prevailing regulations.
2.	Organizing press conferences and analyst meetings	In 2021, Press Conference and Analyst Meetings were conducted on: <ul style="list-style-type: none"> a. February 8, 2021 (Quarter IV - 2020 position). b. April 22, 2021 (Quarter I - 2021 positions). c. July 22, 2021 (Semester I position -2021). d. October 21, 2021 (Quarter III -2021 position).
3.	Internal communications and events	<ul style="list-style-type: none"> a. Organizing a National Working Meeting on December 9-10, 2021 (together with other work units). b. Providing internal media or facilities, for example through news clipping updates, BCA info magazines, plasma TVs, branch internal displays, etc. The internal communications and internal events are described in more detail in the Access to Company Information and Data Section – in this Annual Report. c. Completing the BCA internal Portal, namely MyBCA under hotspot section with the link related to GCG article: <ul style="list-style-type: none"> 1) Commercial Bank Reporting through the OJK Reporting System Internal; 2) Additional information of Specific Notation Display of Listed Company Code; 3) Disclosure of Material Information or Facts by Issuers or Public Companies; 4) Implementation of Activities in the Capital Market Sector; 5) Resolution Plan for Commercial Banks; 6) Obligation to submit information; 7) Annual Report; 8) Stock Split; 9) Digital Bank; 10) Governance on Pension Fund; 11) Banking Synergy; 12) Classification of Shares with Multiple Voting Rights.
4.	Corporate communications material	<ul style="list-style-type: none"> a. Updating the BCA website for Corporate Governance, Investor Relations, and Sustainability. b. Managing and updating information on the BCA website in accordance with the prevailing regulations. c. Issuing Press releases on the BCA's performance and progress. The report on 2021 press releases is presented in the access to information section in this annual report. d. Preparing BCA corporate communication materials, such as publication of BCA Financial Reports through mass media, public holiday advertisements, and others. e. Developing and implementing BCA sponsorship activities in accordance with BCA policies.

6. Information Disclosure Report

Throughout 2021, BCA has conveyed information to the public, both in Indonesian and English through mass media, BCA website, and IDX website. BCA has also submitted periodic and incidental reports to IDX, OJK Capital Markets and/or OJK Bank Supervisors, and IDXnet and SPEOJK e-reporting sites. The Information Disclosure Report can be seen on page 480 in the Access to Company Information and Data section of this Annual Report.

INVESTOR RELATIONSHIP FUNCTION

1. Main Duties of Investor Relations

Main duties of investor relations are to represent the Board of Directors in dealing with the investor community and capital market community. The main activities are:

- Developing a communication strategy, especially to investors, potential investors, analysts and the capital market community.
- Preparing materials and carry out road shows, analyst meetings and conference calls.
- Communicating various aspects related to BCA's shares and performance as well as financial reports to interested parties, such as analysts, investors and potential investors.
- Managing relationships with analysts, fund-managers, experts and economists (related to equities).
- Monitoring and reporting to the Board of Directors on the results of analysts' evaluation of BCA's performance and share price on a regular basis.
- Supporting the preparation and issuance of the annual report to investors/analysts.
- Providing BCA financial data and information for investors and the capital market community.

2. Activities of Investor Relations

Investor relations carries out its function by communicating and meetings with analysts, the financial and capital market community so as to get a precise and accurate picture of performance, business prospects, as well as information needed for investors, potential investors, analysts and the capital market community for decision making. Investor relations activities take into account the principle of confidentiality and equal treatment for all investors.

During 2021, BCA regularly holds virtual/online analyst meetings and public exposes to present quarterly performance results. BCA also actively attends virtual conferences and non-deal road shows, activities organized by securities companies that connect BCA with domestic and global investors. In the midst of the pandemic, various meeting activities with analysts and investors were carried out online. This has resulted in the absence of physical investor visits to BCA.

Statistics of BCA' Investor Relations' Activities in 2021 and 2020

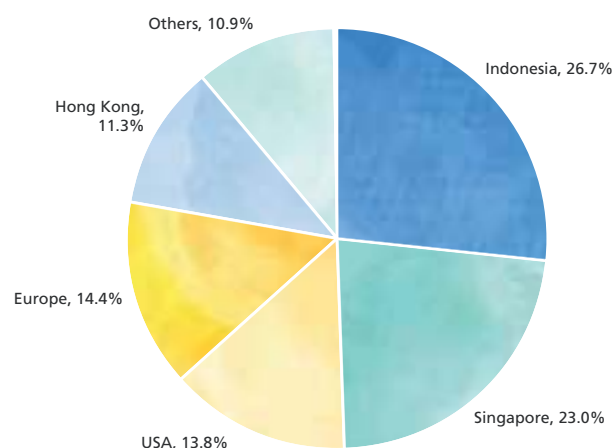
Activities	2021	2020
Analyst Meeting and Public Expose ¹⁾	5	5
Investors' Calls & Virtual Meeting (domestic and international) ²⁾	273	200
Investor Visit	0	10
Total	278	215

Note:

¹⁾ Presentation of financial and non-financial performance results for investors, analysts, and media partners

²⁾ BCA meeting with domestic/international investors and analysts to update BCA's performance and strategy

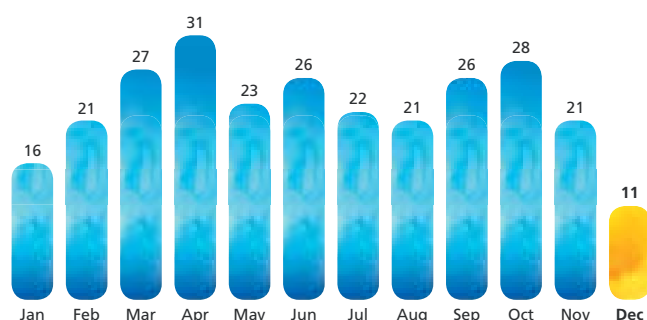
Participants who attended conferences, investor calls and virtual meetings were 682 (six hundred and eighty two) people, with the composition based on country of origin:



Note

¹⁾ Others are from Malaysia, Japan, Thailand, Australia, India, and Canada.

Frequency of Monthly Investor Relations Activities in 2021



The average frequency of Investor Relations activities in 2021 was 23 (twenty-three) activities per month.

Investor Relations Contact

BCA Investor Relations can be contacted via:

Investor Relation Contact

PT Bank Central Asia Tbk

Menara BCA 20th Floor

Jl. M.H. Thamrin No.1

Jakarta

Tel. : +62 21 235 88000

E-mail : investor_relations@bca.co.id

INTERNAL AUDIT DIVISION

Internal Audit Division (DAI) has a mission to improve and protect the value of BCA through providing risk-based and objective assurance, advice and insight, as well as acting as management strategic partner. In carrying out its functions, DAI referred to OJK Regulation No. 1/POJK.03/2019 dated January 28, 2019 concerning Implementation of Internal Audit Function in Commercial Banks. The implementation of the functions of DAI includes the following activities:

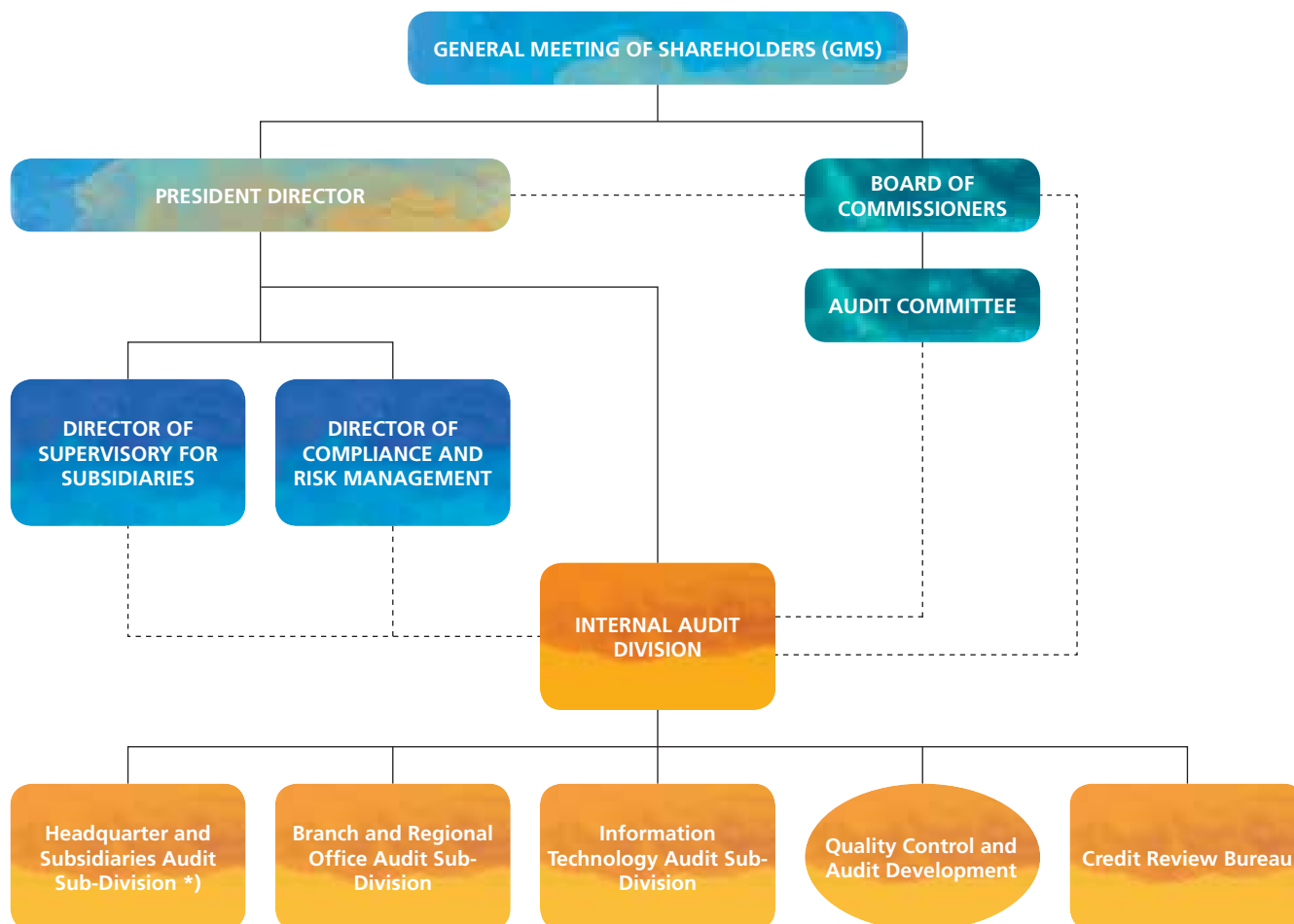
- Assurance, conducted based on risk based audit
- Independent and objective consultation to provide added value.

Which aims to evaluate the adequacy and effectiveness of the risk management, internal control and governance processes.

1. Position and Structure of the Internal Audit Division

The position of DAI is independent and is directly responsible to the President Director and able to communicate directly with the Board of Commissioners and Audit Committee. The organizational structure of DAI is reviewed periodically to align with the company needs, the latest update of the DAI organizational structure has been stipulated through the Board of Directors Decree No. 063/SK/DIR/2017 concerning Revision of the Organizational Structure of the Internal Audit Division. The Head of DAI is appointed and dismissed by the President Director with the approval of the Board of Commissioners taking into account the recommendations of the Audit Committee.

DAI's organizational structure is as follows:



Remarks:

----- communication line/information delivery
 *) Includes Integrated Internal Audit Function

The Integrated Internal Audit function is carried out by DAI in accordance with OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Corporate Governance for Financial Conglomerates. The implementation of integrated internal audit mainly covers:

- Monitoring the implementation of the Subsidiary's internal audit function and provide recommendations that enhances added value.
- Conducting audit on subsidiaries.
- Supporting the development of Subsidiary's internal audit function.

The integrated internal audit report is submitted to the Board of Commissioners, Audit Committee and Board of Directors every semester.

2. Head of Internal Audit Division Profile

Ayna Dewi Setianingrum

Completed Bachelor of Economics from Tarumanegara University in 1995 and obtained Master in Management from PPM School of Management in 2005.

Served as the Head of DAI since November 1, 2017 based on the Employee Appointment Decree No. 3141/SK/HCM-KP/A/2017 dated October 24, 2017.

Starting her career at BCA since 1995, she has experienced in various positions in DAI as Credit Audit Adviser (2006), Head Office Audit Adviser (2009), Head of Audit Office Sub Division (2012), and Head of Information Technology Audit Sub Division (2014).

3. Development of Head of Internal Audit Division

Head of DAI has participated in a series of competency development programs to support in carrying out her duties. Following are competency development programs that are participated in 2021:

No.	Development Program	Organizer	Date
1	Participants of IIA Malaysia National Conference	IIA-Malaysia	September 27-28, 2021
2	Participants of Indonesia Knowledge Forum	BCA	October 7, 2021
3	Participants of IIA Indonesia National Conference	IIA-Indonesia	October 29, 2021

4. Internal Audit Charter

DAI has an internal audit charter which has been reviewed and updated periodically in accordance with BCA requirements and prevailing regulations. The last update of the internal audit charter was carried out in May 2019, approved by the President Director and Board of Commissioners, by taking into account the recommendations of Audit Committee. Internal audit charter as a frame of reference in carrying out its duties and contains mission, position in the organization, independency and objectivity, authority, and scope of work. The establishment of an internal audit charter is referring to OJK Regulation No. 56/POJK.04/2015 concerning Establishment and Guidelines for Internal Audit Charter and has been adjusted to OJK Regulation No. 1/POJK.03/2019 dated January 29, 2019 concerning Implementation of Internal Audit Function in Commercial Banks and applicable professional standards.

5. Independency & Objectivity

To support independency and ensure the smooth audit along with monitoring the follow up of audit results, Head of DAI is responsible to the President Director and able to communicate directly with the Board of Commissioners and Audit Committee. Throughout 2021, there were 8 (eight) meetings with President Director, 8 (eight) meetings with Audit Committee, and 2 (two) meetings with the Board of Commissioners.

DAI has no authority and responsibility to carry out operational activities, both at BCA and its subsidiaries. In addition, each auditor required to make a statement that no family/financial/other interest relate to the object of audit and/or the auditee which may impair the objectivity of audit.

Throughout 2021, DAI has carried out audit activities independently. There are no conflicts of interest, limitation on the scope and access to data of personnel or property, as well as restriction of resources that can impair the independence and objectivity of the audit.

6. Auditor's Code of Ethics

DAI has the auditor's code of ethics as a standard and reference to behave and think in carrying out their duties and functions. The code of ethics refers to the International Professional Practices Framework (IPPF) - The Institute of Internal Auditors (IIA), which consists of integrity, objectivity, confidentiality and competency. Annually, auditors in DAI make a statement to comply with the auditor's code of ethics as an effort to increase commitment and trust of stakeholders.

7. Duties and Responsibilities of Internal Audit Division

The scope of the assignment of DAI covers the activities in branch offices, regional offices, headquarters, subsidiaries, and BCA's activities being outsourced to third parties activities, with the following duties and responsibilities:

1. Assist the President Director, the Board of Commissioners, and the Audit Committee in carrying out the supervisory function.
2. Develop and implement a risk-based annual audit plan and report the realization to the President Director, Board of Commissioners and Audit Committee.
3. Perform audit activities by testing and evaluating the adequacy and effectiveness of the risk management process, internal control, governance processes, and providing recommendations for improvements.
4. Evaluate the performance and achievement of targets from the work program of the Branch Office/Regional Office/Head Office.
5. Perform investigations if there any indications of fraud either obtained from audit activities or whistle blowing systems.
6. Perform special investigations/audit based on the request of Board of Commissioners, Audit Committee, or Board of Directors.
7. Coordinate with working units that perform other assurance functions to increase the effectiveness of the internal control system.
8. Monitor, analyze and report the follow-up actions that have been carried out by the auditee align with the recommendation of audit results.

9. Carry out continuous credit quality assessments.
10. Compile and submit reports of audit results to the Board of Commissioners, the Audit Committee and Board of Directors, as well as other reports on the implementation of internal audit function to the OJK in accordance with applicable regulations.
11. Carry out the integrated internal audit function.
12. Act as a consultant for BCA internal parties, especially related to the scope of internal audit.

8. Quality Audit Implementation and Development Standards

DAI uses the Mandatory Guidance (covering Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the Standards, and the Definition of Internal Auditing) established by The Institute of Internal Auditors and OJK Regulation No. 1/POJK.03/2019 concerning Implementation of Internal Audit Function in Commercial Banks, as the Internal Audit Professional Standard. In addition, DAI also uses the standard issued by Information System Audit and Control Association (ISACA) as a reference for best practices.

Audit implementations are carried out in accordance with risk-based audit methodology. In line with developments in technology, DAI continues to optimize the use of data, develop tools and technology to increase the effectiveness and efficiency of audit as well as increase added value and early warning systems of potential errors/fraud, among others by implementing Continuous Auditing and Predictive Analytic Tools.

To support audit activities, DAI has used an integrated Audit Management System to support the implementation of the audit process, from the audit planning, to monitoring follow up the audit results.

Review by an independent external party is conducted at least once in 3 (three) years. The last review by an external party was carried out in June 2020 with the conclusion is generally conform and the report submitted to OJK in August 2020.

9. Number of Auditors in Internal Audit Division

As of December 31, 2021, DAI is supported by 190 (one hundred and ninety) internal auditors with various positions, work experience, and professional certifications.

Internal auditors have participated in various professional certification programs with the number of certifications held by the end of 2021 are as follows:

Certification	Number of Auditor ^{*)}
Chartered Accountant (CA)	2
Certified Information System Auditor (CISA)	2
Computer Hacking Forensic Investigator (CHFI)	2
Certified Fraud Examiner (CFE)	1
Enterprise Risk Management Certified Professional (ERMCP) / Enterprise Risk Management Associate Professional (ERMAP)	3
Certified General Insurance (CGI)	1
Risk Management Certification (RMS) – Level 1	38
Risk Management Certification (RMS) – Level 2	34
Risk Management Certification (RMS) – Level 3	15
Risk Management Certification (RMS) – Level 4	6
Qualified Auditor Intern Bank (QAIB) – Auditor	37
Qualified Auditor Intern Bank (QAIB) – Supervisor	64

*) 1 (one) auditor may have more than 1 (one) certification.

10. Competency Development

DAI has conducted auditor competency mapping and skill assessment in accordance with DAI's needs, as a reference in developing sustainable competency and to meet the needs of specialist auditors. DAI has a continuous professional development program referring to The Institute of Internal Auditors - Competency Framework, which is aligned with the BCA strategy.

Auditor professional development is carried out continuously, both internally and externally, through training or seminars to gain insight and keep abreast of developments in the area of auditing, business and information technology according to best practices.

11. Participation in the Internal Audit Professional Association

DAI has included its internal auditors in various internal audit professional associations in order to expand insight and develop auditors' professional competencies, including Institute of Internal Auditors (IIA) - Indonesian Chapter, Association of Fraud Examiners (ACFE) - Indonesian Chapter, Information Systems Audit and Control Association (ISACA), the Bank's Internal Auditor Association (IAIB) and Institute of Indonesia Chartered Accountants (IAI).

12. Implementation of Internal Audit Division Activities during 2021

In 2021, DAI has conducted audits of Branch Offices, Regional Offices, Divisions/Work Units of the Head Office, and Subsidiaries in accordance with the Annual Audit Plan which is determined based on the results of risk assessments that are carried out regularly by taking into account the latest risk factors. The focus of the audit examination in 2021, among others:

1. Credit quality related to credit restructuring and process;
2. The implementation of Future Branch Model is in line with its wider implementation to improve services in meeting customer needs by taking advantage of technological developments;

3. Reliability of the main applications that support bank operations (treasury, accounting, remittance).
4. Implementation of Anti-Money Laundering and Counter Terrorism Financing (APU and PPT).
5. Regulatory audit in accordance with Bank Indonesia and OJK regulation:
 - Payment system process.
 - Internal Capital Adequacy Assessment Process (ICAAP).

13. Focus of 2022 Audit Plan

Focus of 2022 audit assessment is adjusted in accordance with the results of the risk assessment, especially related to credit, operational, market, and liquidity risk as follow:

1. Credit quality related to restructuring;
2. Mobile banking;
3. Implementation of risk management;
4. Treasury;
5. Reliability of the main applications that support bank operations, such as credit cards and foreign exchange trading;
6. Increase the role of Early Warning Systems (EWS) by continuously expanding the scope of audits through continuous auditing and data analytics and developing predictive analytic tools for early detection of potential errors (fraud)/fraud by utilizing the latest technology;
7. Continue to develop auditor competence and professionalism on an ongoing basis;
8. Enhance the integrated internal audit function by providing support for the development of Subsidiary's internal audits, and provide recommendations for improvement

PUBLIC ACCOUNTANT (EXTERNAL AUDIT)

In order to fulfill the implementation of external audit function in accordance to OJK Regulation No. 13/POJK.03/2017 concerning Use of the Services of Public Accountants and Public Accounting Firms in Financial Services Activities and OJK Circular Letter No.36/SEOJK.03/2017 concerning Procedure for Using of the Services of Public Accountants and Public Accounting Firms in Financial Service Activities, then:

1. BCA uses the services of a Public Accountant (PA) and/or a Public Accounting Firm (PAF) to carry out an annual audit of historical financial information based on work agreement with the PAF. The work agreement includes the scope of the audit.
2. The use of audit services from the same PA is limited for maximum audit period of 3 (three) consecutive financial years. BCA may reappoint the annual historical financial information audit services from the same PA after 2 (two) consecutive financial reporting years without using the services of the same PA.
3. The appointed PA and/or PAF are PA and/or PAF registered at OJK.
4. The appointment of PA and/or PAF that will provide audit services on annual historical financial information must be approved by the GMS and considering proposal of the Board of Commissioners. The proposal must take into account the recommendations of the Audit Committee. If GMS cannot decide on the appointment, the GMS may delegate the authority to the Board of Commissioners accompanied by an explanation of the reasons for the delegation of authority and the criteria or limitations of the PA/PAF that can be appointed.
5. In preparing recommendations, Audit Committee may consider:
 - a. Independency of PA, PAF, and people within the PAF;
 - b. Scope of audit;
 - c. Audit fee;
 - d. Expertise and experience of PA, PAF, and Audit Team from the PAF;
 - e. Audit methodology, technique, and platform used by the PAF;
 - f. Benefits of fresh eye perspectives that will be obtained through replacement of PA, PAF, and Audit Team from the PAF;
 - g. Potential risk on the use of audit services by the same PAF consecutively for a relatively long time period; and/or
 - h. The result of evaluation on the provision of audit services on annual historical financial information by PA and PAF on the previous period.
6. BCA reports the appointment of PA and/or PAF regarding the audit of annual historical financial information by using the form contained in the attachment OJK Circular Letter No. 36/SEOJK.03/2017 concerning Procedures for Using of the Services of PA and PAF in Financial Services Activities, by attaching:
 - a. Documents of appointment of PA and/or PAF including Summary of Minutes of General Meeting of Shareholders or Minutes of General Meeting of Shareholders, Work Agreement between BCA and PAF.
 - b. Audit Committee recommendation and considerations used in providing recommendation for appointment of PA and PAF.

The Annual General Meeting of Shareholders on March 29, 2021 has decided:

1. appointing the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network), as the Public Accounting Firm registered with the Financial Services Authority, to audit/examine the books and records of BCA for the financial year ended December 31, 2021.
2. granting power and authority to the Board of Commissioners to:
 - a. appoint the Public Accountant registered at the Financial Services Authority who is a member of the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) and its successor (if needed) to audit/examine the books and records of BCA for the financial year ended December 31, 2021;
 - b. appoint another Public Accounting Firm for replacement if the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) for any reason whatsoever is unable to duly finish auditing/examining the books and records BCA for the financial year ended December 31, 2021; and
 - c. Take any other actions deemed necessary in relation to the appointment and/or replacement of the Public Accounting Firm registered at the Financial Services Authority including, without limitation, determine the amount of fee and other requirements in relation to the appointment of such Registered Public Accounting Firm registered at the Financial Services Authority with due regard for the recommendations from the Audit Committee and the prevailing laws and regulations.

Based on this power of attorney, the Board of Commissioners has appointed PA to audit BCA's financial statements for the financial year ended December 31, 2021.

Name of PA

Jimmy Pangestu

Name of PAF

KAP Tanudiredja, Wibisana, Rintis & Rekan
(a member firm of the PwC global network)
WTC 3, Jl. Jend. Sudirman Kav. 29-31, Jakarta 12920, Indonesia
Tel. (62-21) 5099 2901, 3119 2901, Fax. (62-21) 5290 5555,
5290 5050.

Assignment Period

January 1, 2021 to December 31, 2021

In 2021, the appointment of PA Jimmy Pangestu is the 2nd year assignment and KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) for the 5th period assignment.

During 2021, there are no former members of the Board of Directors, managerial levels, or employees of BCA who were BCA's external auditors.

Upon the appointment of KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network), BCA submitted a report to the OJK through the Board of Directors Letter No.357 /DIR/2021 dated April 1, 2021. This was in accordance with the provisions stipulated in OJK Regulation No. 13/POJK.03/2017 concerning Use of the Services of Public Accountants and Public Accounting Firms in Financial Services Activities and OJK Circular Letter No.36/SEOJK.03/2017 concerning Procedure for Using of the Services of Public Accountants and Public Accounting Firms in Financial Service Activities.

Every year BCA submits an annual publication report accompanied by a Management Letter on the audit of the annual financial report to OJK no later than 4 (four) months after the end of the financial year.

1. Effectiveness of External Audit Implementation

The Audit Committee evaluates the implementation of audit services provision on annual historical financial information provided by the PA and/or PAF, at least including:

- Conformity of audit implementation by PA and/or PAF with prevailing audit standards;
- Sufficiency of field work period;
- Assessment of the scope of services provided and sufficiency of sampling; and
- Recommendation for improvement given by PA and/or PAF.

The Audit Committee report of evaluation results is submitted by the Board of Directors of BCA by using the form contained in the attachment of OJK Circular Letter No.36/SEOJK.03/2017 concerning Procedure for Using of the Services of Public Accountants and Public Accounting Firms in Financial Service Activities and signed by the Audit Committee on February 10, 2021.

2. Relationship between Bank, Public Accountants, and Financial Services Authority

In carrying out the audit, BCA continues to communicate with external auditors regarding the audit plan, audit progress and other important issues to support the audit process. The audit report is submitted to the Financial Services Authority in accordance with the applicable laws and regulations.

3. 2021 Audit Fee

KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) was appointed as BCA's auditor to audit BCA's financial statements for the year ended December 31, 2021, with the service fee of Rp7,770,000,000.00 (seven billion seven hundred and seventy million rupiah) excluding VAT.

4. Other Services than Audit Provided by PAF/PA

In 2021, KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) also provided other services in the form of limited review of BCA for the financial statements period of June 30, 2021, which was subsequently discontinued or canceled. BCA pays a fee of Rp2,500,000,000.00 (two billion five hundred million rupiah) excluding VAT, for the implementation of the limited review that has been carried out.

Informations regarding PAF and PA that performed audit services of BCA for the past 5 (five) years, are as follows

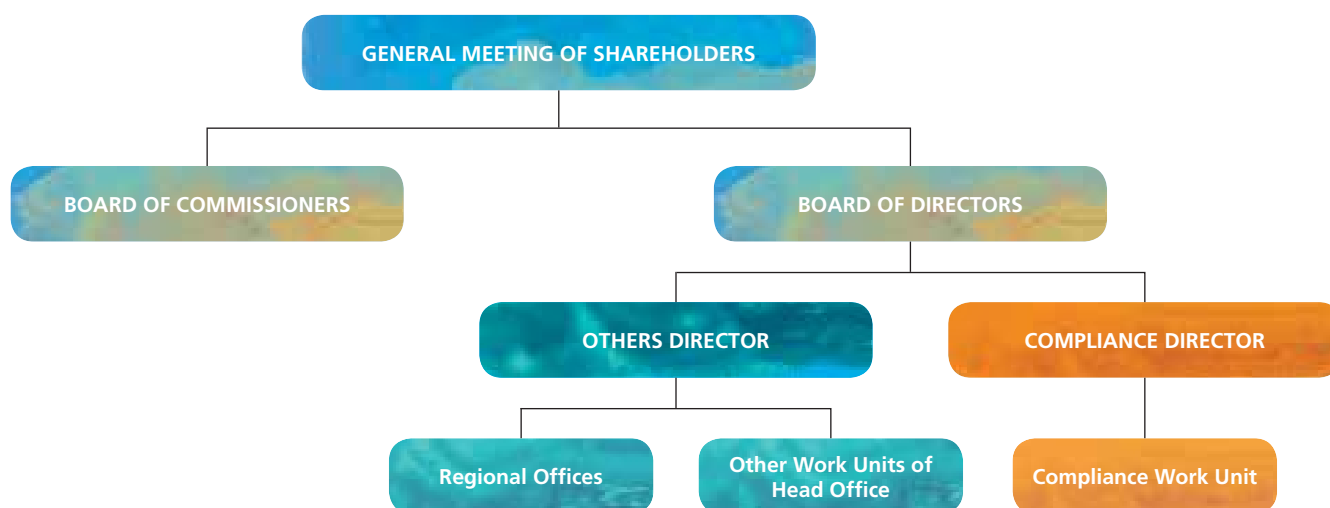
	2021	2020	2019	2018	2017
PAF	KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network)	KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network)	KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network)	KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network)	KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network)
PA	Jimmy Pangestu	Jimmy Pangestu	Lucy Luciana Suhenda	Lucy Luciana Suhenda	Lucy Luciana Suhenda

COMPLIANCE FUNCTION

In performing the compliance function based on OJK Regulation No. 46/POJK.03/2017 concerning Implementation of Commercial Bank Compliance Function, BCA has established a Compliance Work Unit (SKK) as an independent work unit and free of influence from other work units. Moreover, as the Main Entity in the BCA Financial Conglomerate and in order to implement Integrated Governance for the Financial Conglomerate, BCA has added Integrated Compliance Function to the SKK organizational structure.

1. SKK Organizational Structure

SKK organizational structure is regulated based on the Board of Directors Decree No. 170/SK/DIR/2018 dated October 25, 2018. SKK is led by Head of Compliance Work Unit whose the appointment has been reported to the Financial Services Authority (OJK). SKK is directly responsible to the Director in charge of compliance function. The appointment of the Director in charge of compliance function has met the applicable requirement and has been carried out through a process as determined by Financial Services Authority (OJK).



2. SKK Responsibilities

The followings are the responsibilities of SKK:

- Monitor BCA's level of compliance in fulfilling the provisions of the Financial Services Authority (OJK), Bank Indonesia (BI) and other regulators. This includes ensuring that the policies, provisions, systems and procedures, as well as BCA's business activities are in compliance with the regulatory provisions;
- Coordinate the implementation of the Anti-Money Laundering and Prevention of Terrorism Financing Programs (AML and CFT), i.e. by being responsible to conduct risk assessments of the implementation of AML and CFT program in pursuant to the regulatory provisions.

3. Integrated Compliance Function

In order to implement the Integrated Governance in accordance with OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Good Corporate Governance for Financial Conglomerates, BCA as the Main Entity in the BCA Financial Conglomerate has also added an integrated compliance function within the SKK organization. The main task of the integrated compliance function in the SKK is to monitor and evaluate the implementation of the compliance function and the level of compliance at each Financial Service Institution (LJK) within the BCA Financial Conglomerate, including the implementation of the AML and CFT Programs.

To ensure implementation of BCA's compliance function, the Board of Directors and the Board of Commissioners have carried out active supervision through approval of policies and procedures, periodic reporting, clarification requests, and meetings.

4. Implementation of Compliance Function Duties During 2021

Throughout 2021, SKK has carried out the following functions:

1. Encourage the creation of a compliance culture
 - Socialize/inform the new regulations from regulator to the Board of Directors, Board of Commissioners, and work units.
 - Provide information about regulations enacted by OJK, BI, and other laws and regulations on the BCA portal site that can be accessed by work units.
 - Encourage human resources in the SKK to join various trainings, seminars on socialization of regulations from regulators, and compliance certification organized by the Banking Professional Certification Institute (LSPP) in order to improve quality, including actively participating in the working group of the Banking Compliance Director Communication Forum (FKDKP).
 - Carry out consultative functions related to the implementation of applicable regulations by providing advice/response to questions from the work units or branch.
2. Ensure that BCA's policies, provisions, systems, and procedures, as well as business activities comply with the following provisions:
 - Identify the sources of compliance risk.
 - Conduct gap analysis, analyze the impact of any new provision to BCA operations, and propose manual adjustments, internal policies and procedures.
 - Update the database in accordance to the applicable regulatory provisions
 - Develop a Compliance Matrix Diary as a monitoring tool to keep BCA's commitment to the reporting obligations to regulators.
 - Review and provide opinions to ensure compliance with the regulator's provisions for:
 - The design of new products and activities;
 - Internal regulations draft to be issued;
 - Adherence to corporate credit releases, and
 - Documents in order to ensure operational readiness for opening, changing addresses and closing office networks.
- Conduct a compliance test on the implementation of provisions at Branch Office, in collaboration with the Branch Internal Supervisor.
- Monitor the level of compliance with applicable regulatory provisions pertaining to prudential banking principles, such as:
 - Minimum Capital Adequacy Requirement (KPMM);
 - Minimum Statutory Reserve (GWM);
 - Macroprudential Liquidity Buffer (PLM)
 - Net Open Position (PDN);
 - Legal Lending Limit (BMPK);
 - Non Performing Loan (NPL);
 - Macroprudential Intermediation Ratio (RIM).
 - Liquidity Coverage Ratio (LCR)
- Throughout 2021, BCA operations were run in compliance with prudential provision under the prudential banking principle.
- Monitor the imposition of sanctions/fines from regulators.
- Conduct a compliance risk assessment and compile a Compliance Risk Profile Report every quarter, in order to manage compliance risk.
- Prepare Quarterly Compliance Monitoring Report to be submitted to the Board of Director and Board of Commissioner.
- Coordinate with the work units in order to assess the Bank's risk-based soundness.
- Utilize information technology or known as Regulatory Technology (RegTech) to increase efficiency and effectiveness in the process of managing regulatory provisions.

 3. Ensure BCA compliance against the commitments made to regulators:
 - Monitor BCA's commitment to OJK, BI, and other regulators in collaboration with the Internal Audit Division (DAI).
 - Monitor and follow up on requests for information/data by OJK and BI in the context of Bank supervision.
 4. Monitor and evaluate the compliance function of each Subsidiaries in the BCA Financial Conglomerate, and prepare an Integrated Compliance Report to be submitted to the Board of Directors and Board of Commissioners.

5. 2021 Compliance Indicators

The compliance indicators in 2021 presented as the BCA's commitment and level of compliance with the prevailing laws and regulation, are as follow:

Table of Compliance indicators in 2021

No.	Compliance Indicator	Applicable Provision	BCA's Achievement	Description
1	Minimum Capital Adequacy Requirement (CAR) Covers the credit risk, market risk, and operational risk.	Min. 14% s.d. < 15%	25.66%	Complied with the applicable provisions
2	Non Performing Loan (NPL) Net	Maks. 5%	0.78%	
3	Legal Lending Limit (BMPK)	Maks. 10% of <i>Equity</i>	5.74%	
4	Minimum Statutory Reserve (GWM) Rupiah	Min. 3.5%	6.78%	
5	Macroprudential Liquidity Buffer (PLM)	Min. 6%	30.19%	
6	Minimum Statutory Reserve (GWM) Foreign Exchange	Min. 4%	4.18%	
7	Net Open Position (PDN)	Max. 20% of <i>Equity</i>	0.08%	
8	Liquidity Coverage Ratio (LCR)	Min. 85%	396.31%	
9	Macroprudential Intermediation Ratio (RIM)	84% - 94%	63.79 % ^{*)}	According to the RIM note below

Note:

^{*)} RIM BCA month December 2021 is lower than the lower limit of the RIM Target set by BI in PADG No. 22/11/PADG/2020 April 29, 2020 concerning Amendment to PADG No. 21/22/PADG/2019 concerning Macroprudential Intermediation Ratios and Macroprudential Liquidity Buffers for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units, so that BCA is required to establish RIM Current Accounts in Rupiah equal to the calculation between the Lower Disincentive Parameter and the difference between BCA RIM and Target RIM against Third-Party Funds Rupiah.

Based on PADG No. 23/7/PADG/2021 dated April 26, 2021 regarding the Third Amendment to PADG No. 21/22/PADG/2019 concerning Macroprudential Intermediation Ratios and Macroprudential Liquidity Buffers for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units, there is a gradual re-enactment of the Lower Disincentive Parameter (previously 0 in connection with the COVID-19 Pandemic). During the period September 1 – December 31, 2021, the Lower Disincentive Parameter for Banks with RIM <80%, NPL <5%, and CAR >19%, is set at 0.15.

6. Anti-Money Laundering and Prevention of Terrorism Financing Programs (AML and CFT)

BCA is committed to implement Anti-Money Laundering and Prevention of Terrorism Financing Program (AML and CFT) in accordance with OJK Regulation No. 12/POJK.01/2017 and OJK Regulation No. 23/POJK.01/2019 concerning Implementation of Anti Money Laundering and Combating the Financing of Terrorism Program in Financial Services Sector and OJK Circular Letter No. 32/SEOJK.03/2017 concerning Implementation of Anti Money Laundering and Combating the Financing of Terrorism Program in Banking Sector. Activities related to the implementation of AML and CFT program during 2021 are as follows:

- Submit periodic report on the implementation of AML and CFT to the Board of Directors and the Board of Commissioners.
- Monitor suspicious financial transactions using a web-based application named STIM (Suspicious Transaction Identification Model), develop and improve system of the application using the latest technology and update parameters to detect suspicious transactions.
- Coordinate the customer data updates by setting up the targets and monitoring the realization of targets.
- Review new product and activity plans to ensure they have paid attention to AML and CFT regulations.
- Screen customer data and transactions against the watch list issued by the relevant authorities, including the List of Suspected Terrorists and Terrorist Organizations (DTTOT), and the List of Funding for Proliferation of Mass Destruction Weapons (DPPSP), The Office of Foreign Assets Control (OFAC) List, United Nations (UN) List, and European Union (EU) List, whenever a new account is opened and when there is a change in the watch list.
- Identify and assess the risk of implementing AML and CFT in BCA using a risk-based approach by considering the factors related to customers, countries or geographical areas, products and services and distribution networks.
- Conduct compliance tests on the implementation of AML and CFT at branch offices in collaboration with Branch Internal Supervisors.
- Report suspicious financial transactions, cash financial transactions, and financial transactions for transfer of funds to and from overseas, and submit data through the Integrated Service User Information System (SiPESAT) and the Information System for Suspected Terrorism Funding (SIPENDAR) to the Financial Transaction Reports and Analysis Center (PPATK).

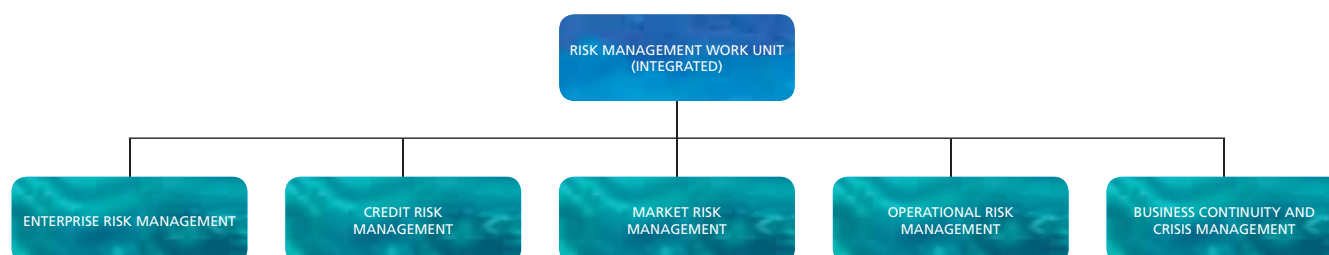
- Improve comprehension of AML and CFT continuously by organizing training and socialization through the classroom training, online training, e-learning, and virtual events or internal forums such as Coordination Meeting for the Head of the Operational Branch and the Service Operation Forum.
- Develop training materials for AML and CFT Implementation.
- Conduct periodic reviews of internal regulations related to AML and CFT in accordance with regulators and changes in BCA's processes or products.
- Participate in activities organized by regulators, including:
 - a. Implementation of PPAK's Financial Integrity Rating (FIR).
 - b. Intensive Program for the Preparation of Mutual Evaluation Review (MER) Implementation.

IMPLEMENTATION OF RISK MANAGEMENT

BCA implements effective risk management and internal control system that is tailored to the objectives, business policies, size, and complexity of BCA's business activities. The Board of Commissioners and Board of Directors of BCA are responsible for the integrated implementation of risk management and internal control systems at BCA and its Subsidiaries.

In ensuring the implementation of effective risk management, BCA is guided by the requirements and procedures as stipulated in the regulatory provisions and refers to international best practices. BCA has a BCA' Fundamental Risk Management Policy and the Fundamental Policy of Integrated Risk Management of BCA Financial Conglomerate. The policy refers to OJK Regulation No. 18/POJK.03/2016 dated March 16, 2016, concerning the Implementation of Risk Management for Commercial Banks, OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.

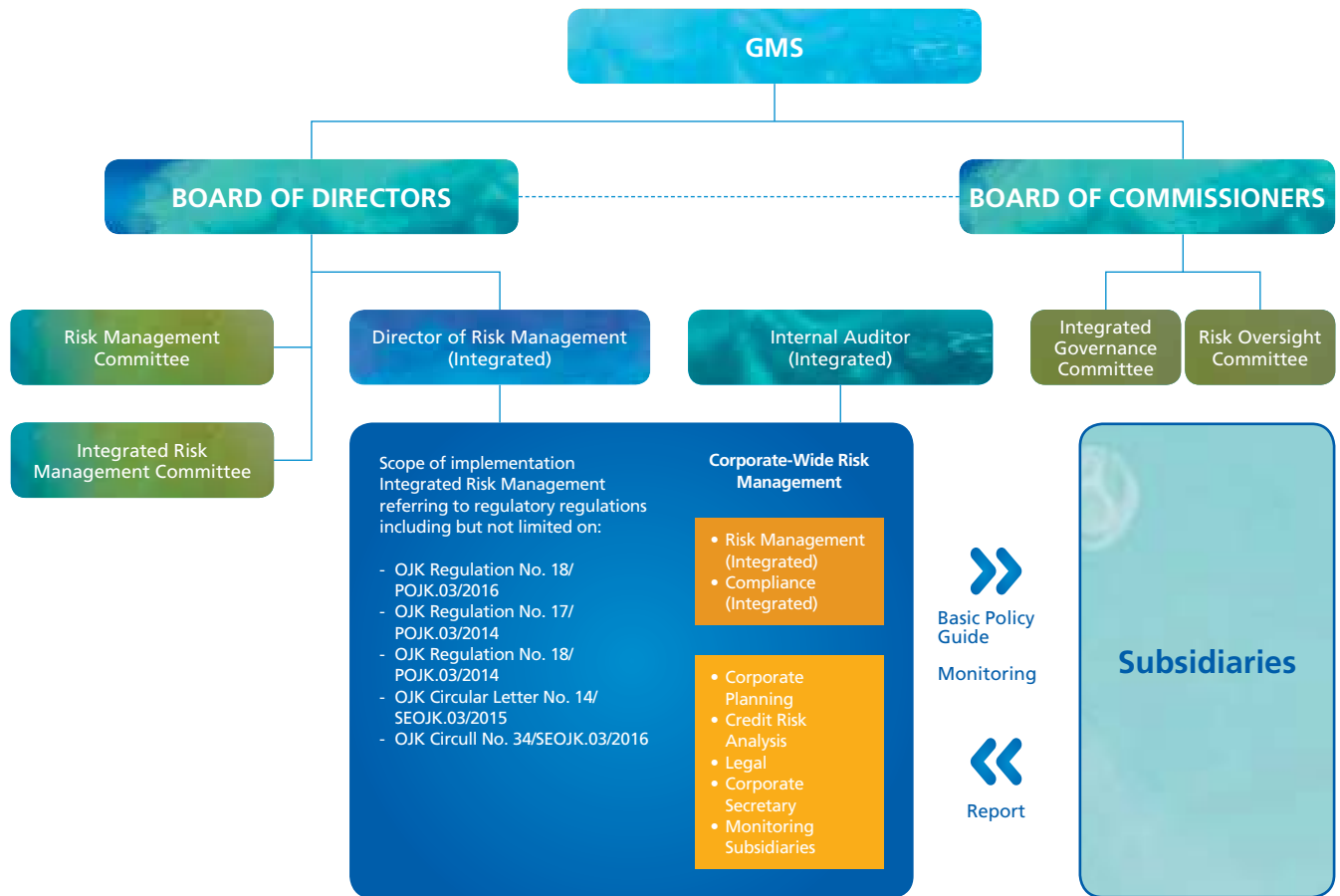
Organizational Structure of Risk Management



1. Overview of the Risk Management

In order to manage risk, BCA has implemented an integrated Risk Management Framework. The framework is used as a means of setting strategy, organization, policies, and procedures, as well as risk management infrastructure to ensure that all risks faced by BCA can be identified, measured, monitored, controlled, and reported correctly.

Risk Management Implementation Framework



The BCA and Integrated risk management implementation framework describes the risk management framework and processes that have interrelationships and reciprocal relationships, both between the Board of Commissioners, the Board of Directors, supporting committees under the Board of Commissioners and the Board of Directors, between Divisions and with Subsidiaries.

BCA's risk management implementation includes:

- Active supervision of the Board of Commissioners and the Board of Directors.

The implementation of active supervision by the Board of Commissioners and the Board of Directors is carried out in accordance with the duties and responsibilities as stipulated in the Corporate Governance Guidelines on the Implementation of Risk Management. The Board of Commissioners actively maintains communication with the Board of Directors and provides advice regarding strategic steps in the implementation of risk management at BCA.

- Oversight of the Board of Commissioners is assisted by the Risk Oversight Committee (ROC) whose function is to ensure that the existing risk management framework provides adequate protection against all BCA risks. ROC has the following main tasks:

- Provide recommendations and independent professional opinions regarding the conformity between policies and the implementation of risk management policies to the Board of Commissioners.
- Monitor and evaluate the implementation of the tasks of the Risk Management Committee and the Risk Management Work Unit.

- Supervision of the Board of Directors is assisted by:

- The Risk Management Committee (RMC) which has the main task of providing recommendations to the President Director which at least includes:

- Formulation of policies, strategies, and guidelines for the implementation of risk management.
- Improvement or improvement of the implementation of risk management based on the evaluation results of the implementation of an effective risk management process and system.
- Determination of matters related to business decisions that deviate from normal procedures (irregularities).

- b. The Integrated Risk Management Committee (IRMC), which has the main task of providing recommendations to the Board of Directors of BCA as the Main Entity, includes at least
 - Formulation of integrated risk management policies.
 - Improvement or refinement of the integrated risk management policy based on the results of the implementation evaluation.

In addition, the Committee has the authority to review and provide recommendations on matters relating to integrated risk management for requesting a decision from the Board of Directors.

- c. Other committees tasked with handling risks more specifically include the Credit Policy Committee (CPC), Credit Committee (CC) and Asset and Liability Committee (ALCO).

- Adequacy of risk management policies and procedures as well as setting risk limits.
 1. BCA has carried out risk management and ensured the availability of policies and setting risk limits supported by procedures, reports and information systems that provide management with accurate and timely information and analysis, including determining steps to deal with changing market conditions.
 2. BCA has ensured that in the process of compiling work systems and procedures, the operational and business aspects have been taken into account as well as the level of risk that may occur within a work unit.
 3. BCA already has a Fundamental Risk Management Policy and an Integrated Risk Management Fundamental Policy as the main guidelines in the implementation of risk management at BCA and the BCA Financial Conglomerate. The provisions stipulated in Fundamental Risk Management Policy and Integrated Risk Management Fundamental include:
 - a. Framework for implementing risk management for each type of risk.
 - b. Report on the implementation of risk management.
 - c. Implementation of consolidated risk management.
 - d. Implementation of integrated risk management.
 4. Review and update policies, procedures, and risk management framework on a regular basis in accordance with the needs of BCA and the prevailing laws and regulations.

- Adequacy of risk identification, measurement, monitoring and control processes, as well as risk management information systems.

1. BCA has adequate procedures for risk identification, measurement, monitoring and control as well as a risk management information system. Risk exposure monitoring is carried out continuously by the Risk Management Work Unit.

The Risk Management Work Unit has been established to ensure that BCA and its Subsidiaries in an integrated manner carry out risk mitigation properly through identification, measurement, monitoring, control and reporting in accordance with the risk management framework and are able to deal with emergency situations that threaten the continuity of BCA's business.

The Risk Management Work Units' authorities and responsibilities include:

- a. Provide input to the Board of Directors in the formulation of policies, strategies, and risk management frameworks.
- b. Develop procedures and tools for risk identification, measurement, monitoring, and control.
- c. Design and implement the tools needed in the implementation of risk management.
- d. Monitor the implementation of policies, strategies, and risk management frameworks that have been approved by the Board of Directors.
- e. Monitor the position or risk exposure as a whole or per risk, including monitoring compliance with the established risk tolerance and limits.
- f. Perform stress testing.
- g. Review new product and/or activity proposals.
- h. Provide recommendations to business work units and/or to RMC/IRMC regarding the implementation of risk management.
- i. Evaluate the accuracy and validity of the data used to measure risk.
- j. Prepare and submit Risk Profile Report at least quarterly and Integrated Risk Profile Report every semester.
- k. Carry out periodic reviews to ensure the adequacy of the risk management framework, methodology and information system.
- l. Carry out the authority and responsibility as an integrated risk management work unit in accordance with OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.

2. BCA has developed a technology-based information system, namely the Integrated Risk Management Information System (IRMIS) application which is used to prepare:

- BCA Risk Profile Report (LPR BCA).
- Integrated Risk Profile Report (LPRT).
- Integrated Capital Adequacy Report (LKPT).

A review of the risk management information system is carried out on a regular basis in accordance with the needs of BCA and the prevailing laws and regulations.

- Comprehensive internal control system
The complete implementation of the internal control system to support the implementation of BCA's risk management is presented on page 489 of the Internal Control System section of this Annual Report.

2. Risk Management

According to OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates and OJK Circular Letter No. 14/SEOJK.03/2015 dated May 25, 2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates, BCA became the Main Entity of the BCA Financial Conglomerate, which integratedly manages 10 (ten) types of risk, as follows:

1. Credit Risk

- Credit organization continues to be refined by referring to the four-eyes principle where credit decisions are taken based on considerations from two sides, namely the business development side and the credit risk analysis side.
- Continuous improvement of the Bank's Basic Credit Policy (KDPB) in line with BCA developments, regulatory provisions, and in accordance with prudential banking principles and international best practices.
- Improvements to procedures and credit risk management systems were carried out through the development of a "Loan Origination System" on the workflow of the credit granting process (from start to finish) so that an effective and efficient credit process could be achieved. The development of the debtor risk profile measurement system continues to be developed so that it can be implemented as a whole, as well as the credit database development process that is continuously carried out and refined.

- To maintain good credit quality, monitoring of credit quality continues to be carried out on a regular basis, including loans restructured by COVID-19, both per credit category (Corporate, Commercial, Small and Medium Enterprise (SME), Consumer and Credit Card), industrial sector and the overall loan portfolio. For branches that have SME/ Homeowner Credit (KPR)/credit card loans with a ratio of Third-Party Funds 30+ (overdue >30 days) and high NPLs, close monitoring and control of authority is carried out so that branches can focus on improving credit quality.
- Development of credit risk management activities by conducting regular credit portfolio stress testing analysis as well as monitoring the results of stress testing is useful for BCA as a tool to estimate the magnitude of the impact of risk on "stressful conditions" so that BCA can develop appropriate strategies to mitigate these risks as part of the implementation of the "contingency plan".
- In order to monitor and control credit risk occurring in Subsidiaries, BCA has conducted regular monitoring of credit risk in Subsidiaries and ensures that Subsidiaries have a good and effective Credit Risk Management Policy.
- Development of a credit monitoring system such as the Early Warning System (EWS) and reviewing credit provisions in accordance with the latest regulations from regulators and developments in the credit business while still taking into account the prudential principles and BCA's risk appetite.
- In 2021, credit risk management will still focus on developing a credit scoring system using advanced analytics to support sustainable credit growth.
- BCA has also developed a credit restructuring policy for debtors affected by COVID-19 by referring to:
 - OJK Regulation No. 11/POJK.03/2020 dated March 13, 2020, concerning National Economic Stimulus as a Countercyclical Policy for the Impact of the Spread of Coronavirus Disease 2019.
 - OJK Regulation No. 48/POJK.03/2020 dated December 1, 2020, concerning Amendments to the OJK Regulation No. 11/POJK.03/2020 concerning

National Economic Stimulus as a Countercyclical Policy for the Impact of the Spread of Coronavirus Disease 2019 and OJK Regulation No. 17/POJK.03/2021 dated September 10, 2021, concerning the Second Amendment to the OJK.

- OJK Regulation No. 11/POJK.03/2020 concerning National Economic Stimulus as a Countercyclical Policy for the Impact of the Spread of the 2019 Corona Virus Disease.

These policies include:

- Establishment of credit quality and criteria for debtors that can be restructured.
- Develop a restructuring scheme in each credit segment.
- The authority of the restructuring officer.
- Monitoring of restructured loans.

2. Market Risk

- In managing foreign exchange risk, BCA focuses on managing the Net Open Position (NOP) in the Treasury Division, which combines daily NOP Reports from all branches. In general, each branch must cover its foreign exchange risk at the end of each working day, although there is a tolerance limit for NOP for each branch depending on the size of the foreign exchange transaction activity at the branch. BCA prepares a daily NOP Report that combines NOP in the consolidated statement of financial position and off-balance-sheet accounts
- To measure foreign exchange risk, BCA uses the Value at Risk (VaR) method with a Historical Simulation approach for internal reporting purposes, while for the calculation of the Minimum Capital Adequacy Requirement reporting, BCA uses the standard method in accordance with regulatory requirements.
- ALCO regularly monitors market developments and adjusts deposit and loan interest rates.
- BCA monitors the movement of the benchmark interest rate and the interest rates offered by competing banks to determine the interest rates for funds and loans.
- In order to anticipate the impact of the COVID-19 pandemic on market risk, BCA has taken several steps, including analyzing and

reviewing risk weighting policies to anticipate market risk as reflected in the increased volatility of the USD exchange rate against IDR, as well as conducting stress testing for Trading and Available for Sale positions periodically.

3. Liquidity Risk

- BCA attaches great importance to maintaining adequate liquidity in fulfilling its commitments to customers and other parties, both in terms of providing credit, repaying customer deposits, as well as meeting operational liquidity needs. The overall liquidity needs management function is carried out by ALCO and operationally by the Treasury Division.
- Measurement and control of liquidity risk is carried out through:
 - Supervision of liquidity reserves and liquidity ratios such as Loan to Deposit Ratio (LDR), Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR).
 - Analysis of maturity profile, cash flow projections.
 - Regular stress testing to see the impact on BCA's liquidity in the face of extreme conditions. BCA also has a contingency funding plan to deal with these extreme conditions.
- Maintain Rupiah liquidity and Foreign Exchange (Minimum Statutory Reserves/ GWM) in accordance with regulatory provisions, both daily and on average for a certain reporting period, which consists of:
 - Statutory Reserves and RIM Demand Deposits (Macroprudential Intermediation Ratio) in the form of Rupiah demand deposits with Bank Indonesia.
 - PLM (Macroprudential Liquidity Buffer) in the form of SBI, SDBI, and SBN.
 - Statutory Reserves for foreign currency in the form of foreign currency demand deposits at Bank Indonesia.
- In order to anticipate the impact of the COVID-19 pandemic on liquidity risk, BCA has taken several steps, including:
 - Increasing monitoring activities on the development of secondary reserves and liquidity ratios to ensure adequate liquidity and Early Warning Indicators (EWI) as a leading indicator of liquidity risk.

- Conducting stress testing simulation of liquidity risk.
- Increase the frequency of ALCO Meetings with the aim of reviewing interest rates on funds and loans.

4. Operational Risk

- The main objective of operational risk management is to minimize the possible negative impact of inadequate and/or malfunctioning internal processes, human errors, system failures, and/or external events. Operational risk management is constantly being developed in order to adapt to the constantly changing business environment and minimize the risks faced by banks.
- To be able to manage and minimize these operational risks, BCA has an Operational Risk Management Framework, and implements an Operational Risk Management Information System (ORMIS), which is a web-based application consisting of several tools and methodologies, as follows:
 - Risk Control Self Assessment (RCSA) is used as a means to instill a risk culture (a culture of managing risk) and increase risk awareness (awareness of risk) to all work units.
 - The Loss Event Database (LED) is used as a means of recording operational losses used in calculating the allocation of capital charges, continuous monitoring of events that can cause operational losses for BCA, and analysis of risks faced by banks, so that they can corrective/preventive actions are taken to minimize/mitigate the risk of operational losses that may arise in the future.
 - Key Risk Indicator (KRI) is used as a tool that can provide an early warning sign of the possibility of an increase in operational risk in a work unit. This KRI is also further developed into Predictive Risk Management which can assist work units in monitoring risk exposure.
- In accordance with regulatory provisions, BCA has allocated capital to provide for losses from operational risk using the Basic Indicator Approach method. In addition, with the implementation of the RWA calculation for Operational Risk using a standard approach by the regulator, BCA will conduct a gap analysis and prepare things that need to be done in order to meet the specified requirements.
- To support banking transaction services 24 (twenty-four) hours a day without interruption, BCA operates 2 (two) redundant data centers (works in mirroring) and has a Disaster Recovery Center (DRC). DRC continues to be developed as part of Business Continuity Management and is designed to operate as a Crisis and Command Center. In addition, BCA has a Secondary Operation Center that is ready to be used in the event of a disturbance/disaster in the building/work location of BCA's critical work units.
- In order to minimize the risk impact of the COVID-19 pandemic, BCA does the following, including:
 - a. Conduct risk analysis and mitigation of changes in operational processes at the bank such as changes in working methods, changes in processes in providing services to customers, and new/developed digital activities/products.
 - b. Dissemination to workers regarding information related to COVID-19, appeals to anticipate the spread of COVID-19, and preventive actions that can be taken. In addition, a call center is also provided as a means for workers who need information related to COVID-19.
 - c. Safeguarding the environment/work area for workers and customers:
 - Taking body temperature measurements when entering the BCA building.
 - Improve sanitation facilities and infrastructure.
 - Provide hand sanitizer.
 - Conduct self-assessment of employees/guests (except customers) who will enter the BCA work area.

- Conducting assessments for workers who travel out of town.
- Establish social distancing in office areas and elevators.
- Prohibit cross building activities.
- Carry out COVID-19 vaccinations for workers and their families in order to break the chain of COVID-19 spread.
- d. Office activity settings:
 - Separating the work location (split operation) of head office/regional office workers related to customer service operational transactions.
 - Performing work from home (WFH) alternately for head office/regional/branch office workers according to their conditions and needs.
 - Postponing face-to-face activities that involve many people, such as meetings and training or carrying out these activities using the conference call/video conference method.
 - Limiting/adjusting service hours at branch offices, weekend banking services, and closing several Supporting Branch Office/Cash Offices/Cash Cars.
 - Setting working hours for WFO staff:
 - Flexi time for non-transactional Head Office work units for customer service operations.
 - Go home early for work units at Head Office/Regional Offices/Branch Offices related to customer service operational transactions (minimum at 16.00 with permission from the work unit leader if Enforcement of Restrictions on Community Activities level 2-4 is applied)
- To maintain security in conducting digital banking transactions, banks implement cyber risk management by referring to the company's strategy and regulatory directives as well as conducting regular security awareness socialization to:
 - Workers and management in the form of e-learning, videos, infographics, and phishing email simulations.
 - Customers in the form of webinars.

5. Legal Risk

- Inherent legal risk is assessed based on the potential loss from cases that occur in BCA and its Subsidiaries which are currently in process or have been completed in court compared to BCA's capital and consolidated capital. The parameters used to calculate the potential loss in cases that are still being processed in court are the basis of the lawsuit (position case), the value of the case, and legal documentation. Meanwhile, the parameter used to calculate the loss from a claim is the loss suffered by BCA and its Subsidiaries based on a court decision that has permanent legal force.
- To identify, measure, monitor, and control legal risk, BCA has established a Legal Group at the Head Office and Legal Work Units in all Regional Offices.
- In order to mitigate legal risks, the Legal Group has undertaken, among others:
 - Creating a Legal Risk Management Policy, has internal provisions governing the organizational structure and job description of the Legal Group as well as standardizing legal documents.
 - Hold legal communication forums to improve the competence of legal staff.
 - Disseminating the impact of the new regulations in force on BCA's banking activities and various modus operandi of banking crimes and legal handling guidelines for branch officials, Regional Office and related Head Office work units.
 - Conduct legal defense of civil and criminal cases involving BCA that is in the process in court and monitor the progress of the case.
 - Prepare a strategy for credit security strategies (in collaboration with other work units, including the Credit Rescue Unit) in connection with the problem of bad credit.
 - Registering the assets of BCA, including Intellectual Property Rights (IPR) for BCA's banking products and services as well as rights to land and buildings owned by BCA at the competent authority
 - Monitor and carry out legal actions for violations of BCA's assets including violations of BCA's Intellectual Property Rights (IPR).
 - Monitor and analyze cases currently in process in court faced by BCA and Subsidiaries.

- Conduct an inventory, monitor, analyze and calculate potential losses that may arise related to legal cases that occur.

6. Reputation Risk

- An assessment of reputation risk is carried out using parameters such as the number of complaints and negative publications as well as the achievement of complaint resolution.
- Infrastructure development which includes proper software and hardware implementation use (among others HaloBCA Telephone Service and WhatsApp/WA Chat 24 hours, BCA CRM Contact Center, Web Chat via www.bca.co.id, and the application haloBCA that can be used by mobile users with IOS and android platforms), development better procedures and work management making it easier to monitor and system management information that can support organizational speed and quality.
- Reputation Risk is managed based on regulatory provisions.
- Evaluation of assessment and implementation parameters reputation risk management is carried out periodically.

7. Strategic Risk

- Inherent strategic risk assessment is carried out using parameters such as the suitability of the strategy with the conditions of the business environment, low-risk strategy and high-risk strategy, BCA's business position and achievement of the Bank's Business Plan.
- Assessment of the quality of strategic risk management implementation is carried out using parameters such as risk governance, risk management framework, risk management process, adequacy of Management Information System and Human Resources, and adequacy of the risk control system.

8. Compliance Risk

- Compliance risk is one type of risk that must be managed by BCA, considering that this risk can cause financial and non-financial losses.
- In accordance with OJK Regulation No. 46/POJK.03/2017 dated July 12, 2017 concerning the Implementation of the Compliance Function of Commercial Banks, BCA has appointed a member of the Board of Directors as the Director in charge of the compliance function, who is responsible

for ensuring compliance and minimizing compliance risk by formulating compliance risk management policies and procedures and monitor its implementation. In carrying out his duties, the Director in charge of the compliance function is assisted by a Compliance Work Unit which is independent of the operational work unit.

- In assessing inherent compliance risk, the parameters used are the type and significance of the violations committed, the frequency of violations committed or compliance track record, and violations of the provisions of certain financial transactions. In addition, Compliance Work Unit is also responsible for the implementation of the Anti-Money Laundering and Prevention of Terrorism Financing Programs (AML and CFT), including being responsible for conducting a risk assessment of the implementation of the AML and CFT programs in accordance with regulatory provisions.
- BCA has compliance policies and procedures, which include, among others, a process to always adjust internal regulations and systems with applicable regulations, communicating provisions to related employees, conducting reviews of new products/activities, conducting regular compliance tests, and training employees. The results of the Compliance Director's supervision are reported quarterly to the President Director with a copy to the Board of Commissioners.
- BCA utilizes information technology or known as Regulatory Technology (RegTech) to improve efficiency and effectiveness in the process of managing regulatory provisions.
- In order to support the bank's strategic positioning as a transactional bank, particularly in relation to the prevention of money laundering and terrorism funding, BCA has used a web-based application originating from the STIM (Suspicious Transaction Identification Model) and developed a system for the application using the latest technology and parameters to be able to detect transactions.
- BCA also performs customer data and transactions related to the List of Suspected Terrorists and Terrorist Organizations (DTTOT) and the List of Funding for the Proliferation of Weapons of Mass Destruction (DPPSP) published by the authorities at the time of account opening, when BCA establishes a relationship, and when there is a change in the relationship between the lists.

9. Intra-Group Transaction Risk

- Inherent intra-group transaction risk assessment is carried out using parameters such as the composition of intra-group transactions within the Financial Conglomerate, documentation, and fairness of transactions and other information.
- Assessment of the quality of intra-group transaction risk management implementation using parameters such as risk governance, risk management framework, risk management process, Management Information System, and Human Resources, as well as the adequacy of the risk control system.

10. Insurance Risk

- Insurance risk assessment is carried out using parameters such as technical risk, the dominance of insurance risk overall business lines, product risk mix and types of benefits, and reinsurance.
- Assessment of the quality of insurance risk management implementation is carried out using parameters such as risk governance, risk management framework, risk management process, Management Information System and Human Resources, as well as the adequacy of the risk control system.

3. Review/Result of Assessment on Implementation of Risk Management System

Based on the results of the self-assessment, in 2021 the risk profile rating of BCA individually and in an integrated manner with Subsidiaries is "low to moderate."

The risk profile rating is the result of an assessment of the inherent risk rating of "low to moderate" and the quality rating of "satisfactory" risk management implementation. The risk level rating of the 10 (ten) types of risk assessed is as follows:

- Risks that have a "low" risk rating are Market Risk, Liquidity Risk, Legal Risk, and Intra-Group Transaction Risk.
- Risks that have a "low to moderate" risk rating are Credit Risk, Operational Risk, Reputational Risk, Strategic Risk, Compliance Risk, and Insurance Risk

This integrated risk profile rating of "low to moderate" can be achieved because BCA and its Subsidiaries (BCA Financial Conglomerate) have implemented an effective and efficient risk management process in all their activities.

- The trend of integrated inherent risk for the coming period is stable because it is not expected that there will be a significant change in inherent

risk. KK BCA needs to pay attention and pay close attention to the impact of the COVID-19 pandemic which puts pressure on macroeconomic conditions because it can have an impact on BCA Financial Conglomerate's business activities, but risks to all BCA Financial Conglomerate business activities are expected to be managed based on the principle of prudence.

- The quality of the implementation of integrated risk management for the coming period will remain strong. This is because KK BCA has established an Integrated Risk Management Framework consisting of strategy, organization, policies, and procedures, as well as risk management infrastructure and continuously reviews risk management in all its activities to ensure that all risks faced by BCA Financial Conglomerate can be identified, measured, monitored, controlled and reported properly.

The risk management policies of BCA and its Subsidiaries are continuously updated in accordance with the regulations/regulatory provisions, the direction of development of the implementation of the Basel II and III Accord, prudential banking principles, and international best practices. BCA Financial Conglomerate will continue to pay attention to the economic situation and conditions as well as banking developments in carrying out their business.

4. Statement on the Adequacy and Effectiveness of Risk Management System

BCA has evaluated the implementation of the system risk management in 2021 where:

- The Board of Directors continuously evaluates the effectiveness of the risk management system at BCA through periodic reviews of the applicable risk management policies and procedures, the adequacy of the risk management information system, as well as risk exposure reports, and an assessment of BCA's risk profile.
- The Board of Commissioners is assisted by the Risk Oversight Committee which plays an active role in supervising and evaluating the implementation of the risk management system that has been carried out by the Board of Directors.

Based on the evaluation results submitted by management, the Board of Commissioners considers that the risk management system at BCA is adequate and running effectively.

INTERNAL CONTROL SYSTEM

BCA implements a supervisory mechanism established by management on an ongoing basis which is adjusted to the objectives, size, and complexity of BCA's business activities by referring to the requirements and procedures as stipulated by the regulator. The implementation of BCA's internal control system refers to OJK Circular Letter No. 35/SEOJK.03/2017 dated July 7, 2017 concerning Guidelines for Internal Control System Standards for Commercial Banks.

1. The Purpose of Internal Control System

The implementation of an effective internal control system at BCA aims to ensure:

1. Compliance with laws and regulations and internal policies/provisions.
2. Completeness, accuracy, efficiency, and timeliness of providing financial and management information.
3. Effectiveness and efficiency of operational activities.
4. Effectiveness of overall risk culture.

In addition, to support OJK Regulation No. 17/POJK.03/2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates, BCA has developed a comprehensive internal control system for the implementation of integrated risk management by ensuring:

- a. Compliance with internal policies or provisions as well as applicable laws and regulations;
- b. Availability of complete, accurate, effective, and timely financial and management information; and
- c. Effectiveness of risk culture in the overall Financial Conglomerate organization.

2. Internal Control System Framework

BCA applies the Three Lines Model framework to support the creation of reliable risk management and governance. The implementation of Three Lines Model principle at BCA is as follows:

1. Management

The responsibilities of the Board of Commissioners and its Supporting Committees, among others to ensure:

- Existing structures and processes are adequate and in place for effective governance implementation.
- The goals and activities of the organization are aligned with the main interests of the stakeholders.

2. First and Second Line

- The first line is responsible for providing products and services to customers includes managing the related risk.
- The second line plays a role in providing support related to risk management, including responsibility for enterprise risk management. The role of second line is carried out by the Director of Compliance and Risk Management, the Risk Management Unit (SKMR), and the Compliance Work Unit (SKK).

3. Third Line

The role of the third line is to provide risk-based assurance and advice, independent and objective regarding the adequacy and effectiveness of governance, risk management, and internal control processes. The role of third line is carried out by the Internal Audit Division (DAI) which shall communicate the audit results to the Board of Directors, Board of Commissioners, and Committees

In carrying out their roles, all lines communicate and collaborate regularly and contribute to create and maintain the values that are align with the interests of stakeholders.

3. Main Components of Internal Control System

BCA's internal control consists of 5 (five) main components align with the Internal Control Integrated Framework developed by The Committee of Sponsoring Organization of the Treadway Commission (COSO), including:

1. Management Oversight and Control Culture.
2. Risk Recognition and Assessment.
3. Control Activities and Segregation of Duties.
4. Accountancy, Information, and Communication.
5. Monitoring Activities and Correcting Deficiencies.

Throughout 2021, the suitability of the implementation of the internal control system with the COSO Internal Control Integrated Framework is explained as follows:

No.	BCA Internal Control Components that are in line with the COSO Internal Control Integrated Framework	Implementation at BCA
1.	Management Oversight and Control Culture Supervision carried out by the Board of Directors in creating and maintaining an effective internal control system and ensuring that the system runs safely and in accordance with BCA's objectives, as well as supervision by the Board of Commissioners on internal control in general, including policies established by the Board of Directors. The Board of Directors and Board of Commissioners are responsible for creating a culture of control.	<p>The Board of Directors creates an internal control structure through the issuance of the BCA Internal Control System Standard Guidelines, operational policies, and procedures.</p> <p>The Board of Commissioners assesses the adequacy of internal control through the Committees under coordination of the Board of Commissioners, among others are the Audit Committee and Integrated Governance Committee.</p>
2.	Risk Recognition and Assessment A series of actions carried out by the Board of Directors in order to identify, analyze, and assess the risks faced by BCA in order to achieve the set targets.	<p>The process of risk identification and assessment is carried out through the establishment of SKMR which aims to ensure that BCA and its Subsidiaries in an integrated manner to mitigate risk properly through identification, measurement, evaluate, control, and report the risks in accordance with the risk management framework and are able to deal with emergency situations that may threaten the continuity of BCA's business, in accordance with Board of Directors Decree No. 078/SK/DIR/2018 dated May 28, 2018.</p>
3.	Control Activities and Segregation of Duties Includes control activities that are planned and implemented to control the identified risks, as well as the establishment of control policies and procedures includes ensuring that these policies and procedures are consistently adhered to.	<p>BCA develops control policies and procedures as guidelines for the implementation of work in each work unit. Control policies and procedures are reviewed periodically in accordance with applicable provisions.</p> <p>The implementation of control activities by the work unit is monitored and tested by SKMR and DAI as an independent work unit in the Second and Third Lines. DAI shall submit the monitoring and testing results on the implementation of control activities for each work unit to the Board of Commissioners, Board of Directors, and the Government.</p> <p>The segregation of duties is intended to prevent anyone in their position not to have the opportunity to commit and conceal mistakes or irregularities in implementing the duties at all levels of the organization and across all operational activities.</p>
4.	Accounting, Information and Communication Systems Accounting, information and communication systems that can identify problems that may arise and are used as a medium for exchanging information in the context of carrying out tasks in accordance with their respective responsibilities.	<p>The implementation of accounting, information, and communication systems is supported, among others, through the availability of information system that can produce reports on business activities, financial conditions, implementation of risk management, and compliance with regulations that support implementation of the Board of Directors' and Board of Commissioners' duties.</p>
5.	Monitoring and Correction of Deviations/Weaknesses Continuous monitoring activities on the effectiveness of overall internal control implementation, as well as the reporting process for weaknesses in internal control and corrective actions taken.	<p>DAI regularly monitors and reviews the adequacy of follow-up on audit results by work units and reports the results of follow-up monitoring to the Board of Directors, Board of Commissioners, and Audit Committee on a quarterly basis.</p> <p>The Board of Directors monitors and ensures that the findings and recommendations of DAI, External Auditor, the results of supervision of the Financial Services Authority (OJK), and the results of the supervision of other authorities have been followed up by the relevant work units based on reports from DAI.</p> <p>Changes in the target for completion of follow-up audit results must seek approval from the President Director and the Board Commissioner and reported to the Audit Committee.</p>

4. Implementation of Internal Control

Based on the internal control framework and components that have been compiled, BCA implements internal controls to ensure the adequacy of financial controls, operational effectiveness and efficiency, and compliance with prevailing laws and regulations.

The implementation of internal control includes, among others:

a. Financial Control

To ensure the successful implementation of strategic plans that support the development of BCA, BCA has implemented the following:

- 1) The Board of Directors has prepared and received approval from the Board of Commissioners on strategic plan which is stipulated in the Bank's Business Plan as a blueprint for a 3 (three) year business strategy as well as Annual Work Plan and Budget, which has been distributed to BCA officials who relates to its implementation.
- 2) The determination of the strategy has considered the impact of strategic risk on BCA's capital, including capital projections and the Minimum Capital Adequacy Requirement.
- 3) The Board of Directors actively conducts discussions/provides input and monitors internal conditions and the development of external factors that directly or indirectly affect BCA's business strategy.
- 4) BCA has implemented a financial control process, both to BCA and to members of the BCA Financial Conglomerate in order to monitor BCA's performance achievements on a regular basis through the Corporate Strategy and Planning Division to improve the growth and performance of BCA and its Subsidiaries.
- 5) BCA has ensured that all accounting policies and standards are regularly updated in accordance with the applicable rules and regulations.

b. Operational Control

To be able to support overall operational risk control, BCA has implemented the following:

- 1) Establish the organizational structure of BCA as follows:
 - Segregation of duties to prevent a conflict of interest.
 - Supervisor has the function to oversee the internal control at Branch Offices and Head Office on daily basis.
 - Branch Internal Supervision functions to ensure the implementation of internal control at the Branch Office.

- Regional Office Internal Supervision functions to ensure the implementation of internal control in Regional Offices.
- Head Office Internal Supervision functions to ensure the implementation of internal controls in certain work units at the Head Office.
- DAI that is independent of the risk-taking unit to evaluate and assess the adequacy and effectiveness of the corporate governance, risk management, and internal control processes for both BCA and members of the BCA Financial Conglomerate.
- SKMR and SKK that is independent of the risk-taking units
- Anti-Fraud Bureau to increase the effectiveness of anti-fraud strategy implementation for all company activities.

- 2) Each banking operational transaction conducted at BCA has working procedure as stated in the work manual, to ensure that operational risks that may exist in these activities have been properly mitigated.
- 3) Establish employee rotation and transfer policies.
- 4) Determine limits and authority of officers in conducting a transaction.
- 5) Establish Information Security Policy, among others: the Use of User ID and password, physical security, and others.

c. Compliance with Applicable Laws and Regulations

To ensure BCA's compliance with applicable laws and regulations, BCA has implemented the following:

- 1) BCA is committed to comply with applicable laws and regulations and take necessary steps to improve risk weaknesses, if occurs.
- 2) BCA has established SKK which is independent of the risk-taking unit and is responsible for monitoring the integrated compliance of BCA and its Subsidiaries.
- 3) BCA has:
 - Monitored Compliance Reporting to BI/ OJK/other regulators.
 - Conducted BCA Compliance Reports including APU and PPT Program Implementation Reports to OJK every 6 (six) months.

- Submitted a Compliance Monitoring Report on BCA's Prudential Provisions, including AML and CFT Program Implementation Reports, to the Board of Commissioners, President Director, and Deputy President Director every 3 (three) months.
- 4) Compliance Risk Management strategy is to have a policy to consistently comply with prevailing regulations, which means proactively taking prevention (ex-ante) in order to minimize the occurrence of violations and taking curative actions (ex-post) for improvements.

5. Internal Control System Evaluation

The Board of Directors is responsible for ensuring the implementation of a good internal control system to achieve BCA's objectives. The Board of Commissioners is assisted by the Audit Committee and Integrated Governance Committee which is also responsible for supervising the implementation of the internal control system at BCA.

To evaluate the adequacy and effectiveness of the BCA internal control system, throughout 2021, monitoring

and correction of irregularities were carried out, among others:

1. BCA continuously evaluates and monitors the overall effectiveness of the implementation of internal control, including changes in internal and external conditions that may affect BCA in achieving its goals.
2. Monitoring activities is prioritized on BCA's key risks and serves as part of daily activities, including periodic evaluations to detect and prevent new risks from arising, either by operational work units, risk monitoring work units or by DAI.
3. DAI evaluates the adequacy and effectiveness of the internal control system independently through the implementation of risk-based audit activities. The results of the evaluation and follow-up are reported to the Board of Commissioners, Audit Committee and Board of Directors.

6. Statement on the Adequacy and Effectiveness of the Internal Control System

Based on the results of the review and discussion with Audit Committee on the evaluation report submitted by management, the Board of Commissioners considers that BCA's internal control system is adequate and operating effectively.

IMPLEMENTATION OF THE ANTI-FRAUD STRATEGY

1. Introduction

BCA has Guidelines for the Implementation of its Anti-Fraud Strategy that are in line with the OJK Regulation No. 39/POJK.03/2019 dated December 19, 2019 concerning the Implementation of Anti-Fraud Strategy at Commercial Banks. The policy has been ratified in the Decree No. 114/SK/DIR/2021 dated June 17, 2021 concerning the Adjustment of Anti-Fraud Strategy Policy. These guidelines are a manifestation of BCA management's commitment to preventing fraud by implementing an effective and sustainable fraud control system. This fraud control system guides BCA when determining steps to prevent, detect, investigate, and monitor incidents of fraud.

In accordance with the OJK Regulation, BCA defines fraud as an act of deviation or omission that is intentionally carried out to mislead, deceive, or manipulate BCA, its customers, or other parties, which occurs within BCA

environment and/or utilizes BCA facilities, and results in BCA, its customers, or other parties suffering losses, and/or fraud perpetrators obtaining financial benefits, either directly or indirectly. The types of acts classified as fraud are:

- 1) Cheating.
- 2) Deception.
- 3) Asset embezzlement.
- 4) Information leak.
- 5) Banking crime.

In developing and implementing an effective Anti-Fraud Strategy, BCA considers the following:

- 1) condition of internal and external environment;
- 2) complexity of business activities;
- 3) Risk of fraud; and
- 4) adequacy of the required resources.

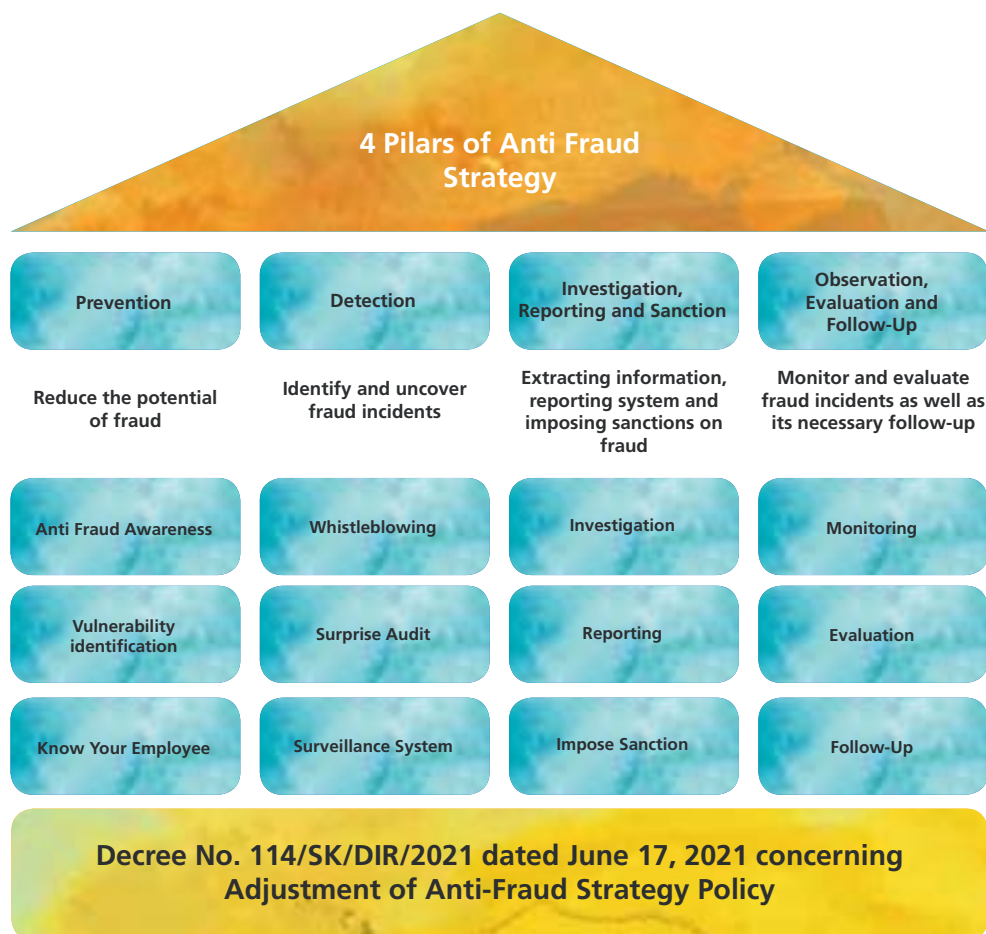
To support the implementation of the Anti-Fraud Strategy, BCA has also established an Anti-Fraud Bureau that is tasked with the function of implementing the Anti-Fraud strategy. The Anti-Fraud Bureau is directly responsible to the President Director and has a direct reporting relationship with the Board of Commissioners.

2. Objectives

The objectives of BCA's anti-fraud policy are:

- Nurturing an anti-fraud culture at all levels across BCA.
- Increasing awareness of fraud risk at BCA.
- As a reminder for all BCA personnel to comply with all applicable procedures and regulations at all times.

Pillars and Implementation of Anti-Fraud Strategy



The Anti-fraud strategy is a part of risk management, particularly as it relates to internal control. The anti-fraud strategy consists of 4 (four) pillars:

- 1) Prevention**
Tools to mitigate the risk of fraud, which include anti-fraud awareness, identification of vulnerabilities, and the know-your-employee policy.
- 2) Detection**
Tools to identify and detect incidents of fraud in BCA's business activities, which include policies and mechanisms in relation to the whistleblowing system, surprise audits, and surveillance systems.
- 3) Investigation, Reporting, and Sanctions**
Inspection or investigation, reporting, and imposition of sanctions in cases of fraud.
- 4) Monitoring, Evaluation, and Follow-up**
Steps to monitor, evaluate and follow up incidents of fraud.

3. Implementation and Internalization

Anti Fraud Declaration

In line with BCA's commitment to implementing Anti Fraud strategy, BCA prepares Anti Fraud Declaration which states that management is committed to implement a Zero Tolerance policy against fraud through efforts to build pillars that powerful function to prevent, detect, investigate and monitor continuously to the risks, indications and incidents of fraud that exist.

BCA's Anti-Fraud Declaration (Decree No. 114/SK/DIR/2021) is as follows:

In order to strengthen the internal control system, the implementation of Good Corporate Governance, and as a further implementation of the OJK Regulation No. 39/POJK.03/2019 dated December 19, 2019 concerning the Implementation of Anti-Fraud Strategy at Commercial Banks, BCA hereby declares its commitment to:

1. conduct business fairly, honestly, and openly or transparently;
2. avoid dealing with third parties who are not committed to the company's policy; and/or
3. apply sanctions for any violations of policies and commitments.

All levels of BCA, customers, and partners work together to build an anti-fraud culture and create a bank that is transparent and secure against fraud.

Socialization and Training Related to Anti-Fraud

Socialization

BCA continues to strive to increase vigilance against fraudulent acts. This effort is carried out through socialization related to Anti-Fraud in the form of Anti-Fraud Awareness digital posters and comics. BCA employees also have an obligation to fill out an annual Integrity Pact through BCA's internal portal.



Training

BCA strives to increase employee vigilance against fraudulent acts, including through anti-fraud declaration, e-learning, comics, posters, videos, in-class training, and anti-fraud culture socialization.

In 2021, all employees were required to take part in Anti-Fraud Awareness e-Learning, which could be accessed through the MyBCA internal portal and Mobile Learning.

Anti-Fraud Data Training in 2021 and 2020

Attendees	2021	until 2020
New employees	3,947	2,300
Existing employees	31,662	31,148

4. Internal Fraud Violation Data in 2021

Disclosure of irregularities (internal fraud) is carried out in line with Article 64 of the OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance at Commercial Banks and Chapter IX number 5 of the OJK Circular Letter No.13/SEOJK.03/2017 concerning the Implementation of Governance at Commercial Banks which included forms of irregularities (internal fraud), violations of the code ethic, namely fraud committed by the members of the Board of Directors, the members of the Board of Commissioners, and permanent, temporary and/or outsourced employees. The nominal deviation disclosed is a deviation of more than Rp100,000,000.00 (one hundred million rupiahs).

Fraud Violations Performed by the Management, and Permanent and Non-Permanent Employees

Deviation During 1 Year	Members of the Board of Directors and the Board of Commissioners		Permanent Employees		Temporary Employees and Outsourced Workers	
	2020	2021	2020	2021	2020	2021
Total Fraud	-	-	9	1	-	1
Has been completed	-	-	9	1	-	-
Internal investigation by BCA	-	-	-	-	-	-
Completion processed has not been conducted	-	-	-	-	-	-
Elevated to legal process	-	-	-	-	-	1

5. Reporting

As a form of monitoring the implementation of the Anti-Fraud strategy, BCA submits semi-annual Reports on the Implementation of the Anti-Fraud Strategy to the Financial Services Authority (OJK) and an Incident Report in the event that an incident of fraud has had a significant impact that could disrupt BCA's operational activities.

WHISTLEBLOWING SYSTEM

The Whistleblowing system is a reporting tool where both internal and external parties can report any fraudulent acts or violations committed by perpetrators within BCA's internal environment.

BCA's Whistleblowing System policy is regulated by the Decree of the Board of Directors No. 146/SK/DIR/2017 dated November 1, 2017 and is in accordance with OJK Regulation No. 39/POJK.03/2019. The Whistleblowing System policy has been disclosed in the Governance section on the BCA website (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

Objectives of the Whistleblowing System

The implementation of the whistleblowing system at BCA aims:

- To raise awareness of the stakeholders (employees, customers, and others) to report fraudulent acts or violations that occur within BCA without concern that their confidentiality will be compromised.
- To detect and prevent fraudulent acts or violations at the earliest stage possible through disclosure by whistleblowers.

4) Types of fraud/violation that can be reported:

Fraud	Any irregularities or omissions that are intentionally carried out to mislead, deceive, or manipulate BCA, its customers, or any other parties and occur within BCA and/or use BCA facilities that may lead to BCA, its customers, or any other parties suffering losses and/or wrongdoers either directly or indirectly obtaining financial benefit. The types of acts that are classified as fraud are: 1. cheating, 2. deception, 3. asset embezzlement, 4. information leak, 5. banking crime.
Code of ethics violation	Any action that violates BCA's corporate based on positive values, which developed and grown across BCA employees, to achieve common goals and as a reference for BCA personnel in making business decisions and taking proper action.
Conflict of interest violation	Any actions that may cause a circumstance in which a person has interests other than official interests, whether this involves personal interests or the interests of a family member or another party, that could impair the employee's objectivity when making decisions in accordance with the authority assigned to him/her by BCA.
Violation of the law	Actions that violate any applicable laws in Indonesia.

1. Whistleblowing Procedure

A. Reporting Channel

Whistleblowers can make reports through the BCA website, namely <https://www.bca.co.id/en/about-bca/tata-kelola/whistleblowing-system>. The managing team receives the reports directly.

B. Acceptable Reporting Criteria

To facilitate and accelerate the follow-up process, the whistleblower must ensure the following criteria:

- 1) The report must be made in good faith and not be a personal complaint based on bad intentions/defamation.
- 2) The Whistleblower has to provide the following information:
 - His or her name (anonymity is permitted);
 - His or her phone number or e-mail address.
- 3) The Whistleblower has to provide information about the fraudulent act or violation accompanied by supporting data (if any), which covers 4W1H as follows:
 - The alleged fraudulent act or violation (What);
 - The alleged parties involved (Who);
 - Time of the incident (When);
 - Place/location of the incident (Where);
 - How did the fraudulent act or violation happen (How).

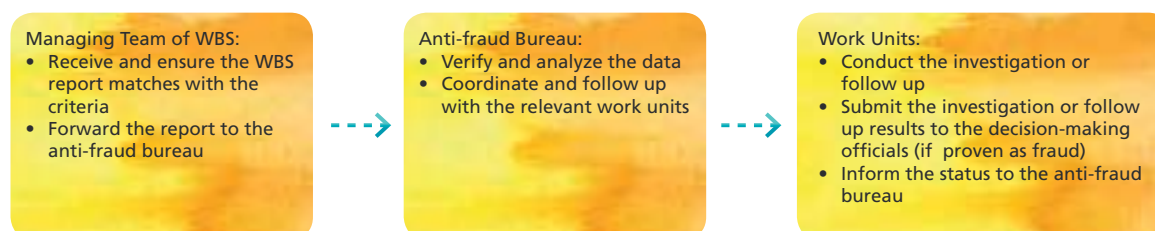
2. Protection for Whistleblowers

BCA provides the following protection for whistleblowers:

- Guarantee of the confidentiality of the whistleblower's identity and the report contents ;
- Protection against treatment that may be detrimental to the whistleblower;
- Protection against possible threats or intimidation from the wrongdoers.

3. Whistleblowing Systems Report Flow

The following is the procedure for handling complaints submitted through the whistleblowing system at BCA:



4. Internal Management Team

All whistleblowing reports are handled by BCA's internal team, which is appointed by BCA's management, with reference to BCA's provisions and the prevailing laws and regulations in Indonesia. The internal BCA team consists of the Whistleblowing System Manager, the Anti-Fraud Bureau, and the Work Unit.

5. Complaints Submitted Through the Whistleblowing System in 2021

A. Number of Complaints Submitted Through the Whistleblowing System

As of December 31, 2021, there were 22 (twenty two) complaints received through the whistleblowing system with the following status:

Status	Number	Description
Open	2	In process
Closed	20	Proven : 1 Not proven : 1 Violation of the code of ethics : 1 Did Not Meet Reporting Criteria: - Information/Customer Complaints (10) - Incomplete data / the whistleblower did not provide the requested additional information/data (7)

Of the 22 complaints that entered the whistleblowing system during 2021, 2 complaints are still in process, 1 complaint is proven, 1 complaint is not proven and 1 complaint is a violation of the code of ethics, while a total of 17 complaints do not meet the reporting criteria. BCA has implemented follow-up actions for violations that occurred by imposing sanctions on the parties involved. BCA submits the results of the follow-up to the complainant on the complaint report that has been processed.

B. Sanctions and Follow Up of Complaints Submitted Through the Whistleblowing System

If the investigation results prove that the perpetrator has committed a fraudulent act or violation, the decision-making authority will impose sanctions in accordance to the prevailing regulations.

ANTI-CORRUPTION AND GRATIFICATION CONTROL POLICIES

1. Background

The trust of the public and market players in BCA is strongly influenced by the ethical behavior of all BCA personnel, from the Board of Commissioners, the Board of Directors, and the management to all employees. This trust is very important to fostering and maintaining business relationships with customers and other third parties.

To increase public trust and uphold Law No. 20 Year 2001, which is an Amendment to Law No. 31 Year 1999 concerning the Eradication of Corruption, BCA's Board of Directors has deemed it necessary to create provisions in regard to anti-corruption and gratification control, which are intended to support the implementation of Good Corporate Governance principles and to provide guidelines for BCA personnel when dealing with customers, partners, and fellow workers.

2. Anti-Corruption Policy

As a form of commitment to fostering the culture of anti-corruption, BCA has established several policies related to the prevention of corruption:

1. The Board of Directors Decree No. 269/SK/DIR/2021 dated December 31, 2021, concerning Anti-Corruption and Gratification Control Policy
2. BCA's Code of Ethics concerning Anti-Corruption (details can be found in the Code of Ethics section on page 522 of this Annual Report).
3. Application of Anti-Fraud Strategy Guidelines (details can be found in the Application of Anti-Fraud Strategy section on page 492 of this Annual Report).
4. Gratification Control Policy (details can be found in the Gratification Control Policy section on page 498 of this Annual Report).
5. Conflicts of Interest Policy (details can be found in the Affiliated Party Transactions and Conflicts of Interest section on page 500-503 of this Annual Report).

These policies aim to prevent corruption at BCA and can be found in the Governance section of BCA's website (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

3. Gratification Control Policy

1. Gratification Control Policy

In an effort to prevent gratification, the Board of Directors of BCA has issued the Board of Directors Decree No. 219/SK/DIR/2003 dated November 10, 2003, concerning Provisions on Conflicts of Interest and The Board of Directors Decree No. 269/SK/DIR/2021 dated December 31, 2021, concerning Anti-Corruption and Gratification Control Policy. The Gratification Control policy provides behavior guidelines for all of BCA's employees when dealing with customers, partners, and fellow workers.

BCA's Gratification Control Policy stipulates that:

- All BCA personnel are prohibited from requesting or accepting, permitting, or agreeing to receive gifts or rewards from any third parties who obtained or seek to obtain facilities from BCA in the form of credit facilities or other facilities related to BCA's operational activities.
- All BCA personnel are prohibited from requesting or accepting, permitting, or agreeing to receive gifts or rewards from any third parties who obtained or seek to obtain a project or work order related to the procurement of goods or services from BCA.
- When customers, partners, and other parties provide gifts at certain times, such as religious celebrations or other celebrations, and:
 - The consequence of receiving the gift is believed to have a negative impact on or influence BCA's decision, and
 - The value of the gift is beyond reasonable limits.
- BCA's personnel who receive the gift must immediately return the gift accompanied by a polite explanation that all BCA personnel are prohibited from receiving gifts.

The summary of the Gratification Control policy can be downloaded from the Governance section of BCA's website (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

2. Joint Commitment

The Gratification Control Policy is binding and must be understood and implemented by all of BCA's personnel as a part of the Code of Ethics and to support the implementation of Good Corporate Governance principles. In the event of a violation or misconduct, the violator may be subject to sanctions in accordance to the extent of their violation.

All BCA personnel are obliged:

- A. To ascertain, comprehend, and implement the Gratification Control Policy.
- B. To uphold the implementation of the Gratification Control Policy, in which all members of the Board of Commissioners, the Board of Directors, and all BCA employees are required to make an annual statement documenting all the circumstances or situations that may cause a conflict of interest to arise.

It is a part of BCA's culture not to accept gifts or rewards from customers, debtors, vendors, partners, fellow workers, and other third parties for services rendered by BCA's employees. BCA's personnel must also comply with the Code of Ethics related to vendors. The code of ethics is contained in the BCA Governance Guidelines and can be found in the Code of Ethics section of the Annual Report.

4. Implementation of Anti-Corruption Practices

BCA continuously strives to improve its anti-corruption culture through the following practices:

1. Annual Disclosure

In order to prevent corruption, all members of the Board of Commissioners, the Board of Directors, as well as BCA employees, are required to complete an Annual Disclosure that contains all circumstances or situations which can result in a conflict of interests. Detailed information about Annual Disclosure can be found in the Internalization section on page 331 of this Annual Report).

2. Internalization of Anti-Corruption Values

The implementation of anti-corruption values is conducted through sharing sessions, socialization, and information displayed on BCA's internal portal, plasma TV, magazine and other internal communication media.

3. Reporting of Corruption

In order to support the implementation of the anti-corruption policy, BCA has established a Whistleblowing System as a reporting tool for internal and external parties. During 2021, there were no reports of corruption made through Whistleblowing System. Detailed information about the Whistleblowing System can be found in the Whistleblowing System section on page 496-497 of this Annual Report.

Furthermore, in 2021 BCA did not make any political donations/contributions or voluntary donations that could lead to corruption or bribery. Provisions in regards to funds/donations for political or social activities are regulated in BCA Governance Guidelines in the Code of Ethics sections, as follows:

- Any participation of BCA personnel in social and/or political activities is purely personal and does not represent BCA. Each statement and action on behalf of BCA must be approved by the Board of Directors.
- Any donation on behalf of BCA, either for social or political activities, must be approved by the Board of Directors.

AFFILIATED TRANSACTIONS AND CONFLICT OF INTEREST TRANSACTIONS

Affiliated and Conflict of Interest Transaction Policy

BCA has policies related to affiliated transaction and conflict of interest transaction as stipulated in the Board of Directors Decree No. 214/SK/DIR/2019 dated December 27, 2019 concerning Affiliated Transactions and Conflict of Interest Transactions and the Circular Letter No. 319/SE/POL/2019 dated December 27, 2019 concerning the Guidelines for the Implementation of Affiliated Transactions and Conflict of Interest Transactions. The main points of the Affiliated Transaction and Conflict of Interest Policy can be found in the GCG Policy Section of the BCA website (<https://www.bca.co.id/en/about-bca/tata-kelola/acgs/policy-gcg>).

BCA continuously ensure the conformity of internal policy to the applicable regulatory development. Considering the issuance of OJK Regulation No. 42/POJK.04/2020 dated July 2, 2020 concerning Affiliated Transactions and Conflict of Interest Transactions. In addition, in 2021 BCA has also conducted socialization to branch offices and related work

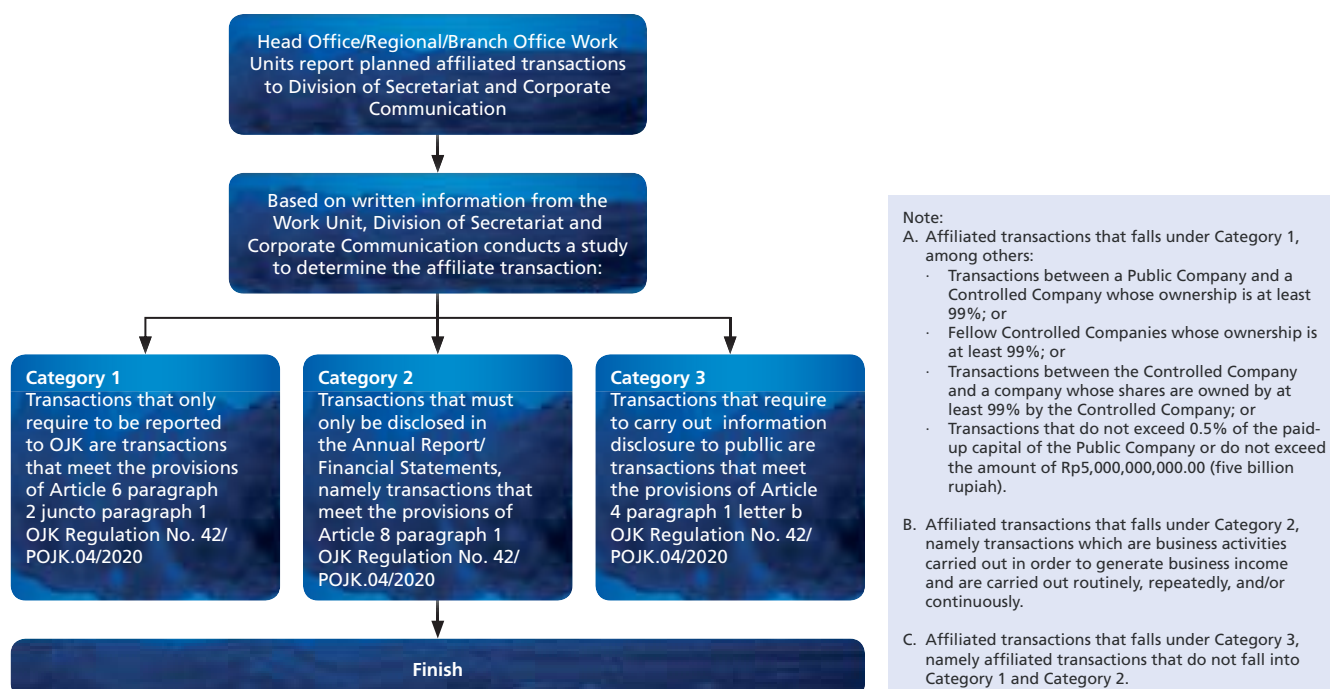
units at regional offices and head office regarding affiliated transactions in accordance with OJK Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions.

Review Mechanism and Approval of Affiliated and Conflict of Interest Transactions

Every work unit who conducts the transactions with the affiliated parties must inform to the Division of Secretariat and Corporate Communication in written form and accompanied with the required data. The Division of Secretariat and Corporate Communication is coordinating with the relevant work unit to analyze, in order to follow-up actions in accordance with applicable regulations that need to be carried out in connection with the proposed transaction.

To ensure that each of the transaction is conducted in the best interest of BCA and prevent any conflict of interest to be happened from the affiliated transactions plan, particularly in the material related party transactions that proposed by management, therefore an Audit Committee has the authority to review and provide an advice regarding to those transactions to the Board of Commissioners.

Flow of reporting mechanism for affiliated transactions and conflict of interest transactions at BCA



1. Affiliated and Related Party Transactions

Affiliated Parties

The BCA's affiliated parties are as follows:

- Employees, Directors and Commissioners of BCA.
- BCA's Major Shareholder, who are the individual or entities, directly and indirectly own at least 20% (twenty percent) of the voting rights of the total shares with voting rights issued by BCA or less than those amounts as stipulated by OJK.
- Controlled Company of BCA, is the company that has been controlled by BCA, either directly or indirectly.
- Company that has one or more Board of Directors or Commissioners who also serve/hold concurrent position as the Director or Commissioner of BCA.
- Company that has been controlled by the BCA's Major Shareholder.
- Any individuals who has the family relationship due to the marriage and the family lines up to the second degree, either horizontally or vertically with the Board of Directors members, Board of Commissioners members, and/or Major Shareholders of BCA.

Related Parties

In addition to the explanations of the Affiliates mentioned above, this Annual Report also contains details of the disclosures of BCA's related parties, the nature of the relationship and the nature of the transactions carried out, as well as details of significant balances and transactions with related parties in accordance with PSAK 7 (Revised 2015). This can be seen in the audited Consolidated Financial Statements in Note No. 49 which is part of this Annual Report.

Affiliated Transactions Realization in 2021

Affiliated Transactions Reported to OJK in 2021 (Category 1)

Throughout 2021, there were 13 (thirteen) BCA affiliated transactions in accordance with OJK Regulation No. 42/POJK.04/2020 concerning Affiliated Transaction and Conflict of Interest Transactions, must be reported to OJK. The details for the above mentioned transactions are as follows:

No.	Date	Type of Transaction	Affiliated Party	Transaction Value	Nature of Relationship
1	January 20, 2021	Lease Agreement of the BCA The City Tower Office Space	PT Bank Digital BCA	Rp15,870,000,000.00	Transaction between BCA and BCA's Subsidiaries
2	June 29, 2021	Lease Agreement for Space	PT Cipta Karya Bumi Indah	Rp4,094,195,760.00	Transaction between BCA and the company controlled by BCA's Major Shareholder
3	July 30, 2021	Lease Agreement for Space	PT Puri Dibya Property	Rp2,964,000,000.00	
4	September 20, 2021	Purchase Agreement BCA Young Community Software and its Implementation	PT Ansvia	Rp1,870,000,000.00	
5	September 29, 2021	Services Agreement on Software Recode Jvalas HTML and Chat Engine Implementation	PT Dart Media Indonesia	Rp1,210,000,000.00	
6	November 22, 2021	Agreement on the MC2 2021 Software Revision	PT Ansvia	Rp110,000,000.00	Transaction between BCA and BCA's Subsidiaries
7	November 25, 2021	Services Agreement on the Development and Implementation for the Regulatory Technology Application GHK and Agreement on Purchasing for the Supporting License Module.	PT Prosa Solusi Cerdas	Rp2,915,000,000.00	
8	December 20, 2021	Infrastructure Provider and Services related to the Bank Indonesia Infrastructure: Fast Payment (BI-FAST).	PT Bank BCA Syariah	Revenue for BCA Rp1,400,000,000,00.00 (first year until fifth year) and Rp1,750,000,000.00 (sixth year until tenth year)	
9	December 28, 2021	Services Agreement on the Software Order Management System Implementation	PT Dart Media Indonesia	Rp1,237,500,000.00	Transaction between BCA and the company controlled by BCA's Major Shareholder

No.	Date	Type of Transaction	Affiliated Party	Transaction Value	Nature of Relationship
10	December 30, 2021	Lease Agreement for Space	PT Asuransi Umum BCA	Rp2,393,479,704.00	Transaction between BCA and BCA's Subsidiaries
11	December 30, 2021	Lease Agreement for Space	Dana Pensiun BCA	Rp790,614,000.00	
12	December 30, 2021	Lease Agreement for Space	PT Multi Finance BCA	Rp468,694,301.00	

Equity Participation Transaction on the Subsidiaries

No.	Date	Type of Transaction	Affiliated Party	Transaction Value	Nature of Relationship
1	September 10, 2021	Continuous of BCA's Equity Participation on the PT Bank Digital BCA	PT Bank Digital BCA	Rp2,712,800,000,000.00	Transaction between BCA and BCA's Subsidiaries

Affiliated Transaction that are Business Activities in 2021 (Category 2)

Throughout 2021, there were 181 transactions with a total value of Rp659,334,930,087.00, which are considered as business activities carried out in order to generate business income and are carried out routinely, repeatedly, and/or continuously, of which transactions with relatively large values were as follows:

No.	Date	Type of Transaction	Affiliated Party	Transaction Value	Nature of Affiliated Relationship
1	December 15, 2021	Work period Compensation Fund Program	DPLK BCA Life	Rp500,000,000,000.00	Transaction between BCA and Companies controlled by BCA's Major Shareholders
2	May 10, 2021	Telecommunication Infrastructure Subscription Services and Information Technology Facilities	Iforte Solusi Infotek	Rp96,039,048,814.00	
3	April 13, 2021	Enhancement To The Security Key For Echannel Applications	Akar Inti Teknologi	Rp32,999,999,999.00	
4	January 5, 2021	Office Facilities Management and Support in BCA Wisma Asia I building	Dana Purna Investama	Rp12,111,677,300.00	
5	January 26, 2021	Purchase Order of Tablet	Global Digital Niaga	Rp2,270,124,120.00	
6	February 5, 2021	Rent, Electricity Lumpsum, Service Charge, Promotion Levy	Grand Indonesia	Rp2,102,926,501.00	
7	June 4, 2021	Upgrade Subscription Link Internet Indosat Inp and Inix	Angkasa Komunikasi Global Utama	Rp1,617,000,000.00	
8	December 28, 2021	License Renewal for Voice Biometric Prosa	Prosa Solusi Cerdas	Rp1,595,000,000.00	
9	August 27, 2021	Outsourcing Services	Dana Purna Investama	Rp1,403,631,246.00	
10	June 4, 2021	Subscription Renewal for Link Open IXP and IIX	Angkasa Komunikasi Global Utama	Rp1,254,733,333.00	

In addition to the transaction, there are 171 other transactions with a total value of Rp7,940,788,744.00 which are not described in detail in this Annual Report, considering that the value of each transaction is relatively small (immaterial).

Affiliated Transactions Disclosed to Public in 2021 (Category 3)

Throughout 2021 there are no Affiliated Transactions that required to be disclosed to the public as regulated in OJK Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions.

Fairness of Transaction

The principles that must be considered when conducting the transactions with affiliated parties are as follows:

- Must adhere to the principles of Good Corporate Governance, which are transparency, accountability, responsibility, independency, and fairness.
- Must ensure the appropriateness, fairness, and requirements of the transactions (arm's length transaction).

Affiliated transactions that had been carried out by BCA during 2021 are fair and at arm's length transactions.

Compliance of Affiliated Transactions with Applicable Procedures

Transactions conducted with affiliated parties are implemented with consideration primarily to provide optimal benefits for BCA. During implementation, all affiliated transactions that occurred in 2021 have been through the procedures related to affiliated transactions that were established by BCA.

2. Conflict of Interest Transactions

Policy Related to Conflict of Interest

In accordance with the BCA's Code of Ethic, the decision making process does not influenced by other parties and any conflict of interest. The result of decision making and the existing conflict of interest are always recorded and documented as the evidence.

BCA's conflict of interest policy as stated in the Board of Directors Decree No. 219/SK/DIR/2003 dated November 10, 2003 concerning Provisions Regarding Conflicts of Interest has regulated that all of BCA's personnel must know and aware of any activities that has the possibility or potential conflict of interest and must avoid those activities. As part of management of potential conflict of interest, BCA required all of the echelon 5 employees and above to sign the Annual Disclosure (as disclosed in the Internalization section of the Introduction to Governance chapter of this Annual Report).

In relation to Integrated Governance, the Board of Directors of BCA also ensure that implementation of risk management of intra-group transactions within Financial Conglomerate are free from conflict of interest between each individual of the Financial Services Institution.

Policy of Conflict of Interest for Board of Commissioners and Board of Directors

Provisions related to conflict of interest for Board of Commissioners and Board of Directors are regulated under BCA Governance Guidelines, which regulate the following:

- Board of Commissioners members and/or Board of Directors members who have the conflict of interest are prohibited to make any decisions and/or actions and/or being involved in the process of executing the transactions that brings disadvantage to BCA or reduce profit of BCA and have to disclose the conflict of interest condition in each of decision.
- Board of Directors members are not authorized to represent BCA, in cases or transactions where the member of director has conflict of interest with BCA.

Compliance of Conflict of Interest Transactions with Applicable Procedures

Throughout 2021, member of Board of Commissioners and Board of Directors have managed the potential for a conflict of interest as regulated in the applicable regulations, among others, if a member of the Board of Commissioners or a member of the Board of Directors has a conflict of interest, the member of the Board of Commissioners or member of the Board of Directors who has a conflict of interest will not participate in decision making.

Independent Parties in Affiliated and Conflict of Interest Transactions

In accordance with the applicable provisions set forth in BCA's internal policy, if there is a transaction with the affiliated party that required to be disclosed to public and to be reported to OJK, then BCA will appoint the independent appraiser to evaluate the fairness of its transaction value.

In the event that there are transactions conducted by BCA with third parties that contain differences between the economic interests of BCA and the economic interests of members of the Board of Directors, members of the Board of Commissioners, major shareholders or Controlling Shareholders that may harm BCA, BCA is required to use an independent appraiser to determine the fair value of the object of the transaction and/or the fairness of the transaction as well as to obtain an approval from Independent Shareholder of BCA through Independent GMS.

LEGAL CASES

BCA was involved in the following civil and criminal legal cases during 2021, 2020, and 2019.

1. Criminal Cases

Details of criminal cases involving BCA during 2021, 2020 and 2019:

Criminal Cases	2021	2020	2019
Legally settled (a verdict has been issued with legal power)	6	9	8
In the process of settlement	4	4	5
Total	10	13	13

During 2021, criminal cases in Court regarding BCA's reports against customers, employees, or other third parties include cases concerning alleged criminal acts of theft, embezzlement, fraud, forgery of letters, unauthorized dissemination and/or destruction of electronic documents. All these cases did not involve a material loss greater than Rp. 1 billion.

Meanwhile, there were no criminal cases in Court initiated by customers, employees, or other third parties against BCA.

2. Civil Cases

Details of civil cases involving BCA during 2021, 2020 and 2019:

Civil Cases	2021	2020	2019
Legally settled (a verdict has been issued with legal power)	92	118	123
In the process of settlement	148	145	144
Total	240	263	267

Civil cases involving BCA occurred due to:

- 1) Claims related to accounts of the heir of a customer.
- 2) Claims/resistance from customer related to account confiscation/blocking carried out by BCA at the request of the Court, Tax Office, or other third parties.
- 3) Claims from customers / other third parties related to payment transactions, transfers, balances, and/or disbursement of scripts.
- 4) Claims related to the use and payment of credit card bills.
- 5) Third-party lawsuits related to land/office building disputes belonging to BCA.
- 6) Lawsuits related to accounts of legal entities in connection with disputes between management of legal entities and/or associations.
- 7) BCA's lawsuits related to the settlement of bad loans and saving collateral.
- 8) Lawsuit/rebuttal from the debtor (husband/wife), owner of the collateral, and/or other parties related to the confiscation of foreclosed collateral.
- 9) Claims/objections from debtors (husband/wife) and or third parties related to credit and/or collateral.
- 10) Lawsuits related to Industrial Relations.

The civil cases that were ongoing in 2021 with a nominal claim of more than Rp10 billion, but no effect on the continuity of BCA's business, included:

No.	Case Number	BCA's Position	Lawsuit	Case Status	Risk for BCA
1	358/PDT.G/2021/PN.SBY	Defendant	Lawsuit filed by a debtor after an auction conducted by BCA where the auction limit value was purported to be too low and the reasoning that the auction should have been postponed/ cancelled because there was a third party lawsuit related to the collateral object.	Process in District Court	Potential compensation payments
2	229/PDT.G/2021/PN.SBY	Defendant I	Lawsuit filed by a debtor after an auction conducted by BCA where the debtor reasoned that the auction was invalid because the status of the collateral object was blocked and the auction limit value was too low/far below the market price.	Process in District Court	Potential compensation payments
3	193/PDT.G/2021/PN.MKS	Defendant I	Lawsuit filed by a debtor after an auction conducted by BCA where the debtor reasoned that BCA committed an unlawful act by carrying out an auction without issuing a warning letter/auction notification letter and the auction limit value was too low/ below the market price.	Process in District Court	Potential compensation payments
4	79/PDT.G/2021/PN.MDN	Defendant I	Lawsuit filed by an owner of the collateral after an auction conducted by BCA where the collateral owner reasoned that BCA committed an unlawful act by auctioning the collateral with a value limit below the market price.	Process in District Court	Potential compensation payments
5	179/PDT.G/2021/PN.JKT.PST	Defendant Co-Defendant I Co-Defendant II	Lawsuit filed by a debtor after the execution of an auction plan proposed by BCA with the reasoning that BCA had committed an unlawful act by unilaterally declaring that the debtor was in breach of contract and auctioning the collateral without a court decision that ordered such action.	Process in District Court	Potential compensation payments
6	180/PDT.G/2021/PN.JKT.PST	Defendant Co-Defendant I Co-Defendant II	Lawsuit filed by a debtor after the execution of an auction plan proposed by BCA with the reasoning that BCA had committed an unlawful act by unilaterally declaring that the debtor was in breach of contract and auctioning the collateral without a court decision that ordered such action.	Process in District Court	Potential compensation payments
7	181/PDT.G/2021/PN.JKT.PST	Defendant Co-Defendant I Co-Defendant II	Lawsuit filed by a debtor after the execution of an auction plan proposed by BCA with the reasoning that BCA had committed an unlawful act by unilaterally declaring that the debtor was in breach of contract and auctioning the collateral without a court decision that ordered such action.	Process in District Court	Potential compensation payments
8	41/Pdt.G/2020/PN.Sit.	Defendant	Lawsuit filed by a debtor after an auction conducted by BCA with the reason that BCA committed an unlawful act by giving permission/ approval to the collateral owner to sell the collateral privately without the consent of the debtor.	In the appeal process (in the District Court, BCA won)	Potential compensation payments

No.	Case Number	BCA's Position	Lawsuit	Case Status	Risk for BCA
9	22/PDT.G/2021/ PN.JKT.SEL	Defendant I	A lawsuit filed by the husband of the guarantee holder after an auction reasoning that BCA committed an unlawful act because it never provided a copy of the PK, APHT, SHT, etc, to the Plaintiff as the husband of the owner of the collateral.	In the appeal process (in the District Court, BCA won)	Potential compensation payments
10	297/PDT.G/2021/ PN.JKT.TIM	Defendant I	Lawsuit filed by a debtor after an auction conducted by BCA reasoning that BCA committed an unlawful act by not providing credit restructuring and conducting an auction with a limit value that was too low.	Process in District Court	Potential compensation payments
11	145/PDT.BTH/2019/ PN.BPP	Opposition I	Lawsuit filed by a debtor against the clearance of an ex-collateralized land that was purchased at an auction conducted by BCA (AYDA) reasoning that the auction was invalid because the limit value was below market value.	In the cassation process (in the District Court and High Court, BCA won)	Potential payment of compensation jointly and severally
12	135/PDT.G/2021/ PN.Bpp	Defendant	Lawsuit filed by an owner of collateral after an auction conducted by BCA with the reason that the collateral's limit value was too low.	Process in District Court	Potential compensation payments
13	114/PDT.G/2018/ PN.SRG	Defendant	Lawsuit filed by a debtor after an auction conducted by BCA reasoning that BCA committed an unlawful act by not providing credit restructuring and that the auction should have been based on a court order (fiat execution).	In the cassation process (in the District Court and High Court, BCA won)	Potential compensation payments
14	632/PDT.G/2021/ PN.JKT.SEL	Defendant III	Lawsuit filed by the original owner of the collateral objecting the execution of an auction and clearance conducted by BCA, with the Plaintiff's reasoning being that the collateral still belonged to the Plaintiff and that the Sell and Purchase Deed between the Plaintiff and the Debtor should be annulled.	Process in District Court	Potential loss of AYDA and payment of compensation jointly and severally

Note:

AYDA : Foreclosed Asset

PN : District Court

PT : High Court

PK : Judicial Review

APHT : Deed of Granting Mortgage

SHT : Mortgage Certificate

Throughout 2021, BCA did not face any significant risks associated with any legal issues. Based on the self-assessment result, BCA's legal risk level was "low."

3. Legal Cases Faced by the Subsidiaries

Details of legal cases involving the bank's subsidiaries during 2021:

Subsidiary	Case Status	Civil	Criminal
PT BCA Finance	Legally settled (a verdict has been issued with legal power)	44	0
	In settlement process	56	0
PT BCA Multi Finance	Legally settled (a verdict has been issued with legal power)	2	2
	In settlement process	1	1

Subsidiary	Case Status	Civil	Criminal
BCA Finance Ltd	Legally settled (a verdict has been issued with legal power)	1	0
	In settlement process	0	0
PT BCA Syariah	Legally settled (a verdict has been issued with legal power)	4	0
	In settlement process	15	0
PT Asuransi Umum BCA	Legally settled (a verdict has been issued with legal power)	1	0
	In settlement process	1	0
PT Asuransi Jiwa BCA	Legally settled (a verdict has been issued with legal power)	1	0
	In settlement process	1	0
PT BCA Sekuritas	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	0	0
PT Central Capital Ventura	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	0	0
PT Bank Digital BCA (before was PT Bank Royal Indonesia)	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	1	0

SIGNIFICANT CASES & ADMINISTRATIVE SANCTIONS

1. Significant Cases Faced by the Members of the Board of Directors and the Members of the Board of Commissioners of BCA

Throughout 2021, all members of the Board of Directors and the Board of Commissioners who are currently serving had not been involved in any significant cases, both criminal and/or civil.

2. Significant Cases Faced by the Members of the Board of Directors and the Members of the Board of Commissioners of the Subsidiaries

Throughout 2021, all members of the Board of Directors and the Board of Commissioners of the Subsidiaries had not been involved in any significant cases, both criminal and civil.

Impact of Legal Cases on BCA and the Subsidiaries

All legal cases faced by BCA and its Subsidiaries throughout 2021 did not affect the position and business continuity of BCA and its Subsidiaries.

3. Administrative Sanctions from Other Authorities

Throughout 2021, the OJK or other authorities imposed no administrative sanctions on the BCA, the members of the Board of Directors, and/or the members of the Board of Commissioners, which could affect BCA's business continuity.

INFORMATION ACCESS AND CORPORATE DATA

BCA is continuously maintaining an effective communication with regulators, shareholders, customers, BCA's employees, business partners, and the public as part of the implementation of transparency and the accountability principle to the stakeholders. The BCA's good relation with the stakeholders is stipulated under the Communication Policy.

BCA's Communication policy is set in the Communication Function and Information section and in the Information Disclosure section under the BCA Governance Guidelines. As a form of communication, BCA provides the access to its corporate data and information to the public through several communication channels as further explained below.

1. Communication Channels for Stakeholders

Stakeholders are the parties who have interests in the BCA's business activity and significantly influence the sustainability of BCA.



BCA collaborate and interact with the stakeholders through the formal process and a related engagement as needed. The interaction with the stakeholders such as regulators, investors and the public is managed by the Secretariat and Corporate Communication Division. Furthermore, the relevant work units also communicate with other stakeholders in accordance with their duties and responsibilities.

In establishing the interaction with the stakeholders, BCA provide various communication channels to ensure that the information distribution can be executed intensively and effectively.

Name of Stakeholders	Interest	Media	Frequency
Customers and Clients	<ul style="list-style-type: none"> Information related to the products and banking services, as well as the security of customer privacy. Providing the best banking solution for the stakeholders. Banking solutions development always comes from the customer needs and it takes into account the customer's protection and safety, while it is also conducted consistently and continuously. Providing solutions to the transaction problems and to the products and/or services while it is in used 	<ul style="list-style-type: none"> Halo BCA contact center BCA website Social media 	At all times
Investors and Shareholders	Financial performance and the implementation of prudence principle and the Good Corporate Governance	1. GMS 2. Quarterly report 3. Annual Report and Sustainability Report. 4. Investors Relations Contact: Phone : +62 21 235 88000 E-mail : investor_relation@bca.co.id	1. Once a year 2. Quarterly 3. One a year 4. At all times
Regulators (Financial Services Authority and Bank Indonesia)	Compliance and the implementation of prudence principle and the Good Corporate Governance	<ul style="list-style-type: none"> Monthly report Quarterly report Information disclosure Related to the Affiliated Transaction Information elaboration In mass media Submission of evidence Of AGMS and EGMS Announcement, summary of Consolidated financial statements E-reporting GMS preliminary Notice, GMS plan, monthly Report, and public expose plan Press release on financial report, photocopy of AGMS and EGMS deeds and newspaper ads Submission of evidence of GMS preliminary notice Reports and announcement of the dividend distribution schedule Ownership or any changes to share ownership report 	According to the Regulations (monthly, quarterly, and Incidental)
Public Communities	Information and BCA's data, concerning to the BCA's financial condition, products and corporate actions.	a. Sustainability report b. Bakti BCA Pillars: <ul style="list-style-type: none"> BCA Smart Solutions BCA Synergy Solutions BCA Excellence Business Solutions 	a. Once a year b. At all times
Media, Interest Groups, Public	Information and BCA's data, concerning to the BCA's financial condition, products and corporate actions.	a. Press release through printed and electronic media b. Secretariat and Corporate Communication Division Contact: corcom_bca@bca.co.id	a. If needed b. At all times
Business Partners/ Suppliers/Vendors	<ul style="list-style-type: none"> Procurement of goods and/or services, types of needs / specification, information and BCA's data, criteria for partners. Input, advice and other information. 	<ul style="list-style-type: none"> BCA website Beauty Contest Code of ethics for vendors Logistic Division (Procurement Aspects) 	If needed
Labor and Labor Union	Industrial relations and matters related to welfare rights and obligations of labor.	Internal communication through info BCA, BCA Update, MyBCA, audio visual media, Halo SDM - call center for BCA employees, sharing session, GCG series articles, banking services and/or facilities	At all times

2. Product Information and Transparency

BCA has provided clear, accurate and up-to-date information related to the BCA's products and services in pursuant to the Financial Service Authority (OJK)/ Bank Indonesia provisions, which its customers can retrieve the information conveniently through:

- BCA website that provides comprehensive and timely information on BCA's products and/or services;
- Leaflet, brochure, Plasma TV, or other printed materials in every BCA branch offices throughout Indonesia that contain the banking product information to facilitate the customer in understanding the information.
- BCA officers, comprises of Relationship Office, Account Officer, and Customer Service at all BCA branch offices, who are keen to give the product/ service information and the solutions that needed by customers.

BCA also provides the information of its banking products and/or services directly to the customers. The information conveyed to the customers is based on their prior approval when they signed in approval column form during opening an account, in which they are agreed to receive more data. The publication of information on BCA products, services, and/or banking facilities is carried out in accordance with regulatory provisions concerning Transparency in Bank Product Information and Use of Customer Personal Data.

3. Media of Information and Company Data

BCA's business management does not only focus in gaining the profits, but also it also encompasses the effort to provide the best banking solutions for the stakeholders. The best solution of banking is given by BCA through the communication channels:

1. Halo BCA

BCA continues to give the convenience to the consumers to access its BCA's information, reporting mechanism and/or problem solving through:

Halo BCA

- Phone number: 1500888.
- E-mail address: halobca@bca.co.id.
- Halo BCA Chat: www.bca.co.id, Whatsapp (0811 1500 998).
- Video Call in main branch offices: BSD, SCBD, Alam Sutera, Thamrin, Matraman, Darmo, and at myBCA.
- Video Banking at myBCA Gandaria City, Central Park, Kota Kasablanka, Emporium Pluit, Summarecon Mall Serpong, AEON Sentul, Pondok Indah Mall 2, BCA Learning

Institute, Menara BCA, Ciputra World Surabaya, Grand City Surabaya, UGM Vocational School, Tangerang City Mall, Green Pramuka Square, Supermall Karawaci, Cibinong City Mall, Aeon JGC, and Royal Plaza Surabaya.

Most recently, in July 2021 BCA launched the Halo BCA application which integrates all contact center channels, allowing customers to contact Halo BCA without using credit (VoIP calls), e-mail, Whatsapp, and Twitter @HaloBCA.

Service level at Halo BCA

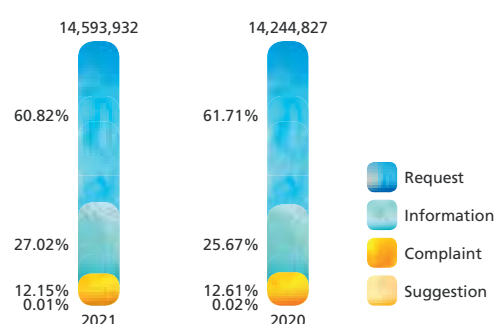
Service level for receiving customer contacts:

- Call Response time: 20 seconds
- Whatsapp Response time: 2 minutes
- Twitter Response time: 3 minutes
- Halo BCA Chat Response time: 2 minutes
- E-mail Response time: 10 minutes

Service Level Agreement (SLA)

BCA has established the duration of problem solving, which varies starting from 1 (one) hour until 120 (one hundred twenty) working days, depending on the types of the reported problems. Currently, 99.48% of the problems raised through Halo BCA have been resolved in accordance with the service level agreement (SLA). The number of customers contacting Halo BCA in 2021 is 14,593,932 (fourteen million five hundred ninety three thousand nine hundred thirty two).

Type of Complaint



Types of customer complaints are divided into the following criteria:

- 27.02% are information delivery.
- 60.82% are customer services inquiries (e.g. blocking, activation, etc.).
- 12.15% are customer who file the complaints.
- 0.01% are suggestion given by customers.

2. BCA Website

BCA website, www.bca.co.id serves as the sources of reliable information for the existing customers, prospective customers and other stakeholders.

It offers variety related to products, services and attractive promotions for individual and business customers, as well as it provides various BCA information, consists of corporate information, information for investors and shareholders, corporate governance, commitment to sustainability, corporate responsibilities, the latest news related to BCA and economic research report that are held regularly and presented in BCA website.

The disclosures of those informations are inline with the BCA's commitment to maintain the transparency of information as part of Good Corporate Governance (GCG) implementation and in compliance with the regulations, while satisfy the needs of information that are essential for investors, Capital Market communities and shareholders. Through the BCA website, these parties can subscribe their e-mails to receive quarterly financial information publications.

In addition, to fulfill the customer needs in this digital era, BCA website (www.bca.co.id) exists as the digital channel by providing various types of online form (e-form) that includes the online application form for Home Ownership Loan, Working Capital Loan, Application Program Interface (API) Partnership and other application forms for various services of BCA.

3. BCA Social Media

Social media has become an integral part of people's lives. With the BCA's motto, "Always by Your Side", it is not only a written motto, but it is proven by the existence of BCA in numerous social media platforms that growth continuously.

- Twitter Account (@XpresiBCA, @GoodLifeBCA, @HaloBCA, @BankBCA, @KartuKreditBCA);
- Facebook (/XpresiBCA, /GoodLifeBCA, /BankBCA, /KartukreditBCA);
- Youtube (Solusi BCA);
- Slideshare (www.slideshare.net/SolusiBCA);
- LinkedIn PT Bank Central Asia Tbk;
- Instagram (@GoodLifeBCA), (@LifeAtBCA)
- Line (BankBCA);
- Tiktok (@BankBCA)

The official BCA accounts and social media activities can be accessed through <https://www.bca.co.id/en/tentang-bca/media-riset/social-media>.

BCA continues to innovate by providing VIRA chatbot or BCA Virtual Assistant Chat Banking. VIRA can be accessed through Facebook Messenger and LINE chat application of BCA bank account. Through the VIRA Channel, customers can obtain information related to promotions, account balances check and mutation, exchange rates, ATM information, credit card information, and other banking access. In addition, BCA has also launched a chat service through the Whatsapp application with Halo BCA agents which can be accessed by customers 24 hours/7 days.

Throughout 2021, BCA actively conducted the communication campaign that relies on social media, as follows:

1. Campaigns on updates in BCA banking products to communicate the benefits of the products to the potential markets.
2. Educational campaigns related to the secure banking transaction for the public.
3. Campaigns related to the recent promotional programs from BCA.

4. List of Press Releases in 2021

BCA's press releases represent the implementation of Good Corporate Governance (GCG) principles, specifically on the principle of transparency. Throughout 2021, there were 144 (one hundred and forty four) press releases made by BCA, which include:

No	Month	Date	Press Release Distribution
1	January	4	Note! Starting January 1, 2021, the Stamp Duty Tariff will become a Single Tariff of Rp10.000
2		8	Fostering Digital Talent Growth in Indonesia, BCA Launches SYNRGY Academy Batch 2
3		11	Consistently Supporting the Growth of MSMEs, BCA Contribute to The Success of Bangsa Buatan Indonesia (Proud with Indonesian Products) National Movement 2021
4		13	BCA Data Center Receives PCI DSS 3.2.1 Certification for Global Data Security Standards and ISO 20000-1:2018 for IT Service Management
5		19	BCA Distributes Aid to Earthquake Affected Communities in West Sulawesi
6		24	BCA Distributes Aid to Flood Affected Communities in South Kalimantan
7	February	3	Investment and Protection Trends Are Growing, BCA Maximizes Wealth Management (WELMA) Application Features
8		8	Sustaining solid financial performance throughout the pandemic
9		12	Continuing to optimize digital banking, BCA increases the transaction limit for BagiBagi feature to Rp50 million/day
10		16	DKI Jakarta Teacher Working Group (MGMP) Collaborates with PesonaEdu & BCA to Hold Biggest Online Competition in Early 2021
11		19	BCA Collaborates with iGrow to Facilitate People's Business Loans (KUR) to the Agricultural Sector Worth Rp25B through Digital Platforms
12		19	BCA and BliBli Synergizes to Support Increased Online Business Marketing
13		20	Contributing to the Nation, BCA Sales of ORI019 Reach Nearly Rp4.4 Tn
14		26	Celebrating 64th Anniversary, BCA Presents Virtual Expo: BCA Expoversary Online 2021
15		27	BCA Expoversary Online 2021 Officially Opened
16		1	BCA Presents KKB Virtual Mall to Facilitate Virtual Car Financing
17	March	3	Consistently Supporting MSME Progress, BCA Supports Indonesian Creative Works - Lombok Exoticism Program
18		6	Three Reasons Why You Should Change to Chip-based ATM Cards
19		8	Bakti BCA Distributes Donation to Flood Victims
20		8	Five Reasons Why You Should Visit BCA Expoversary Online 2021
21		10	Celebrating the 64th Anniversary, BCA Presents Easy Financing Solutions for MSMEs
22		10	Holding Numerous Inspiring Webinars, One of BCA's Efforts to Assist MSME Actors
23		12	Hunting for New Logo Flazz BCA at BCA Expoversary Online 2021
24		14	Beware of Circulating Fake Accounts, Customers Should Know the Official Account of BCA's Contact Center
25		15	BCA Offers the Lowest KKB Interest in History in Celebration of BCA Expoversary
26		15	BCA Collaborates with GreatNusa to Present Digital Business Education for MSME Partners
27		16	Consistently Supporting the Advancement of Teachers, BCA Holds "Brain-Based Teacher Webinar"
28		23	Supporting the Recovery of National Tourism, Garuda Indonesia Online Travel Fair (GOTF) is Back with Ticket Discount Up to 85%
29		24	BCA Rewarding the Most Loyal Customer
30		28	BCA Expoversary Online 2021 Recorded More than 1 Million Visitors for One Full Month
31		29	BCA Holds Annual General Meeting of Shareholders

No	Month	Date	Press Release Distribution
32	April	1	BCA Invites Its Assisted Villages to Commit to Sustainability through Waste Management and Treatment
33		1	The Excitement of Getting a Dream House at BCA Expoversary Online 2021
34		5	BCA Supports Nusantara Academic Award and Nusantara Writing Grant
35		6	BCA and Blibli to Introduce Assisted Village Goes Digital
36		7	BCA Provides Humanitarian Aid to East Nusa Tenggara
37		8	BCA, Blibli and Gojek Collaborate to Provide Education for MSMEs to Support Indonesian Creative Work Campaign
38		12	BCA Collaborates with Ministry of Tourism & Creative Economy to Promote Creativity through "Desa Wisata Award 2021"
39		15	BCA Launches Virtual Festival "BCA UMKM Fest", Today MSME Revival Movement (Gerakan Kebangkitan UMKM Jaman Now)
40		19	Offering Customer Service Excellence, BCA Relocates KCP Talang Banjar
41		22	Solid Earnings Performance with Strong Balance Sheet in the Middle of Pandemic
42		24	BCA Supports Indonesian Women to Become Central Figures of Societal Progress
43		25	Behold Six Exotic Holiday Village Experiences
44		28	Consistently Supporting Tourism Villages' Progress, BCA Vigorously Educate Village Administrators
45		29	Paving the Way to Go International, Dozens of MSMEs Follow Business Matching Session at BCA UMKM Fest
46	May	2	Registration for BCA Scholarships is Open Online, BCA is Ready to Absorb Indonesian Young Talents
47		4	Preserving the Works of Indonesian Artists, BCA UMKM Fest Collaborates with Museum of Toys at ASHTA District 8
48		6	Supporting Digitalisation, BCA Serves Karawang L&B Tax Payment via ATM
49		7	Bakti BCA Distributes Donation for Malang Earthquake Recovery
50		7	#RamadanNyaman Remain Comfortable During Eid with BCA
51		10	BCA Continues to Encourage MSMEs to Enter the Export Market
52		11	BCA Encourages the Public to Build National Cultures through Tourism Villages
53		20	Encouraging National Economy through Art, BCA Supports Art Moment Jakarta Exhibition
54		22	BCA Supports Nusantara Academic Award and Nusantara Writing Grant
55		24	First in the Banking Sector, BCA Partnered with Kimia Farma to Symbolically Implement Gotong Royong Vaccination Program
56		27	BCA Collaborates with Chatat.id, Facilitating Education for Bangga Lokal Merchants
57		27	BCA Invites Indonesian Youth to Improve Self-Quality Through Education
58		29	BCA Encourages Indonesian Youth to Be Responsive and Resilient for Nation's Future
59		31	The 2021 IICD Corporate Governance Award
60	June	3	BCA and UnionPay Collaboration Offers Banking Solutions with BCA UnionPay Credit Card
61		3	BCA Continues to Support the Conservation of Indonesia's Endangered Animals by Releasing Five Orangutans
62		4	Ready to Support Startup Development Across the Archipelago, BCA Launches SYNRGY Accelerator Batch 4
63		9	BCA Personnel Organizes Social Actions to Promote Solidarity During this COVID-19 Pandemic
64		11	BCA Launches SYNRGY Academy Batch 3 Program to Promote Digital Talent Growth in Indonesia
65		15	Want to Apply Digital Marketing in Business? Check out the "Up to Date" Business Acceleration Tips
66		15	Supporting the Rising of Tourism Sector, BCA Provides Mentoring for 2021 Tourism Village Award Finalists
67		16	BCA Participated in Mass Vaccination Event for Financial Services Sector Employees

No	Month	Date	Press Release Distribution
68	July	22	LPEI and BCA Establish Funding Cooperation in Export Acceleration Valued at IDR3 Trillion
69		24	BCA Invites People to Enjoy and Cook Indonesian Culinary from Home
70		30	Easier Mortgage (KPR) Financing, BCA Again Presents KPR BCA ONLINEXPO Again
71		1	BCA Operates Until 14.00 Local Time to Support Emergency PPKM Policy
72		3	BCA Increases Individual KlikBCA Limits to IDR500 million/day to Optimize #BankingFromHome
73		3	BCA's Commitment to Creating Competitive Young Generation Through BCA Bakti Scholarships
74		5	BCA and PesonaEdu Hold National Literacy and Numeracy Online Competition
75		12	BCA Adds USD Equity Mutual Fund Products at WELMA, Investment is Now can be Maximized
76		13	Banking Personnel Movement: Five National Banks Hold Mass Vaccination Program for Indonesia
77		14	During Emergency PPKM BCA Continues to Support the Government in Accelerating the Vaccination Program for Indonesia
78		16	Intensively Performs Digital Transformation, BCA API Reaches 1 Billion Hits
79		20	BCA Investor Fund Account (RDN) Reaches 1 Million Accounts
80		22	Resilience to Withstand Uncertainties
81		27	Commitment Presenting Service Excellence, BCA Launches Halo BCA Apps
82		30	BCA to Hold EGMS for Stock Split
83	August	5	Opening Vaccination Center, BCA Encourages Indonesia Society to be Vaccinated
84		12	Calling for Financial Literacy for Young Generation, BCA Launches CELENGAN "Smart Financial Management"
85		13	BCA Digital CS Machine and Credit-Free Halo BCA, Today's Digital Banking Services
86		18	Celebrating Indonesian Independence, BCA Launches "Bangga Lokal Kolaborasi" Program
87		24	2021 BCA Tourism Village Award Entering the Judging Stage, BCA Consistently Supports Indonesian Tourism
88		25	BCA SYNRGY Academy Batch 2 Program Produces 48 Quality Digital Talents
89	September	28	The 2021 Nusantara Award, BCA Appreciation for Preserving Indonesian Culture
90		30	Consistently Performing Service Excellence, BCA Opens New Ternate Sub-Branch Office Building
91		3	The 2021 BCA Tourism Village Awards
92		4	The 2021 National Customer Day, BCA Prioritizes Data Security and Educates Customer on Anti Cyber Crime Modes
93		7	BCA and PT Pembangunan Jaya Collaborates on Kiosk Rental Financing Facilities
94		7	#DatamuRahasiamu Collaborative Campaign Helps Raise Fraud Awareness Among Customers
95		8	It's Time to Buy Property With a 4.5% Mortgage Interest Rate Only at KPR BCA ONLINEXPO
96		8	The 2021 BCA Public Expose - BCA Maintains Solid Performance Amid Uncertainty
97		9	Collaboration in Educating the Market Leads BCA and Kumparan to Win 2021 Marketeers OMNI Brands Award of the Year
98		14	Developing Indonesia's E-sports, BCA Supports 2021 E-sports Presidential Cup
99		23	The 2021 PT Bank Central Asia Tbk Extraordinary General Meeting of Shareholders Approves BCA's Stock Split Plan
100		27	BCA Collaborates with Perumda Drinking Water Tirta Alam Tarakan to Provide Payment Solutions
101		30	BCA Collaborates with Perumda Drinking Water Tirta Mukti Cianjur to Provides Payment Solutions

No	Month	Date	Press Release Distribution
102	October	1	BCA and PesonaEdu Give Appreciation to the Winners of the National Literacy & Numeracy Competition
103		5	Supporting National Economic Recovery, BCA Will Hold Indonesia Knowledge Forum (IKF) Again
104		6	Bakti BCA Scholarship for 2021/2022 Academic Year Opening Soon
105		7	BCA Holds Indonesia Knowledge Forum, Presenting Inspiring Economic Discussion Forum
106		7	Coming Soon, BBCA Shares to Trade at New Price
107		13	BBCA Shares Officially Trade at New Price
108		14	BCA Committing to Support Orangutan Habitat through "Lihat dari Rumah" Virtual
109		15	BCA and Blibli Collaboration Evokes Young Generation's Motivation to Improve Digital Skills
110		18	Preventing Blindness Due to Cataracts, BCA and Perdami Hold Free Cataract Surgery
111		18	Encouraging Community to be Familiar with Investment, BCA Holds Index Mutual Funds
112		18	Halo BCA Semarang Building Relocation
113		21	Solid Performance to Support Economic Recovery
114		21	Consistently Performing Service Excellence, BCA Received Grand Champion at the 2021 Best Contact Center Indonesia
115		28	Momentum of Youth Pledge, BCA Encourages Digital Economy Literacy Among Youth
116		29	Supporting Health Protocols in Face-to-Face Learning, BCA Encourages Fostered Schools
117	November	4	BCA Supports the Increase of Financial Literacy Education through "Lihat dari Rumah" Virtual Series
118		8	Celebrating National Shadow Puppet Day, BCA Holds 2021 Wayang Youth Festival
119		8	BCA Distributes Interim Cash Dividend of IDR25 per Share, Increased 27.5% YoY
120		10	Supporting MSME Economic Transformation, BCA Signs BCA Cooperation Agreement with Modal Rakyat
121		10	BCA Consistently Supports Culinary Business Acceleration, Bringing Halal Certificate for MSMEs
122		11	Gatner Eye on Innovation Awards 2021
123		11	BCA SYNRGY Accelerator Batch 4 Showcases 40 Best Startups across Industries from All Over the Archipelago at Final Demo Day
124		15	Preventing Blindness Due to Cataracts, BCA and Perdami Hold Free Cataract Surgery
125		18	BCA Collaborates with Komunal, Facilitating Easy Financing for MSMEs
126		23	Improving Information Asset Security, BCA Receives ISO 27001:2013 Certification
127		24	BCA x Grab Indonesia x Binar Academy Collaboration Launching "SYNRGY Academy Batch Grab": Ready to Train Grab Driver's Children Entering the Digital Industry
128		24	Bakti BCA Distributes Humanitarian Donations for Flood Victims in Kalimantan
129		24	BCA and PT Eraprima Eftacipta Property Facilitates Warehouse Purchase Financing
130		25	Commemorating National Teacher's Day, BCA and AIA Collaborates to Provide Financial Literacy Education for Education Personnel
131		26	BCA Comes at Pasar Kliwon Kudus, Educating Merchants on QRIS Digital Payment Method
132		27	Preventing Blindness Due to Cataract, BCA and Perdami Hold Cataract Surgery Social Services in Purwokerto
133	December	30	Increasing Turnover Growth of Indonesian Coffee Entrepreneurs, BCA Supports the Indonesian Coffee Festival in Russia
134		8	BCA Channels Solidarity Aid to the Victims of Mount Semeru Eruption
135		13	Optimizing Government Bond Distribution, BCA Receives Award from the Ministry of Finance
136		14	Supporting Optimized Blood Donation Activities, BCA Allocates Operational Vehicles for PMI DKI Jakarta
137		15	Hybrid Now, BCA Welcomes Christmas and New Year with Service Excellence

No	Month	Date	Press Release Distribution
138		16	Consistently Providing Investment Solutions, BCA Launches Ashmore Dana USD Nusantara Mutual Fund
139		20	Committing to Implement Service Excellence to Customers, BCA Relocates Baturaja Sub-Branch Office
140		20	Appreciating the Role of Teachers Nationally, BCA Holds Inspiring Webinar of "Great Teachers of Hybrid Learning"
141		22	SMART Teacher, BCA's Genuine Effort to Improve Educator Competencies in Indonesia
142		22	BCA Holds Motivation and Inspiring Webinar for Women in Tourism Village
143		24	Supporting National Payment Acceleration, BCA Officially Implements BI Fast
144		30	BCA Consistently Holds Educational Forum for Tourism Village Administrators at the End of 2021

5. Correspondence with OJK and IDX

BCA's correspondence with the Financial Services Authority (OJK) and the Indonesia Stock Exchange (IDX) represent the implementation of Good Corporate Governance (GCG) principles, specifically on the principle of transparency and accountability. Throughout 2021, correspondences with the two regulators that have been performed by BCA, which include:

Financial Services Authority (OJK)

Date	Letter No.	To	Subject
January 8, 2021	002/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
January 22, 2021	012/DCS/2021	Financial Services Authority (OJK)	Report of affiliated transaction
February 4, 2021	117/DIR/2021	Financial Services Authority (OJK)	Announcement of Agenda of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company") for fiscal year 2020
February 9, 2021	020/DCS/2021	Financial Services Authority (OJK)	Submission of Q4 2020 Financial Statement (audited) of PT Bank Central Asia Tbk ("Company")
February 9, 2021	021/DCS/2021	Department of Bank Supervision 3	Submission of Q4 2020 Financial Statement (audited) of PT Bank Central Asia Tbk ("Company")
February 9, 2021	022/DCS/2021	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of December 31, 2020
February 9, 2021	023/DCS/2021	Department of Bank Supervision 3	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of December 31, 2020
February 26, 2021	027/DCS/2021	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary of Minutes of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")
February 26, 2021	028/DCS/2021	Financial Services Authority (OJK)	Submission of Annual Report and Sustainability Report of PT Bank Central Asia Tbk ("Company") for Financial Year 2020
February 26, 2021	029/DCS/2021	Department of Bank Supervision 3	Submission of Annual Report and Sustainability Report of PT Bank Central Asia Tbk ("Company") for Financial Year 2020
March 2, 2021	032/DCS/2021	Financial Services Authority (OJK)	Submission of Proof of Invitation to the Annual General Meeting of Shareholders PT Bank Central Asia Tbk (the Company)
March 2, 2021	033/DCS/2021	Department of Bank Supervision 3	Submission of Proof of Invitation of Annual General Meeting of Shareholder
March 3, 2021	034/DCS/2021	Financial Services Authority (OJK)	Annual Rating Results Report
March 31, 2021	068/DCS/2021	Financial Services Authority (OJK)	Submission of Copy of Minutes of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")

Date	Letter No.	To	Subject
March 31, 2021	069/DCS/2021	Department of Bank Supervision 3	Submission of Copy of Minutes of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")
March 31, 2021	070/DCS/2021	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary of Minutes of Annual General Meeting of Shareholders (AGMS) of PT Bank Central Asia Tbk (Company)
March 31, 2021	071/DCS/2021	Department of Bank Supervision 3	Submission of Proof of Announcement of Summary of Minutes of Annual General Meeting of Shareholders (AGMS) of PT Bank Central Asia Tbk (Company)
April 1, 2021	073/DCS/2021	Financial Services Authority (OJK)	Proof of Announcement of Cash Dividend Distribution Schedule for Fiscal Year 2020
April 1, 2021	074/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 5, 2021	076/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 5, 2021	077/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 5, 2021	078/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 5, 2021	079/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 7, 2021	081/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 7, 2021	082/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 7, 2021	083/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 7, 2021	084/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 8, 2021	085/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 8, 2021	086/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 8, 2021	087/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 9, 2021	088/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 9, 2021	089/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 9, 2021	090/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 9, 2021	091/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 9, 2021	092/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 9, 2021	093/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 9, 2021	094/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 9, 2021	095/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 9, 2021	096/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 9, 2021	097/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 9, 2021	098/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 9, 2021	099/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 9, 2021	100/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk

Date	Letter No.	To	Subject
April 12, 2021	101/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 15, 2021	102/DCS/2021	Financial Services Authority (OJK)	Submission of a Copy of Deed of Minutes of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")
April 15, 2021	103/DCS/2021	Department of Bank Supervision 3	Submission of a Copy of Deed of Minutes of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")
April 15, 2021	104/DCS/2021	Financial Services Authority (OJK)	Submission of a Copy of Letter of the Ministry of Law and Human Rights of the Republic of Indonesia and the Deed of Statement of Meeting Resolution of PT Bank Central Asia Tbk
April 15, 2021	105/DCS/2021	Department of Bank Supervision 3	Submission of a Copy of Letter of the Ministry of Law and Human Rights of the Republic of Indonesia and the Deed of Statement of Meeting Resolution of PT Bank Central Asia Tbk
April 23, 2021	107/DCS/2021	Financial Services Authority (OJK)	Submission of Q1 2021 Financial Statement (unaudited) of PT Bank Central Asia Tbk ("Company")
April 23, 2021	108/DCS/2021	Department of Bank Supervision 3	Submission of Q1 2021 Financial Statement (unaudited) of PT Bank Central Asia Tbk ("Company")
April 23, 2021	110/DCS/2021	Financial Services Authority (OJK)	Submission of Information on the Appointment of the Chairman and Members of the Audit Committee PT Bank Central Asia Tbk (the Company)
April 27, 2021	112/DCS/2021	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of March 31, 2021
April 27, 2021	113/DCS/2021	Department of Bank Supervision 3	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of March 31, 2021
April 30, 2021	496/DIR/2021	Department of Bank Supervision 3	Submission of Annual Report of the Integrated Governance Implementation – Financial Conglomerate of PT Bank Central Asia Tbk ("BCA") for Fiscal Year 2020
April 30, 2021	497/DIR/2021	Department of Bank Supervision 3	Submission of the Annual Report and Annual Financial Report of the Subsidiary of PT Bank Central Asia Tbk (the Company) Fiscal Year 2020
May 7, 2021	115/DCS/2021	Financial Services Authority (OJK)	Submission of a Copy of Letter of the Ministry of Law and Human Rights of the Republic of Indonesia and the Deed of Statement of Meeting Resolution of PT Bank Central Asia Tbk
May 7, 2021	116/DCS/2021	Department of Bank Supervision 3	Submission of a Copy of Letter of the Ministry of Law and Human Rights of the Republic of Indonesia and the Deed of Statement of Meeting Resolution of PT Bank Central Asia Tbk
June 7, 2021	118/DCS/2021	Financial Services Authority (OJK)	Submission of a Copy of Letter of the Ministry of Law and Human Rights of the Republic of Indonesia and the Deed of Statement of Meeting Resolution of PT Bank Central Asia Tbk
June 7, 2021	119/DCS/2021	Department of Bank Supervision 3	Submission of a Copy of Letter of the Ministry of Law and Human Rights of the Republic of Indonesia and the Deed of Statement of Meeting Resolution of PT Bank Central Asia Tbk
June 15, 2021	122/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
July 1, 2021	123/DCS/2021	Financial Services Authority (OJK)	Report of affiliated transaction
July 5, 2021	125/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
July 23, 2021	129/DCS/2021	Financial Services Authority (OJK)	Submission of Q2 2021 Financial Statement (unaudited) of PT Bank Central Asia Tbk ("Company")
July 23, 2021	130/DCS/2021	Department of Bank Supervision 3	Submission of Q2 2021 Financial Statement (unaudited) of PT Bank Central Asia Tbk ("Company")

Date	Letter No.	To	Subject
July 23, 2021	131/DCS/2021	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of June 30, 2021
July 23, 2021	132/DCS/2021	Department of Bank Supervision 3	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of June 30, 2021
July 30, 2021	777/DIR/2021	Financial Services Authority (OJK)	Announcement of Agenda of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk
August 3, 2021	143/DCS/2021	Financial Services Authority (OJK)	Report of affiliated transaction
August 6, 2021	145/DCS/2021	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
August 13, 2021	854/DIR/2021	Financial Services Authority (OJK)	Respond to the Letter OJK No. S-1436/PM.221/2021
August 18, 2021	151/DCS/2021	Financial Services Authority (OJK)	Submission of Proof of Announcement of Extraordinary General Meeting of Shareholders of PT Bank Central Asia ("Company")
August 18, 2021	152/DCS/2021	Department of Bank Supervision 3	Submission of Proof of Announcement of Extraordinary General Meeting of Shareholders of PT Bank Central Asia ("Company")
August 25, 2021	813/DIR/2021	Department of Bank Supervision 3	Self Assessment Report on Integrated Governance Implementation and Report of Monitoring Results on the Implementation of Bank Synergy PT BCA Tbk Q1 2021
September 2, 2021	157/DCS/2021	Financial Services Authority (OJK)	Submission of Proof of Notice of Extraordinary General Meeting of Shareholders of PT Bank Central Asia ("Company")
September 2, 2021	158/DCS/2021	Department of Bank Supervision 3	Submission of Proof of Notice of Extraordinary General Meeting of Shareholders of PT Bank Central Asia ("Company")
September 13, 2021	161/DCS/2021	Financial Services Authority (OJK)	Reports related to Affiliated Transactions
September 13, 2021	162/DCS/2021	Department of Bank Supervision 3	Report on the Realization of Advanced Equity Participation at PT Bank Digital BCA
September 21, 2021	181/DCS/2021	Financial Services Authority (OJK)	Report of affiliated transaction
September 27, 2021	184/DCS/2021	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk
September 27, 2021	185/DCS/2021	Department of Bank Supervision 3	Submission of Proof of Announcement of Summary Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk
September 27, 2021	186/DCS/2021	Financial Services Authority (OJK)	Submission of Copy of Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")
September 27, 2021	187/DCS/2021	Department of Bank Supervision 3	Submission of Copy of Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")
September 29, 2021	189/DCS/2021	Financial Services Authority (OJK)	Submission of a Copy of Letter of the Ministry of Law and Human Rights of the Republic of Indonesia and the Deed of Statement of Meeting Resolution of PT Bank Central Asia Tbk
September 29, 2021	190/DCS/2021	Department of Bank Supervision 3	Submission of a Copy of Letter of the Ministry of Law and Human Rights of the Republic of Indonesia and the Deed of Statement of Meeting Resolution of PT Bank Central Asia Tbk
October 1, 2021	193/DCS/2021	Financial Services Authority (OJK)	Report of affiliated transaction
October 4, 2021	194/DCS/2021	Financial Services Authority (OJK)	Submission of a Copy of Deed of Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk

Date	Letter No.	To	Subject
October 4, 2021	195/DCS/2021	Department of Bank Supervision 3	Submission of a Copy of Deed of Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk
October 15, 2021	199/DCS/2021	Financial Services Authority (OJK)	Report on Information or Material Facts
October 15, 2021	202/DCS/2021	Department of Bank Supervision 3	Submission of Q3 2021 Financial Statement (unaudited) of PT Bank Central Asia Tbk ("Company")
October 15, 2021	203/DCS/2021	Financial Services Authority (OJK)	Submission of Q3 2021 Financial Statement (unaudited) of PT Bank Central Asia Tbk ("Company")
October 22, 2021	204/DCS/2021	Department of Bank Supervision 3	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of September 30, 2021
October 22, 2021	205/DCS/2021	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of September 30, 2021
October 26, 2021	206/DCS/2021	Financial Services Authority (OJK)	Data information from the Controlling Shareholders of PT Bank Central Asia Tbk (the "Company")
November 24, 2021	211/DCS/2021	Financial Services Authority (OJK)	Report of affiliated transaction
November 26, 2021	212/DCS/2021	Financial Services Authority (OJK)	Report of affiliated transaction
December 20, 2021	216/DCS/2021	Financial Services Authority (OJK)	Report of affiliated transaction
December 29, 2021	217/DCS/2021	Financial Services Authority (OJK)	Report of affiliated transaction

Indonesia Stock Exchange (IDX)

Date	Letter No.	To	Subject
January 18, 2021	016/DCS/2021	Indonesia Stock Exchange (IDX)	Respond to the Letter No. S-00687/BEI.PP2/01-2021
March 18, 2021	058/DCS/2021	Indonesia Stock Exchange (IDX)	Request for Removing ICR's Attachments to XBRL Reporting
July 9, 2021	126/DCS/2021	Indonesia Stock Exchange (IDX)	Explanation of Information in Media
September 13, 2021	163/DCS/2021	Indonesia Stock Exchange (IDX)	Submission of Issuer Presentations and Press Conference Results
September 30, 2021	191/DCS/2021	Indonesia Stock Exchange (IDX)	Application for Additional Share Listing from Stock Split

6. Internal Communication

Internal communication plays a pivotal role in building the character and culture of BCA and the solidity of the working teams. Seamless, intensive and effective internal communication in disseminating BCA's related information accelerate work processes and mechanisms across all of the BCA's lines, having a positive impact on the overall performance targets.

The content of information and media communication are the keys to the success of internal communication. Each complements the other, providing comprehensible information that is convenient for employees to follow up.

Effective internal communication is key to BCA's success in achieving its vision and mission. With a relatively large workforce which spread across Indonesia, BCA recognizes the need to devise a proper internal communications strategy aimed at creating a harmonious relationship with all employees.

The following are BCA's internal media communication:

a. InfoBCA Magazine

InfoBCA magazine is an internal monthly magazine that serves as media for education, socialization, entertainment and a tool to share knowledge and experiences, activities within BCA for all employees. InfoBCA magazine contains BCA's information, banking products, banking services, networking, internal programs, awards, technologies, management, and other useful information for employees. InfoBCA magazine is published in two versions, namely the printed version (can also be downloaded via the MyBCA internal portal and scanned the QR code) and the e-magazine version (which can be downloaded via the MyBCA internal portal and Highlight BCA's Instagram "Semua Beres").

b. MyBCA

MyBCA is an internet-based internal communication system. The internet network can only be accessed by internal parties using facilities provided by BCA. MyBCA is managed by the Information Technology Group, in accordance with public relations aspects and other work units in the head office. It serves as a tool to convey BCA information, business unit programs, socialization of banking products, services, learning, and various other important information. MyBCA has been developed for its online employment information and administration services, including healthcare fees, leave request, overtime, business trips, employee data, compensation, appraisals and others.

c. Plasma TV

Plasma TV is an internal media communication installed in strategic places within the building or other premises in BCA offices. This audio visual media contains information regarding BCA, its banking products and services, work unit activities, and other important information.

d. E-mail

BCA adopts an e-mailing system for its internal media communication. Another internal communication built through the e-mail system includes a management communication forum.

e. Microsoft Lync

Through the Microsoft Lync facility, BCA's employees can send data or information via PC (personal computer) and communicate with each other, it is similar to chatting features on modern gadgets. The Microsoft Lync facility is very useful for urgent matters, because the incoming messages directly appear on the screen along with the incoming message alert. Other than that, the facility can also be used to transmit large files and data.

f. Internal Events

Internal communication is also built through various internal events, which are carried out physically/face-to-face or virtually, such as:

- a. BCA anniversary celebrations;
- b. National work meeting;
- c. Bakorseni; and
- d. Sessions of knowledge sharing i.e. COP (Community of Practice) activities, BCA Open Source, etc.

g. Corporate Identity Manual

An internal guide or a set of standards for BCA, especially in the use of the corporate logo, how the logo is used in different forms, and other corporate materials.

h. Facebook Semua Beres and Instagram Semua Beres

BCA uses Facebook and Instagram as a means of internal communication under the Semua Beres Facebook and (@bcasemuaberes) Instagram accounts. Subscribed employees are connected to one another and can share information and experiences.

i. Halo SDM

A call center facility for employees which serves as a communication bridge for all information about provisions enacted on human resources. The facility provides an opportunity for every employee to know better, understand and comply with BCA's internal rules.

CODE OF ETHICS

BCA always enforce positive values within all BCA personnel. In this regard, BCA already has and implements the BCA Code of Ethics which regulates ethical standards, values, and principles that must be applied by BCA personnel as an elaboration of BCA's culture in implementing Good Corporate Governance and achieving the vision and mission that has been set.

The BCA Code of Ethics has been prepared as a reference for BCA personnel in acting and making decisions in order to carry out their daily duties and responsibilities in a professional manner. The BCA Code of Ethics serves as guidance for what is expected from BCA personnel in their relationships with customers, shareholders, suppliers/partners, the government, and the communities in which the Company operates. The main principles of BCA Code of Ethics are:

1. Professional.
2. Integrity.
3. Excellent team.
4. Excellent service.
5. Social care.

1. Core of BCA's Code of Ethics

The core of the BCA's Code of Ethics comprises:

1. Comply and adhere to the prevailing laws and regulations;
2. Maintain the reputation of the bank and safeguard the bank's assets.
3. Maintain the confidentiality of customer and bank data.
4. Ensure that personal interests do not conflict with the interests of the bank or customers.
5. Accurately record all transactions in accordance with applicable policies.
6. Maintain and foster a harmonious working environment and fair competition
7. To not abuse position and authority for personal or family interests
8. To not commit any misconduct that may be harmful to the professional image and reputation of the company in general
9. To avoid any forms of gambling or speculation.
10. Constantly improve the knowledge and insight by keeping abreast of developments in the banking industry in particular and the business in general.

2. Enforcement of the Code of Ethics

The BCA Code of Ethics provides a framework of values and ethical standards that must be met and this is the personal responsibility of every BCA personnel. The BCA Code of Ethics applies to all levels of the organization, including members of the Board of Directors, members of the Board of Commissioners, and all BCA employees.

3. Code of Ethics Related to Anti-Corruption

BCA has issued Board of Directors Decision No. 269/SK/DIR/2021 dated 31 December 2021 concerning Anti-Corruption and Gratification Control Policy as a means to prevent corrupt practices and to control gratification in BCA's environment. BCA complies with anti-corruption regulations where BCA ensures that its business activities are carried out with prudence and in accordance with the principles of Good Corporate Governance. BCA's personnel commit to create an anti-corruption culture in all aspects of work.

The anti-corruption policies contained in the BCA Code of Ethics include:

1. Ensuring that personal interests do not conflict with the interests of BCA or customers.
2. Not abusing the position and authority for personal or family interests.
3. Not committing any misconduct that may be harmful to the professional image and the reputation of the company in general.

4. Code of Conduct Related to Vendors

In performing their duties, BCA employees often work with vendors. Therefore, in relation to the implementation of the anti-corruption culture, each of BCA's employees has to observe the Code of Ethics related to vendors, including:

1. In carrying out their duties, all BCA employees must maintain the reputation of BCA, including but not limited to:
 - a. Maintaining the self-appearance and behaving with good ethics and manners (through the actions and words).
 - b. Not compromising excessively during vendor pre-qualifications and vendor bill verification.
 - c. Avoiding any meetings that will influence decisions related to the employees' duties and responsibilities.
2. Avoiding any situations when vendors' behavior might leads to personal gain and/or cause losses for BCA
3. Maintaining the confidentiality of BCA and vendor data obtained while performing duties and not using them for personal gain.
4. Proactively providing information to the Management or the authorities if there is any family relationship or affiliation with vendors that may potentially influence objectivity in carrying out tasks.

5. Not taking any profit from vendor's mistakes
6. Not asking for nor receiving any form of money/gift/parcel/services and not binding themselves to debt transactions.
7. Oblige to return all forms of money/gift/parcel/services in line with prevailing regulations and can prove such returns with a letter signed by the work unit head and a receipt for the return of goods.

5. Socialization

BCA strives to ensure that the BCA Code of Ethics is communicated and socialized to all BCA's personnel. The mediums used to disseminate the BCA Code of Ethics are as follows:

1. The BCA Code of Ethics is made in the form of a Pocket Book and has been distributed to all BCA employees.
2. The BCA Code of Ethics is presented in the form of e-learning that can be accessed by every BCA employees, including first jobbers and pro-hire employees who have just joined BCA.
3. The BCA Code of Ethics has been published on the BCA internal portal (MyBCA) and the BCA website under Corporate Governance section.
4. The BCA Code of Ethics has been socialized through sharing sessions or COP (Community of Practice) in each Division/Work Unit at BCA, among others, is related to the provisions of BCA's confidential information, position confidentiality, fraud, and so on.
5. The BCA Code of Ethics is disseminated through internal digital publications that can be seen by all BCA employees at the Head Office, Regional Offices, internal displays at Branch Offices, and uploaded to internal social media account, @bcasemuaberes instagram account.

6. Enforcement and Sanctions for Violation of the Code of Ethics

1. The BCA Code of Ethics is binding and must be understood and implemented firmly by all BCA's personnel in order to support the implementation of the principles of Good Corporate Governance
2. All BCA's personnel, including members of the Board of Commissioners and members of the Board of Directors, declare their understanding and compliance with the BCA Code of Ethics in the form of signing an integrity pact which is signed annually.
3. Violations of the BCA Code of Ethics can be reported through the whistleblowing system in accordance with the BCA Whistleblowing System policy which is regulated in the Decree of the Board of Directors No. 146/SK/DIR/2017 dated November 1, 2017.
4. If there is a violation or non-compliance with the BCA Code of Ethics, the violator may be subject to sanctions according to the level of the violation. The sanctions referred to the Collective Labor Agreement include, among others:
 - Main sanctions in the form of verbal warnings, warning letters, demotion, or termination of employment.
 - Additional sanctions in the form of job transfer (rotation), postponement of promotion, postponement of wage/salary increases, and revocation of facilities attached to the violator position, release of position, or other sanctions in accordance with applicable legal provisions.

BCA's actions in responding to violations will be adjusted to the type and severity of the violation and based on comprehensive evaluation of the individual who committed the violation.

7. Cases of Violation of the BCA Code of Ethics in 2021

During 2021, there were 135 (one hundred and thirty-five) cases of violations of the BCA Code of Ethics, the following are the recapitulation of BCA Code of Ethics cases:

Number of Settlement of Cases of Violation of the BCA Code of Ethics in 2021

Year	Type of Sanction	Number	Status of Resolution
2021	Warning Letter I	99	All cases resolved in 2021
	Warning Letter II	30	
	Warning Letter III	6	

CORPORATE CULTURE

BCA believes that culture has an important role in determining the success of BCA in carrying out business activities. Currently, BCA has established a culture that includes:

- Vision and Mission to provide the foundation, direction, and guidance for all BCA personnel in conducting BCA's business activities. The vision and Mission of BCA were evaluated by management in 2014 and are currently still in accordance with the current BCA's strategic direction. A description of BCA's Vision and Mission are listed in the Company Profile Chapter.
- Values to provide moral guidance for all BCA personnel in carrying out its Mission and achieving the Vision of BCA.

1. BCA Values

1. Customer Focus

Paying attention to, understanding, and providing services to meet customers' specific expectations and/or needs.

2. Integrity

Persistence in upholding honesty, openness, and consistency in carrying out roles/duties in situations and conditions to build customer trust.

3. Teamwork

Interaction, synergy, and collaboration are based on self and other understanding of the goals of oneself and others to achieve organizational goals.

4. Continuous Pursuit of Excellence

Continuous efforts to achieve the best in order to provide added value to customers.

2. Socialization of Vision, Mission, and Values

The Vision, Mission, and Values socialization program is carried out in the following ways:

1. Conducting socialization involving all work units and all BCA employees in events/activities such as:
 - a. Community of Practice (COP), team sharing sessions, or weekly briefings.
 - b. Coordination meetings or quality meetings in all BCA regional offices.
2. Utilizing various media and corporate communication channel, such as:
 - a. Video on BCA's internal portal.
 - b. E-learning.
 - c. Info BCA Magazine (internal social media official account of BCA).
 - d. Screen saver and mousepad.
 - e. Internal training.

- f. Internal culture video clip.
- g. BCA Handbook.
- h. Comic book.
- i. Games.
- j. Other media.

3. Through internal training/capacities development programs such as management development programs or manager development programs, special forums such as the account officer forum, and special groups such as the project management office.

3. Introduction of Corporate Culture for New Employees

For all new employees at BCA, the introduction of Corporate Culture is provided through an induction program which includes an introduction to BCA's Vision, Mission, and Values. Games are effective to introduce BCA's Vision, Mission, and Values to new employees, who are categorized as Y and Z Generations.

4. Introduction of Corporate Culture for New Members of the Board of Commissioners and/or Directors

For new members of the Board of Commissioners and/or Board of Directors, the introduction of Corporate Culture is provided through an orientation program for members of the Board of Commissioners and Board of Directors. Orientation methods are:

- Presentation by the Head Office Work Unit (UKKP).
- Visits to various BCA activity locations.
- Meetings and discussions with other members of the Board of Commissioners and Directors to discuss various BCA issues or other required information.
- Study various BCA information electronically available (online base).

SHARES AND/OR BONDS BUYBACK

Buyback of shares or bonds is a means to reduce the number of shares or bonds that have been issued by BCA by repurchasing the shares or bonds, and its payment procedure is carried out in accordance with prevailing regulations. BCA did not conduct any buyback of shares or bonds during 2021.

OTHER CORPORATE ACTIONS

In 2021, BCA conducted other corporate actions with the following details:

PT Bank Central Asia Tbk's Stock Split

In 2021, BCA conducted stock split to increase liquidity of BCA stock on the Indonesia Stock Exchange, and BCA's stock price becomes more affordable for retail investors including young investors, which are expected to increase BCA's shareholders. Stock split plan has been approved at the EGMS 2021 and has been published with the following detail:

Date	Disclosure of Information/Publication	Description																					
July 30, 2021	<ul style="list-style-type: none"> • BCA Website • IDX Website 	Information disclosure regarding stock split plan on the BCA website (https://www.bca.co.id/) in the "Investor News" section.																					
August 16, 2021	<ul style="list-style-type: none"> • Bisnis Indonesia • The Jakarta Post • BCA Website • IDX Website • KSEI Website 	Announcement of EGMS 2021 on the BCA website (https://www.bca.co.id/) in the "Corporate Actions" section																					
September 1, 2021	<ul style="list-style-type: none"> • Bisnis Indonesia • The Jakarta Post • BCA Website • IDX Website • KSEI Website 	Notice of EGMS 2021 on the BCA website (https://www.bca.co.id/) in the "Corporate Actions" section.																					
September 23, 2021	-	The EGMS 2021 with stock split agenda was held at Menara BCA Grand Indonesia, 19 th Floor, Jl. M.H. Thamrin No. 1, Jakarta 10310.																					
September 24, 2021	BCA Website	Announcement of summary of minutes of EGMS 2021 on the BCA website (https://www.bca.co.id/) in the "Corporate Actions" section, with agenda of stock split approval as follows:																					
September 27, 2021	<ul style="list-style-type: none"> • The Jakarta Post • Bisnis Indonesia • IDX Website • KSEI Website 	<ul style="list-style-type: none"> • Approving stock split, in which 1 (one) share of the Company currently with a nominal value of Rp62.50 (sixty-two rupiah and fifty cents) is divided into 5 (five) shares each with a nominal value of Rp12.50 (twelve rupiah and fifty cents). • Approving the amendment of the BCA's Articles of Association. • Granting power and authority to the Board of Directors of BCA to carry out the BCA's stock split. 																					
October 7, 2021	<ul style="list-style-type: none"> • BCA Website • IDX Website • KSEI Website 	<p>BCA announced the schedule and procedure for stock split, as follows:</p> <table> <tr> <th>No.</th><th>Activity</th><th>Date</th></tr> <tr> <td>1.</td><td>Announcement of the stock split schedule on the Indonesia Stock Exchange's website and the Company's website</td><td>October 7, 2021</td></tr> <tr> <td>2.</td><td>End of trading of shares with the old nominal value in Regular Markets and Negotiated Markets</td><td>October 12, 2021</td></tr> <tr> <td>3.</td><td>Start of trading of shares with the new nominal value in Regular Markets and Negotiated Markets</td><td>October 13, 2021</td></tr> <tr> <td>4.</td><td>Record date to determine the Shareholders' eligibility for the result of the Stock Split</td><td>October 14, 2021</td></tr> <tr> <td>5.</td><td>Shares with the new nominal value after the Stock Split are distributed by PT Kustodian Sentral Efek Indonesia ("KSEI") to the Shareholders</td><td>October 15, 2021</td></tr> <tr> <td>6.</td><td>Start of trading of shares with the new nominal value in Cash Markets</td><td>October 15, 2021</td></tr> </table>	No.	Activity	Date	1.	Announcement of the stock split schedule on the Indonesia Stock Exchange's website and the Company's website	October 7, 2021	2.	End of trading of shares with the old nominal value in Regular Markets and Negotiated Markets	October 12, 2021	3.	Start of trading of shares with the new nominal value in Regular Markets and Negotiated Markets	October 13, 2021	4.	Record date to determine the Shareholders' eligibility for the result of the Stock Split	October 14, 2021	5.	Shares with the new nominal value after the Stock Split are distributed by PT Kustodian Sentral Efek Indonesia ("KSEI") to the Shareholders	October 15, 2021	6.	Start of trading of shares with the new nominal value in Cash Markets	October 15, 2021
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October 15, 2021	<ul style="list-style-type: none"> • BCA Website • IDX Website 	<p>BCA announced the results of stock split on the BCA website (https://www.bca.co.id/) in the "Corporate Actions" section, as follows:</p> <ul style="list-style-type: none"> • Date of event: October 13, 2021 • Stock Split was conducted with a ratio of 1:5, i.e., every 1 (one) share which previously had a nominal value of Rp62.50 (sixty-two rupiah and fifty cents) is divided into 5 (five) shares, each with a nominal value of Rp12.50 (twelve rupiah and fifty cents). • The number of shares outstanding before the stock split is 24,655,010,000 shares, and after the stock split is 123,275,050,000 shares. 																					

PROVISION OF FUNDS TO RELATED PARTY AND LARGE EXPOSURE

Disclosure regarding provision of funds to related parties (individuals or groups, including the Board of Directors, the Board of Commissioners, Executive Officers of the Bank, and other related parties) and provision of large exposure refers to OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Good Corporate Governance for Commercial Banks under the Transparency of Governance Implementation section.

1. Policy on Provision of Funds to Related Parties

Provision of funds to related parties and to debtors in large exposure is always carried out with due regard to the prudence principle, through a review process and mechanism in accordance with BCA policies and fulfilling the OJK provisions and prevailing laws and regulations, among others regarding to the Legal Lending Limit (LLL).

2. Policy on Provision of Large Exposure

Provision of large exposure is a nominal provision of funds to 1 (one) borrower or 1 (one) group of borrowers other than Related Parties in the amount of 10% or above of the Bank's core capital (Tier 1). The provision of large exposure must be analyzed for its feasibility at least the same or more prudent than the provision of funds to general debtors. The terms and conditions for providing large funds are in accordance with the applicable credit terms and procedures at BCA.

3. Lending Policy to the Board of Directors and the Board of Commissioners

BCA has policies related to loans for the Board of Directors and the Board of Commissioners, which are regulated in:

- Productive Credit and Consumer Credit Guidelines;
- Policy regarding Credit Approval Mechanism to Related Parties; and
- The Basic Bank Lending Policy (KDPB) of PT BCA Tbk issued on October 23, 2020 (hereinafter referred to as "The Lending Policy of Board of Directors and Board of Commissioners")

The lending policy of the Board of Directors and Board of Commissioners regulates that the credit loans to the Board of Directors and the Board of Commissioners are granted on the basis of the fairness principle or arm's length basis and at market interest rates.

4. Implementation of Provision of Funds to Related Parties in 2021

During 2021, BCA has implemented policy of provision of funds to related parties, large exposure, and lending to the Board of Directors and the Board of Commissioners in accordance with applicable regulations, which must comply with the following conditions:

- Provision of funds to related parties and the plan for granting credit to certain large debtors must be decided by the credit severing officer and obtain approval from the Board of Commissioners of BCA.
- Provision of funds to related parties shall not conflict with the general lending regulations and procedures and must generate reasonable profits for BCA.
- The credit terms to related parties policy, particularly in regard to credit interest rates and the form or type of loan shall still comply with general credit regulation at BCA.

Provision of funds to related parties and main individual debtors and group debtors (Large Exposure) at BCA during 2021:

Fund Provisioned	Total	
	Debtors/Group	Nominal
To Related Parties	561	Rp10,822,168,820,108.00
To Main Debtors:		
• Individual	50	Rp171,825,303,854,609.00
• Group	30	Rp233,358,030,438,834.00

Information containing transaction details of provision of funds to related parties can be viewed in the Annual Financial Report Section 49 on Page 712-719 of this Annual Report.

STRATEGIC PLAN

The Board of Commissioners and Board of Directors continuously build active communication to align their views with the business strategy of BCA in the banking sector. The Board of Commissioners is responsible for supervising, monitoring and evaluating the implementation of strategic policies of BCA and providing advice to the Board of Directors in accordance with the aims and objectives of BCA's Article of Association. The Board of Directors is responsible for the process of development, implementation, including review BCA strategy, as well as its implementation in accordance with internal policies and regulatory provisions.

Throughout 2021, the Board of Commissioners and Board of Directors have reviewed, monitored, and supervised the implementation of company's strategy through Join Meeting of Board of Directors and Board of Commissioners regarding the Strategic Plan and related work unit.

Detailed information regarding the exposure of BCA's Strategic Plan is stated on page 301 Strategic Priorities & Projection 2022 of this Annual Report.

TRANSPARENCY OF BCA FINANCIAL AND NON-FINANCIAL CONDITIONS THAT HAVE NOT BEEN DISCLOSED IN OTHER REPORTS

BCA has policies and procedures regarding procedures for implementing transparency of financial and non-financial conditions, including referring to:

- a. OJK Regulation No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports.
- b. OJK Regulation No. 29/POJK.04/2016 concerning the Annual Report of Issuers or Public Companies.
- c. OJK Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of the Annual Report of Issuers or Public Companies.

Information on BCA's financial and non-financial conditions has been stated clearly and transparently in several reports, both through print media and on the BCA website, including the following:

1. Transparency of Financial Condition

BCA has prepared and presented reports related to the transparency of financial conditions with the procedures, types, and scopes as stipulated in the prevailing OJK Regulation provisions and submitted monthly, quarterly, and annually according to the type of report.

1. Annual Report

- a. BCA has prepared and submitted an Annual Report to the Financial Services Authority (OJK), shareholders, and other institutions that are required or deemed necessary to obtain it. Annual Report contains information, among others:
 - 1) Highlights of important financial data including shares overview, Board of Commissioners report, Board of Director's report, company profile, management analysis and discussion on business and financial performance, corporate governance, corporate social responsibility, and sustainable finance.
 - 2) Annual Financial Report that has been audited by a Public Accountant and a Public Accounting Firm registered with OJK, which is prepared for 1 (one) financial year and presented with a comparison of the previous 1 (one) financial year, as well as the beginning of the previous comparative year.
 - 3) Statement of responsibility of the Board of Commissioners and Board of Directors for the accuracy of the contents of the Annual Report. The statement is stated in a statement sheet which is signed by all members of the Board of Commissioners and members of Board of Directors.
- b. The Annual Report has been published on the BCA website - www.bca.co.id.
- c. Audited Annual Financial Statements has been posted on the BCA website - www.bca.co.id and published in the Indonesian language newspapers with wide circulation in Indonesia.

2. Quarterly Publication Report

- a. BCA has announced Quarterly Published Reports on newspapers (1st Semester and 2nd Semester) and BCA website - www.bca.co.id, including reporting Quarterly Published Financial Reports to OJK or stakeholders in accordance with the prevailing OJK Regulation.
- b. Announcement of Quarterly Published Reports on BCA website in the form of Quarterly Published Financial Reports and other reports maintained for at least the last 5 (five) financial years.

- c. Although it is not required, announcement of Quarterly Published Financial Statements in the form of Consolidated Financial Statements of BCA and Subsidiaries are published in 2 (two) newspapers (Semester 1 and Semester 2) and Financial Statements of BCA Parent Entity is carried out in 1 (one) newspaper in the form of financial performance infographics. The newspapers used are daily printed newspapers in the Indonesian language which have wide circulation at the domicile of BCA head office. The Published Quarterly Financial Report is signed by the President Director and 1 (one) member of the Board of Directors of BCA.

3. Monthly Publication Report

- a. BCA has announced the Monthly Published Report on BCA website - www.bca.co.id, including reporting the Monthly Published Report to OJK following the prevailing OJK Regulation.
- b. Announcement of Monthly Published Reports on BCA website in the form of Monthly Published Financial Reports maintained for at least the last 5 (five) financial years.

2. Transparency of Non-Financial Conditions

BCA has prepared and presented reports related to the transparency of non-financial conditions with the procedures, types, and scopes as stipulated in the prevailing OJK Regulation provisions as well as providing and publishing other information related to non-financial conditions, among others the following:

1. Published transparently non-financial conditions to stakeholders, including Periodic LLL Reports to the OJK, corporate governance information through the BCA Governance Implementation Report and published on the BCA website, as well as information on other non-financial conditions which are also transparent in the Analyst Meetings, Press Conferences, Public Expose, and Non-Deal Road Shows, and the BCA website following prevailing regulations.
2. Disclosed the transparency of the Ownership Structure in Annual Report and BCA website.
3. Disclosed important and relevant information or facts regarding events, occurrences, or facts that may affect the price of Securities on the Stock Exchange and/or the decisions of investors, potential investors, or other parties with an interest in such information or facts. BCA continuously submits reports of material information or facts through the BCA website and the Indonesia Stock Exchange.
4. BCA has published clear, accurate, and up-to-date information regarding BCA products and/or services in accordance with the provisions of the Financial Services Authority regarding Bank Product Information and Use of Customer Personal Data. This information can be obtained easily by customers, among others through leaflets, brochures, or other written forms at any BCA's branch offices in easily accessible locations, and/or in the form of electronically information provided through hotline service/call center, BCA website, and company's official social account.
5. BCA provides and informs procedures for customer complaints and dispute resolutions for customers in accordance with the provisions of the Financial Services Authority which regulates Customer Complaints and Banking Mediation, among others through BCA website - www.bca.co.id. In addition, mediation in resolving BCA customer complaints is carried out through complaints facilities, including through BCA's Branch Offices or Halo BCA at 1500888 or e-mail halobca@bca.co.id.
6. Prepare complete, accurate, and timely internal reporting which is supported by an adequate management information system. BCA has a reliable BCA management information system and is supported by competent human resources and an adequate IT security system which capable in providing complete, accurate, and timely information to the Board of Directors to be used in supporting BCA's business decision-making processes.
7. Other information that aims to support information disclosure, financial education, and services to the public.

PROVISION OF FUNDS FOR SOCIAL ACTIVITIES

BCA actively contributes towards the improvement of community welfare and environmental conditions through an activity program namely "Bakti BCA" as a form of Corporate Social Responsibility.

Bakti BCA activity program is focused on 3 (three) main pillars, namely:

- BCA Smart Solutions
- BCA Synergy Solutions
- BCA's Superior Business Solutions

In addition to these programs, BCA also participates in giving making donations to social institutions. Full details in regards to BCA's social activities and total funding for social activities carried out by BCA throughout 2021 are listed in 2021 BCA Sustainability Report, as a separate book from this Annual Report, and can be viewed on BCA website at the link <https://www.bca.co.id/en/tentang-bca/hubungan-investor/laporan-presentasi/laporan-keberlanjutan>.

PROVISION OF FUNDS FOR POLITICAL ACTIVITIES

BCA did not provide funds for political activities throughout 2021 and previous years.

IMPLEMENTATION OF INTEGRATED GOVERNANCE

In accordance with OJK Regulation No. 18/POJK.03/2014 dated November 18, 2014 and OJK Circular Letter No. 15/SEOJK.03/2015 dated May 25, 2015 concerning Implementation of Integrated Governance for Financial Conglomerate, BCA as a Main Entity and Subsidiary and/or Affiliated Company, including its subsidiaries in the Financial Conglomerate, has implemented Integrated Good Corporate Governance comprehensively and effectively. As a main entity, BCA has established integrated governance, formed the Integrated Governance Committee, and included Integrated Compliance Work Unit, Integrated of Internal Audit Unit, and Integrated Risk Management Work Unit to BCA's governance structure. In addition, based on OJK

Regulation No. 45/POJK.03/2020 dated October 14, 2020 concerning Financial Conglomerate, BCA has established and submitted Corporate Charter to OJK based on Letter No. 1118/DIR/2020 dated December 22, 2020, concerning Submission of documents Corporate Charter PT Bank Central Asia Tbk.

BCA as a main entity has prepared an annual report on integrated governance for the year 2021 and communicated it to OJK. The Annual report on implementation of integrated governance is prepared in accordance with OJK Circular Letter No. 15/SEOJK.03/2015 on the Implementation of Integrated Governance and contains coverage of the Report on the Implementation of Good Corporate Governance (GCG) as set forth in the applicable regulations for commercial banks.

1. Self-assessment on the Implementation of Integrated Governance Report

Self assessment on the Implementation of Integrated Governance report for 1 (one) fiscal year.

In accordance with the provisions of OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Governance for Financial Conglomerates Article 44 and 45 in Chapter VIII and OJK Circular Letter No. 15/SEOJK.03/2015 concerning Implementation of Integrated Governance for Financial Conglomerates, BCA as the Main Entity, is required to prepare the assessment report on the integrated governance implementation periodically, which will be submitted to OJK.

Assessment of the implementation of Integrated Governance is conducted every semester (twice a year). Throughout 2021, BCA as the Main Entity conducted the assessment on the Integrated Governance implementation in the first semester and second semester. The assessment covers three integrated governance aspects: Structure, Process, and Results of Integrated Governance.

The assessment on Implementation of Integrated Governance covers at least 7 (seven) factors, as follows:

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

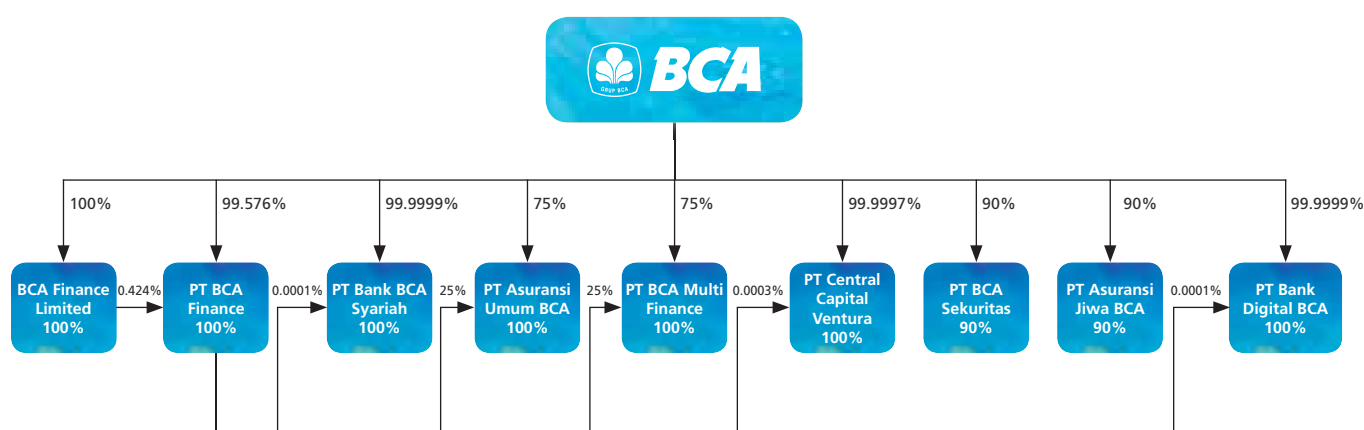
Results of the assessment on the Integrated Governance Implementation in the first and second semester were given "Rank 1" ("Very Good").

Result of Self-Assessment Implementation of Integrated Governance

	Rank	Definition of Rank
1 st Semester	1	The Financial Conglomerate has implemented Integrated Governance that is generally very good. This is reflected in the adequate fulfillment of the implementation of Integrated Governance principles. In the event of weaknesses in the implementation of Integrated Governance, the weaknesses are not significant in general and can be immediately corrected by the Main Entity and/or FSI
2 nd Semester	1	The Financial Conglomerate has implemented Integrated Governance that is generally very good. This is reflected in the adequate fulfillment of the implementation of Integrated Governance principles. In the event of weaknesses in the implementation of Integrated Governance, the weaknesses are not significant in general and can be immediately corrected by the Main Entity and/or FSI

2. Financial Conglomerate Structure of BCA

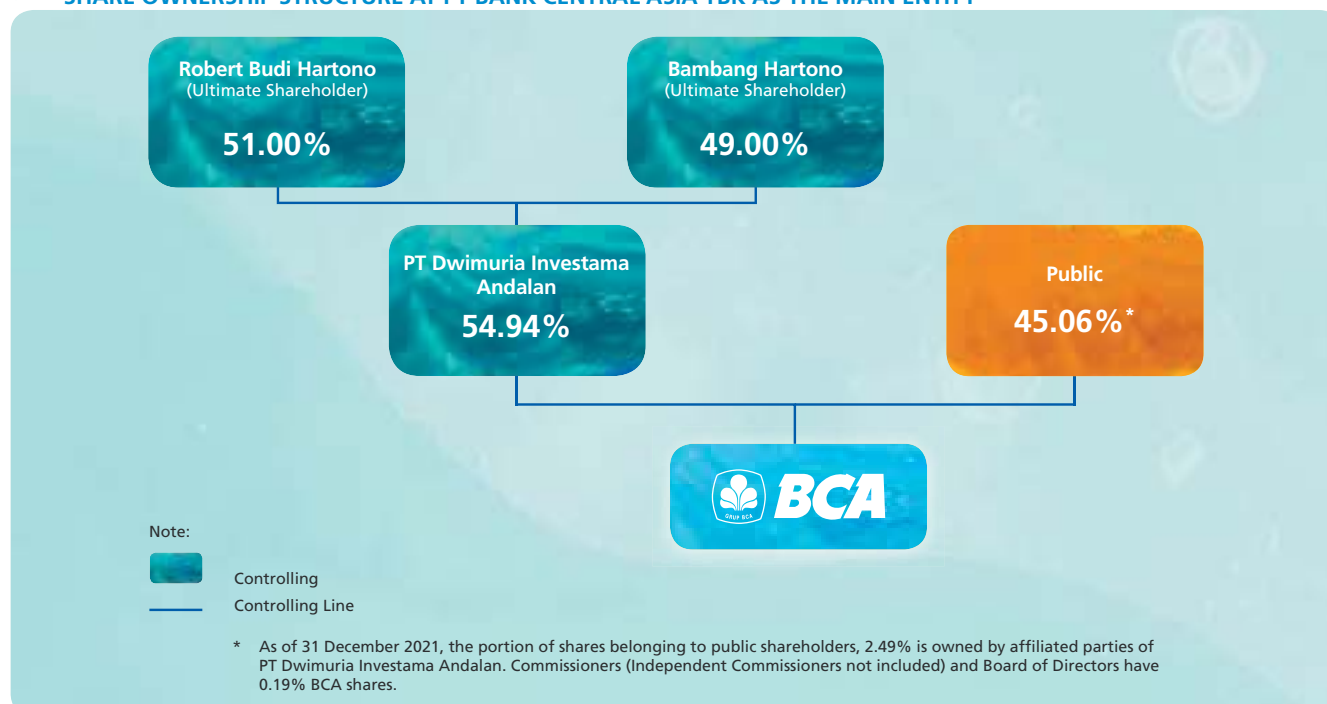
Financial conglomerate structure of BCA as of 31 December 2021 as follows:



3. Share Ownership Structure in BCA Financial Conglomerate

As of 31 December 2021, share ownership structure of PT Bank Central Asia Tbk in the Financial Conglomerate, as follows:

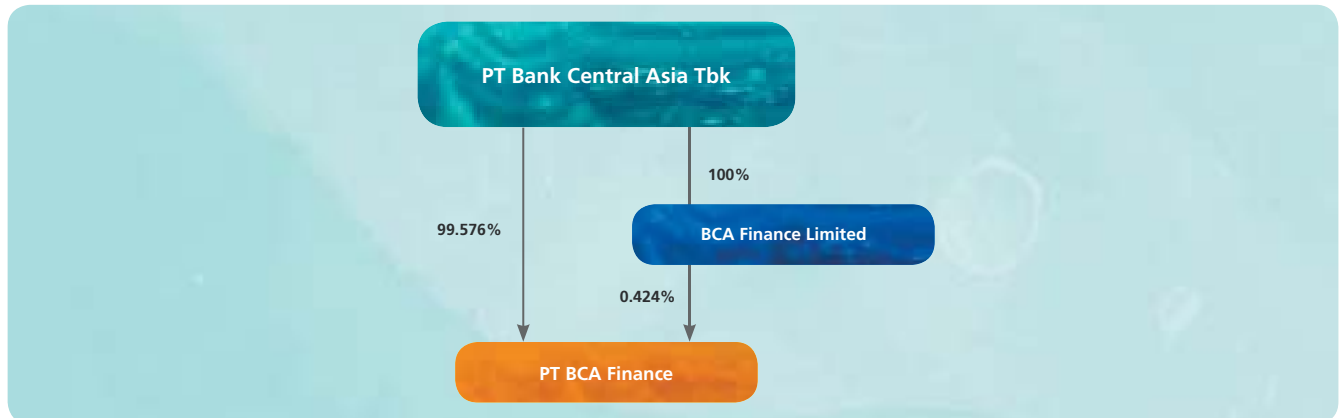
• SHARE OWNERSHIP STRUCTURE AT PT BANK CENTRAL ASIA TBK AS THE MAIN ENTITY



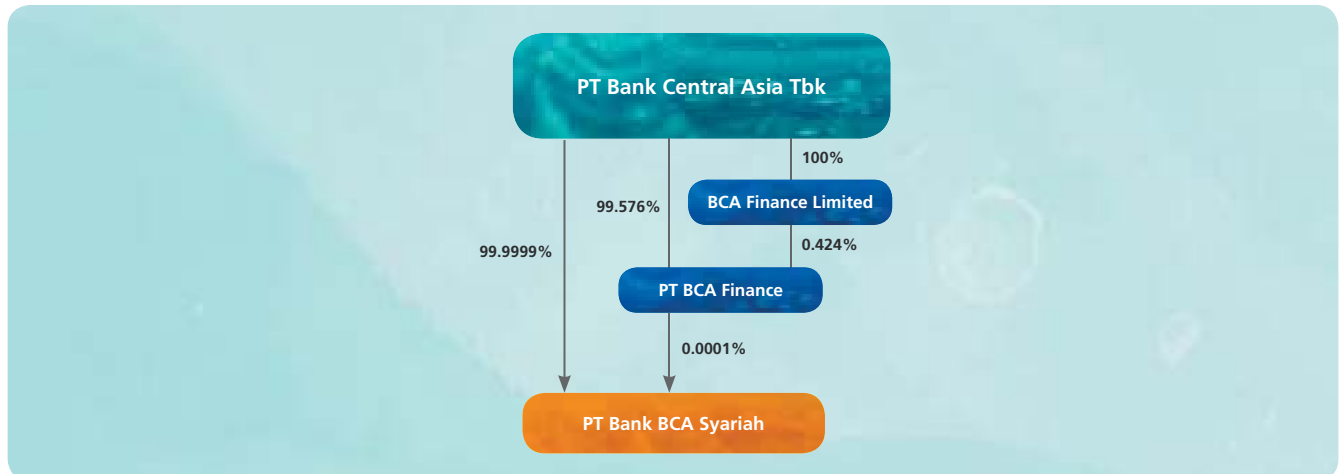
• **SHARE OWNERSHIP STRUCTURE BCA FINANCE LIMITED**



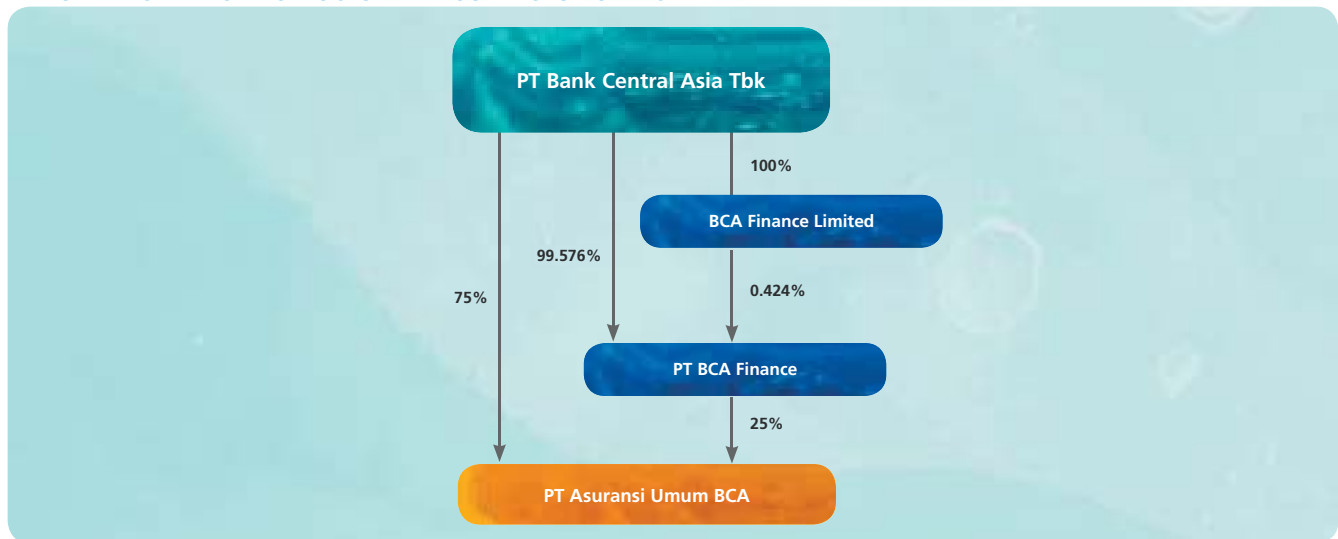
• **SHARE OWNERSHIP STRUCTURE PT BCA FINANCE**



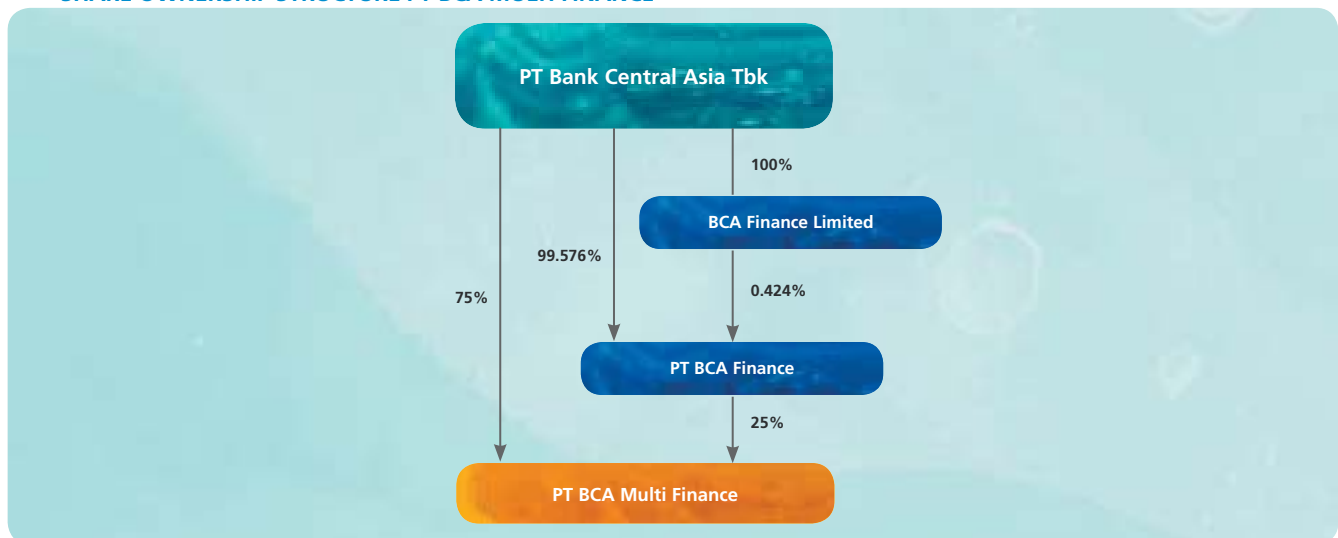
• **SHARE OWNERSHIP STRUCTURE PT BANK BCA SYARIAH**



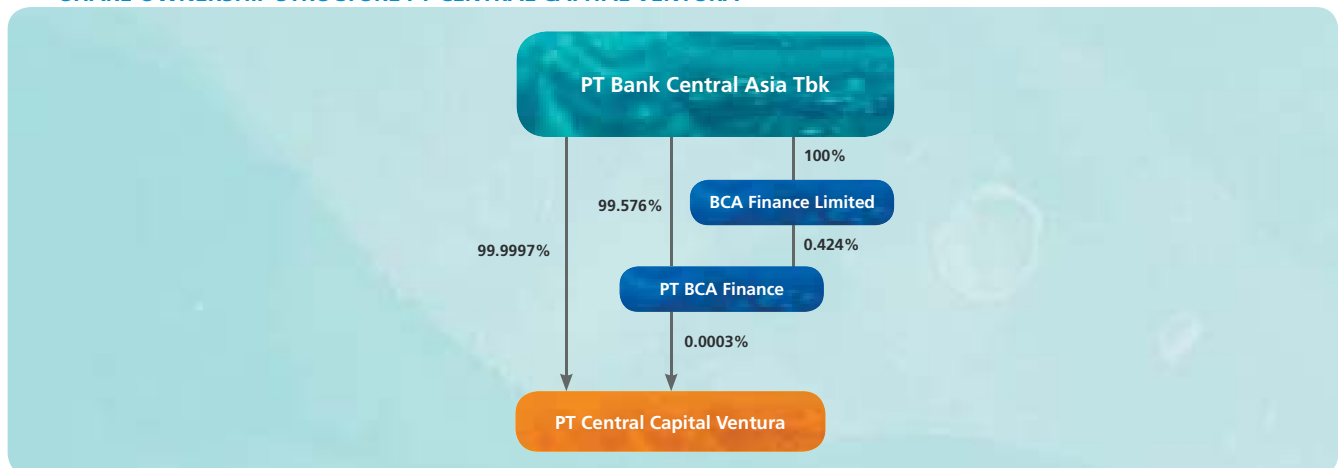
- SHARE OWNERSHIP STRUCTURE PT ASURANSI UMUM BCA



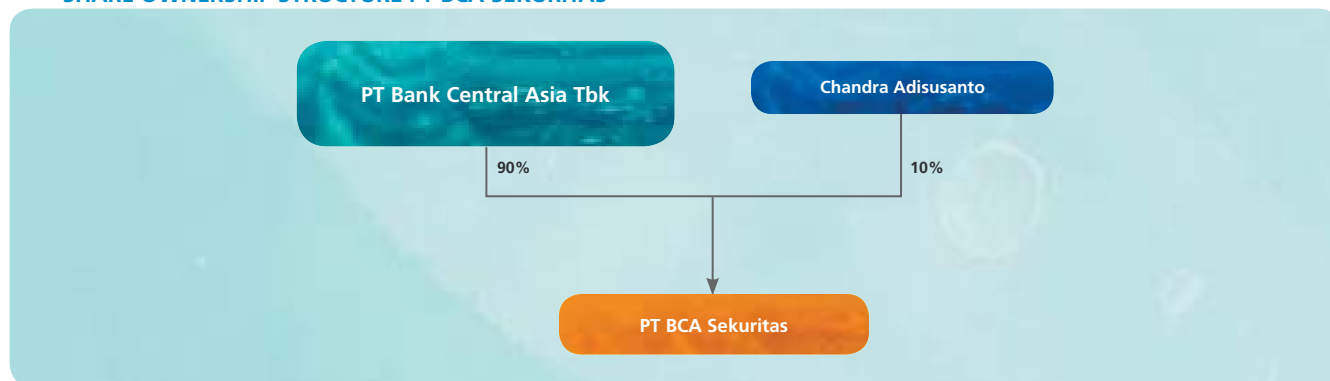
- SHARE OWNERSHIP STRUCTURE PT BCA MULTI FINANCE



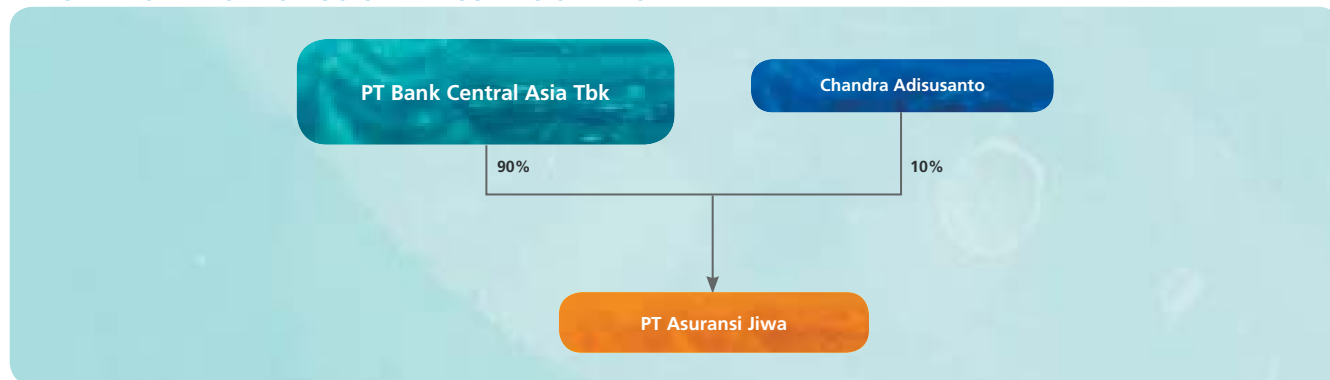
- SHARE OWNERSHIP STRUCTURE PT CENTRAL CAPITAL VENTURA



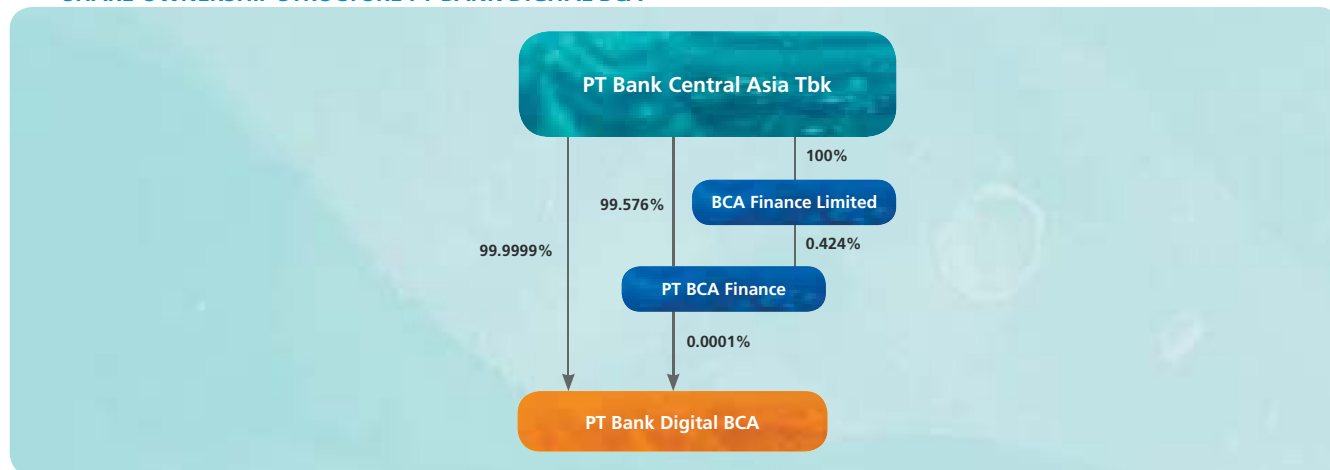
• **SHARE OWNERSHIP STRUCTURE PT BCA SEKURITAS**



• **SHARE OWNERSHIP STRUCTURE PT ASURANSI JIWA BCA**



• **SHARE OWNERSHIP STRUCTURE PT BANK DIGITAL BCA**



4. Management Structure in BCA Financial Conglomerate

MANAGEMENT STRUCTURE OF THE MAIN ENTITY

MANAGEMENT STRUCTURE AT PT BANK CENTRAL ASIA AS THE MAIN ENTITY

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Djohan Emir Setijoso
Commissioner	Tonny Kusnadi
Independent Commissioner	Cyrellus Harinowo
Independent Commissioner	Raden Pardede
Independent Commissioner	Sumantri Slamet

BOARD OF DIRECTOR

Position	Name
President Director	Jahja Setiaatmadja
Vice President Director 1	Suwigno Budiman
Vice President Director 2	Armand Wahyudi Hartono
Director	Tan Ho Hien/Subur atau Subur Tan
Director	Henry Koenaiifi*
Director	Erwan Yuris Ang*
Director	Rudy Susanto
Director	Lianawaty Suwono
Director	Santoso
Director	Vera Eve Lim
Director	Gregory Hendra Lembong
Director of Compliance	Haryanto T. Budiman
Director	Frengky Chandra Kusuma**
Director	John Kosasih***

Note:

* Mr. Henry Koenaiifi and Mr. Erwan Yuris Ang finished serving at the AGMS on March 29, 2021

** Mr. Frengky Chandra Kusuma served as Director based on OJK Letter No. 39/KDK.03/2021 dated April 26, 2021.

*** Mr. John Kosasih serves as Director based on OJK Letter No. 40/KDK.03/2021 dated April 26, 2021.

Duties and Responsibilities of Main Entity's Board of Commissioners and Board of Directors

1. Duties and responsibilities of Main Entity's Board of Commissioners
 - a. Monitoring the implementation of Integrated Governance.
 - b. In the efforts to monitor the implementation of Integrated Governance as mentioned above, at least:
 - 1) Monitor the implementation of governance in each Subsidiary for conformity with the Integrated Governance Guidelines;
 - 2) Monitor the implementation of duties and responsibilities of the Board of Directors of the Main Entity, as well as providing directives or advice to the Board of Directors of the Main Entity over the implementation of Integrated Governance Guidelines; and
 - 3) Evaluate the Integrated Governance Guidelines and provide directives for improvement.
 - c. Hold a meeting at least once every semester. The meeting can be held through video conference.
 - d. Outlining the meeting resolutions in well documented minutes of the meeting, as well as clearly stating the dissenting opinions occurring in the meeting, complete with the reason for the dissenting opinion.
 - e. Establish the Integrated Governance Committee.
2. Duties and Responsibilities of Main Entity's Board of Directors
 - a. Ensure the implementation of integrated governance in the Financial Conglomerate.
 - b. In the efforts to ensure the implementation of Integrated Governance as mentioned above, at least:
 - 1) Formulating integrated governance guidelines;
 - 2) Direct, monitor, and evaluate the implementation of the Integrated Governance Guidelines; and
 - 3) Follow-up the directives or advice from the Board of Commissioners of the Main Entity in the effort to improve the Integrated Governance Guidelines
 - c. Ensure that audit findings and recommendations from the integrated internal audit unit, external auditors, results of OJK's monitoring and/or monitoring results of other authorities have been followed-up by the Subsidiary.

MANAGEMENT STRUCTURE OF FSI IN THE FINANCIAL CONGLOMERATE

MANAGEMENT STRUCTURE BCA FINANCE LIMITED

DIRECTOR

Position	Name
Director	Andy Kwok Sau Lai
Director	Fanny Surjadi
Director	Irianto Sutanto

MANAGEMENT STRUCTURE PT BCA FINANCE

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Jacobus Sindu Adisuwono*
President Commissioner	Henry Koenafi**
Commissioner	David Hamdan
Independent Commissioner	Sulistiyowati

Notes:

* served until August 2, 2021

** served since August 2, 2021

DIRECTOR

Position	Name
President Director	Roni Haslim
Director	Petrus Santoso Karim
Director	Amirdin Halim
Compliance Director	Lim Handoyo
Director	Sugito Lie

MANAGEMENT STRUCTURE PT BANK BCA SYARIAH

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Tantri Indrawati
Independent Commissioner	Suyanto Sutjiadi*
Independent Commissioner	Joni Handrijanto
Independent Commissioner	Ratna Yanti**

Notes:

* served until February 24, 2021

** served since February 24, 2021

DIRECTOR

Position	Name
President Director	John Kosasih*
President Director	Yuli Melati Suryaningrum**
Compliance Director	Houda Muljanti
Director	Rickyadi Widjaja
Director	Pranata

Notes:

* served until May 19, 2021

** served since May 19, 2021

SHARIA SUPERVISORY BOARD

Position	Name
Chairman	Prof. DR. H. Fathurrahman Djamil, MA
Member	Sutedjo Prihatono

MANAGEMENT STRUCTURE PT ASURANSI UMUM BCA

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Petrus Santoso Karim
Commissioner	Liston Nainggolan*
Commissioner	Jacobus Sindu Adisuwono**
Independent Commissioner	Gustiono Kustianto
Independent Commissioner	Gunawan Budi Santoso

Notes:

* served until August 2, 2021

** served since August 2, 2021

DIRECTOR

Position	Name
President Director	Hariyanto
Director	Hendro Hadinoto Wenan
Director	Antonius
Director	Sri Angraini
Compliance Director	Arif Singgih Halim Wijaya

MANAGEMENT STRUCTURE PT BCA MULTI FINANCE

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Roni Haslim
Commissioner	Hermanto
Independent Commissioner	Mendari Handaya

DIRECTOR

Position	Name
President Director	Herwandi Kuswanto
Director	Senjaya Komala
Director	Adhi Purnama
Director	Liston Nainggolan
Director	Suiman Agung

MANAGEMENT STRUCTURE PT CENTRAL CAPITAL VENTURA

BOARD OF COMMISSIONER

Position	Name
Commissioner	Jan Hendra

DIRECTOR

Position	Name
President Director	Armand Widjaja
Director	Michelle Suteja

MANAGEMENT STRUCTURE PT BCA SEKURITAS

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Dharwin Yuwono
Independent Commissioner	Hendra Iskandar Lubis

DIRECTOR

Position	Name
President Director	Mardi Henko Sutanto
Director	Imelda Arismunandar

MANAGEMENT STRUCTURE PT ASURANSI JIWA BCA

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Christina Wahjuni Setyabudhi
Commissioner	Eva Agrayani Tjong*
Commissioner	Ugahary Yovvy Chandra**
Independent Commissioner	Pudjianto
Independent Commissioner	Hardjono

Notes:

* served until August 31, 2021

** served since September 22, 2021

DIRECTOR

Position	Name
President Director	Rio Cakrawala Winardi
Director	Yannes Chandra
Director	Antonius Widodo Mulyono
Compliance Director	Sukawati Lubis
Director	Eva Agrayani Tjong*

Notes:

* served since September 22, 2021

MANAGEMENT STRUCTURE PT BANK DIGITAL BCA

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Theresia Endang Ratnawati
Independent Commissioner	Ignatius Djulianto Sukardi
Independent Commissioner	Sri Indrajanti Dewi

DIRECTOR

Position	Name
President Director	Lanny Budiati
Director	Iman Sentosa
Compliance Director	Nugroho Budiman

Duties and Responsibilities of the Board of Commissioners, Board of Directors, and Sharia Supervisory Board in the BCA Financial Conglomerate

1. The Financial Services Institution (FSI) Board of Commissioners' duties and responsibilities in the BCA financial conglomerate, include:
 - a. Supervising the implementation of corporate governance implementation, duties and responsibilities of the Board of Director and reviewing the audit results from internal and external parties;
 - b. Establishing committee or appointing the parties to perform functions that support the duties and responsibilities of the Board of Commissioners, at least the audit supervision committee or function, and compliance supervision committee or function;
 - c. Organizing the Board of Commissioners meeting, which covers at least the frequency, attendance and decision making procedures;
 - d. Compose the Board of Commissioner's work rules.
2. FSI Board of Directors' duties and responsibilities in the BCA financial conglomerate, covering at least:
 - a. Implement the corporate governance principles in the subsidiaries;
 - b. Review the audit results from the internal and external;
 - c. Prepare the work rules;
 - d. Organize the Board of Directors meeting which covers at least the decision making procedures and the meeting documentation;
3. FSI Sharia Supervisory Board duties and responsibilities in the BCA financial conglomerate, covering at least:
 - a. Provide an advice and recommendation to the Board of Directors and supervise the BCA Syariah Bank activities in accordance to the Sharia Principles;
 - b. Prepare the Sharia Supervisory Board work rules.

Structure of Integrated Governance in the BCA Financial Conglomerate

Entity	Integrated Governance Committee*	Compliance Function	Internal Audit Function	Risk Management Function
PT BCA Tbk (Entitas Utama)	√	√ (Including Integrated Compliance Function)	√ (Including Integrated Internal Audit Function)	√ (Including Integrated Risk Management Function)
PT BCA Finance Limited	-	√	√	√
PT BCA Finance	-	√	√	√
PT Bank BCA Syariah	-	√	√	√
PT Asuransi Umum BCA	-	√	√	√
PT BCA Multi Finance	-	√	√	√
PT Central Capital Ventura	-	√	√	√
PT BCA Sekuritas	-	√	√	√
PT Asuransi Jiwa BCA	-	√	√	√
PT Bank Digital BCA	-	√	√	√

*) The Integrated Governance Committee is compulsory to be formed in the Main Entity which consist of the representative of the Independent Board of Commissioner and/or Sharia Supervisory Board members from each of the FSI in the BCA Financial Conglomerate.

Integrated Governance Committee

In accordance with the Board of Commissioners Decree No. 037/SK/KOM/2015 concerning the Establishment of Integrated Governance Committee dated February 26, 2015, BCA has formed the Integrated Governance Committee which consist of the BCA's Independent Board of Commissioner's representative, independent party, and all of the BCA's Independent Board of Commissioner and/or Sharia Supervisory Board representative of the subsidiaries members. The Integrated Governance Committee duty is to assist the Board of Commissioners of the main entity in supervising the implementation of Integrated Governance in the BCA Financial Conglomerate.

Throughout 2021, some adjustments were made to the Integrated Governance Committee due to:

- a. The composition changes in the Board of Commissioners of subsidiaries;
- b. The addition of FSI (subsidiaries).
- c. Addition of Subsidiary in the form of Financial Service Institutions

Further explanation regarding the IGC can be seen on page 432 in the Integrated Governance Committee section in this Annual Report.

• Integrated Compliance Work Unit

BCA as the main entity in the BCA financial conglomerate has added the integrated compliance function in the Compliance Work Unit to supervise and evaluate the implementation of compliance in each of the FSI in the BCA financial conglomerate through coordination with compliance function in each of subsidiaries.

The integrated Compliance Work Unit has the following duties and responsibilities:

- Monitor and evaluate the implementation of the compliance function of the Subsidiaries;
- Develop the required methods and processes to implement Integrated Compliance Risk Management;
- Assess and prepare the integrated compliance risk profile based on the implementation of integrated risk management;
- Prepare report on the implementation of integrated compliance duties and responsibilities and submit to the Compliance Director of the Main Entity. The Compliance Director prepares and submits the report on the implementation of duties and responsibilities of integrated compliance to the Board of Directors and Board of Commissioners of the Main Entity.

During 2021, BCA has carried out several the following activities are related to the implementation of functions integrated compliance as referred to page 478 section of the Implementation of Compliance Function Duties During 2021 in the chapter of Compliance Function of this Annual Report.

• Integrated Internal Audit Work Unit

BCA as the main entity in the BCA financial conglomerate has added the integrated internal audit function in the Internal Audit Division to monitor the implementation of the internal audit function on each of the FSI in the BCA financial conglomerate and provide recommendations to increase the added value.

The Integrated Internal Audit Work Unit has the following duties and responsibilities:

- Assess the adequacy and effectiveness of risk management internal control, and governance processes of the Subsidiaries, as well as providing improvement recommendations;
- Monitor the implementation of internal audits in the Subsidiaries;
- Monitor and evaluate the appropriateness of recommendations based on audit results of the Subsidiaries, as well as submitting the report to the Board of Directors, Board of Commissioners, and audit committee of the Main Entity;

- Submit the integrated internal audit report to the Director appointed to supervise the Subsidiaries, the Board of Commissioners of the main entity, as well as the Director in charge of the compliance function of the Main Entity;
- Provide support to Subsidiaries in developing the internal audit function.

During 2021, BCA has carried out several the following activities are related to the implementation of functions integrated internal audit as referred to pages 471 and 474 Section of the Position and Structure of the Internal Audit Division and Implementation of Internal Audit Division Activities during 2021 Chapter of the Internal Audit Division in this Annual Report.

• Integrated Risk Management Implementation

In accordance with the OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates, BCA and the subsidiaries in the BCA financial conglomerate have implemented the integrated risk management comprehensively and effectively based on the characteristics and complexity of the Financial Conglomerate's business.

In the implementation of integrated risk management, BCA as the main entity has established the Integrated Risk Management Committee (IRMC) and added the Integrated Risk Management Function in the Risk Management Work Unit which also serves as the Integrated Risk Management Work Unit.

- BCA's IRMC consists of BCA's Subordinating Director of the Integrated Risk Management Function, all of the Board of Director members, some of the related BCA's senior management, and Director of subsidiaries as the representative from the FSI in BCA's financial conglomerate. Further explanation regarding the IRMC can be seen in the IRMC section on page 447 in this Annual Report.
- In carrying out the function, IRMC is also supported by the Integrated Risk Management Work Unit to ensure that the risks faced by the main entity and the subsidiaries are integrated which can be identified, measured, supervised, controlled, and reported correctly through the implementation of the suitable risk management framework. Duties and responsibilities of the Integrated Risk Management Work Unit, as follows:
 - Provide recommendation to the Board of Directors of the main entity and IRMC, including the preparation of and improvements to the Integrated Risk Management Policy.

- b. Oversee the implementation of the Integrated Risk Management Policy such as developing and conducting periodical reviews of the procedure and the tools for identifying, measuring, monitoring and controlling the risks.
- c. Conduct risk monitoring in the BCA's financial conglomerate.
- d. Conduct stress testing.
- e. Review the proposed new lines business that are strategic and have a significant impact on the financial conglomerate risk exposure.
- f. Provide information to the IRMC regarding the matters that need to be follow-up related to the evaluation results of the integrated risk management implementation.
- g. Prepare and submit the Integrated Risk Profile Report periodically.

During 2021, BCA has carried out several the following activities are related to the implementation of management integrated risk as referred to page 449 Part Realization of Work Program 2021 Sub Chapter IRMC Chapter Committees under the Board of Directors in this Annual Report.

Further explanation regarding implementation of integrated risk management can be seen on page 447 in the Implementation of Risk Management section in this Annual Report.

5. Inter-Group Transaction Policy

As the Main Entity of Financial Conglomerate, BCA is required to manage the risk of inter-group transactions and monitor inter-group transactions in an integrated manner.

Definition of Inter-Group Transaction Risk

Inter-group transaction risk that occurs because of the entity's dependence, both directly and indirectly, on other entities in the Financial Conglomerate in order to fulfill obligations on written or unwritten agreements followed and/or unfollowed by a transfer of funds.

Objective of Inter-Group Transaction Risk Management

Main objectives of the inter-group transaction risk management are as follows:

- a. To manage and supervise inter-group transactions of the Financial Conglomerate based on the precautionary principle.
- b. To ensure the risk management process can minimize the possibility of negative impacts caused by dependency of FSI, directly or indirectly, on other FSI in the Financial Conglomerate.

Types of inter-group transactions

Inter-group transaction risk may arise from:

- a. Cross ownership between FSI's in the Financial Conglomerate.
- b. Centralized management of short-term liquidity.
- c. Collateral, loans, and commitments given or obtained by an FSI from another FSI in the Financial Conglomerate.
- d. Exposure to controlling shareholders, including loan exposure and off-balance sheet exposures, such as guarantees and commitments.
- e. Purchase or sale of assets to other FSI in the Financial Conglomerate.
- f. Risk transfer through reinsurance.
- g. Transactions to divert exposure of risk from third party between FSI's in the Financial Conglomerate.

Scope of inter-group transaction risk management policy

The implementation of inter-group risk management in the Financial Conglomerate includes:

1. Supervision by the Board of Commissioners and Board of Directors

Supervision by the Board of Commissioners and Board of Directors is required to ensure the effectiveness of the implementation of inter-group transaction risk management and compliance with the applicable regulations.

Authority and responsibilities of the Board of Commissioners

Authority and responsibilities of the Board of Commissioners in the implementation of inter-group transaction risk management are as follows:

- a. Approve the inter-group transaction risk management policies.
- b. Evaluate the accountability of the Board of Directors and provide direction for improvement of implementation of inter-group transaction risk management policies.

Authority and responsibilities of the Board of Directors

Authority and responsibilities of the Board of Directors in the management of inter-group transaction risk are as follows:

- a. Understand inherent risks of inter-group transactions in the Financial Conglomerate.
- b. Formulate and establish inter-group transaction risk management policies.

- c. Be responsible for the implementation of inter-group transaction risk management.
- d. Ensure that each entity in the Financial Conglomerate implements inter-group transaction risk management.
- e. Monitor risk of inter-group transactions regularly.
- f. Develop risk culture as part of the implementation of inter-group transaction risk management.
- g. Ensure the implementation of inter-group transaction risk management is free from conflicts of interest between the Financial Conglomerate and individual FSI's.

2. Adequacy of Policies, Procedures, and Determination of Risk Limits of Inter-Group Transaction

Policies, procedures, and determination of risk limits of inter-group transaction refer to the Integrated Risk Management Basic Policy.

Risk appetite and risk tolerance

Risk appetite and risk tolerance in inter-group transactions are described as follow:

- a. Risk appetite is risk that is willing to be taken in order to achieve targets in an integrated manner. Risk appetite is reflected in business strategies and objectives.
- b. Risk tolerance is the maximum level of risk that is willing to be taken.
- c. Risk appetite and risk tolerance must be in line with the business strategy, risk profile, and capital plan of the Financial Conglomerate.

Policy and procedures

Several matters that need to be considered in the policies and procedures related to the risk of intergroup transaction are as follows:

- a. The Financial Conglomerate policy must comply with applicable regulations related to inter-group transactions.
- b. The Financial Conglomerate has to ensure fulfillment of the arm's length (fairness of transaction) principle related to inter-group transactions.

- c. Inter-group transaction risk management procedures contain at least:

- 1) Accountability and clear level of authority delegation in implementation of intergroup transaction risk management.
- 2) Implementation of reviews on the procedures periodically.
- 3) Adequate and complete procedure documentation in order to make it easier to carry out the audit trail.

Risk Limits of inter-group transactions

The Financial Conglomerate has to ensure that the establishment of inter-group transaction limits is in accordance with the applicable regulatory provisions.

3. Adequacy in Process of Identification, Measurement, Monitoring, Risk Control, and Information System of Inter-Group Transaction Risk Management

In the implementation of inter-group transaction risk management, BCA as the Main Entity is required to conduct the identification, measurement, monitoring and risk control of all significant risk factors in an integrated manner, supported by an adequate information system of inter-group transaction risk management.

Identification of risk of inter-group transactions

Identification of risk of inter-group transactions is carried out through:

- a. Identification of composition of inter-group transactions in the Financial Conglomerate.
- b. Identification of documentation of transactions and the arm's length.
- c. Identification of other information.

Measurement of risk of inter-group transactions

Measurements of risk of inter-group transactions aim to rank the risk level of inter-group transactions of the Financial Conglomerate. Furthermore, BCA as the Main Entity is required to prepare a risk profile of inter-group transactions with members of the Financial Conglomerate in an integrated manner.

The following are measurements that have to be conducted to obtain a risk profile for integrated inter-group transactions:

Measurement	Description	Measurement Result
Inherent Risk	In determining the inherent risk level, main entity has to conduct a comprehensive analysis by using all relevant quantitative and qualitative indicators, covering 3 (three) aspects, as follows 1. Composition of inter-group transactions in Financial Conglomerate. 2. Documentation and fairness of transactions. 3. Other information	1. Low 2. Low to Moderate 3. Moderate 4. Moderate to High 5. High
Quality of risk management implementation	Measurement of quality implementation of integrated risk management, covering 4 (four) aspects, as follows: 1. Supervision of the Board of Commissioners and Board of Directors. 2. Adequacy of inter-group transaction policies, procedures, and determination of risk limits. 3. Adequacy in identification process, measurement, monitoring and risk control of inter-group transaction risk management 4. Comprehensive internal control system for implementation of inter-group transaction risk management.	1. Strong 2. Satisfactory 3. Fair 4. Marginal 5. Unsatisfactory

Risk Rating

Risk rating is a combination of inherent risk measurement and the quality of risk management implementation results.

Mapping of risk rating of inter-group transaction risk rating can be viewed in the following matrix:

Result of Assessment Rank of Level		Rank of Risk Management Implementation Quality				
		Strong	Satisfactory	Fair	Marginal	Unsatisfactory
Rank of Integrated of Inherent Risk	Low	Low	Low	Low to Moderate	Moderate	Moderate
	Low to moderate	Low	Low to Moderate	Low to Moderate	Moderate	Moderate to High
	Moderate	Low to Moderate	Low to Moderate	Moderate	Moderate to High	Moderate to High
	Moderate to high	Low to Moderate	Moderate	Moderate to High	Moderate to High	High
	High	Moderate	Moderate	Moderate to High	High	High

Monitoring risk of inter-group transactions

Monitoring risk of inter-group transactions is carried out with consideration to the following:

- Composition of inherent risk parameters in intra-group transactions in the integrated risk profile report.
- Complete documentation of inter-group transactions.
- Fairness of the inter-group transactions.
- Other information relating to inter-group transactions.

Management of risk of inter-group transactions

Management of risk of inter-group transactions is carried out with consideration to the following:

- Fairness of inter-group transactions of the Financial Conglomerate.
- Existence of documentation for every inter-group transaction.
- Every inter-group transaction has to comply with prevailing law/regulator provisions.

Management information system of risk of inter-group transactions

Management information system of inter-group transaction risk comprises Risk Profile Report on the risk of inter-group transaction which is an integral part of the Integrated Risk Profile Report.

4. A Comprehensive Internal Control System for the Implementation of Inter-Group Transaction Risk Management

The process of implementing effective inter-group transaction risk management must be complemented by a comprehensive internal control system. An effective implementation of internal control system of inter-group transactions risk refers to internal controls as stipulated under the Integrated Risk Management Main Policy.

Implementation of the internal control system is as follows:

- a. BCA is required to implement an inter-group transaction risk internal control system effectively by referring to the established policies and procedures.
- b. Internal control system was structured to ensure:
 - 1) Compliance with internal policies or provisions as well as laws and regulations.
 - 2) The effectiveness of risk culture in the Financial Conglomerate as a whole to identify weaknesses and deviations early and to reassess the fairness of policies and procedures in the Financial Conglomerate on an ongoing basis.

- c. Review of the measurement of inter-group transaction risk, including:

- 1) Conformity of policy, organizational structure, resource allocation, design of inter-group transaction risk management processes, information system, and risk reporting in accordance with the business needs of the Financial Conglomerate, as well as the development of regulations and best practices related to inter-group transaction risk management.
- 2) Complete and adequate documentation on the scope, operational procedures, audit findings, and responses of the management of the Financial Conglomerate based on audit results.

FULFILMENT INDEX OF GOVERNANCE RECOMMENDATION

Reference:

- Appendix OJK Circular Letter No. 32/SEOJK.04/2015 concerning Guidelines for the Governance of Public Companies
- ASEAN Corporate Governance Scorecard (ACGS).

1. OJK Circular Letter No. 32/SEOJK.04/2015 concerning Guidelines for the Governance of Public Companies

No.	Reference	Fulfilment
A	Relationship of Public Company with Shareholders in Ensuring The Rights of Shareholders	Explained on page 323-328 of this Annual Report
B	Functions and Roles of The Board of Commissioners	
C	Functions and Roles of The Board of Directors	
D	Stakeholder Participation	
E	Information Disclosure	

2. ASEAN Corporate Governance Scorecard (ACGS)

The principles of corporate governance based on ACGS are as follows:

No.	Principles and Recommendations	Page
A	Rights of Shareholders	
A.1	Basic Shareholder Rights	
A.1.1	Does the company pay (interim and final/annual) dividends in an equitable and timely manner; that is, all shareholders are treated equally and paid within 30 days after being (i) declared for interim dividends and (ii) approved by shareholders at general meetings for final dividends? In case the company has offered Scrip dividend, did the company paid the dividend within 60 days.	356
A.2	Right to participate in decisions concerning fundamental corporate changes.	
	Do shareholders have the right to participate in:	
A.2.1	Amendments to the company's constitution?	336
A.2.2	The authorization of additional shares?	336
A.2.3	The transfer of all or substantially all assets, which in effect results in the sale of the company?	
A.3	Right to participate effectively in and vote in general shareholder meetings and should be informed of the rules, including voting procedures, that govern general shareholder meetings	
A.3.1	Do shareholders have the opportunity, evidenced by an agenda item, to approve remuneration (fees, allowances, benefit-in-kind and other emoluments) or any increases in remuneration for the non-executive directors/commissioners?	347
A.3.2	Does the company provide non-controlling shareholders a right to nominate candidates for board of directors/commissioners?	336
A.3.3	Does the company allow shareholders to elect directors/commissioners individually?	336
A.3.4	Does the company disclose the voting procedures used before the start of meeting?	341-342
A.3.5	Do the minutes of the most recent AGM record that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and answers given recorded?	341-342
A.3.6	Does the company disclose the voting results including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the most recent AGM?	343-349
A.3.7	Does the company disclose the list of board members who attended the most recent AGM?	336-337
A.3.8	Does the company disclose that all board members and the CEO (if he is not a board member) attended the most recent AGM?	336-337
A.3.9	Does the company allow voting in absentia?	341-342

No.	Principles and Recommendations	Page
A.3.10	Did the company vote by poll (as opposed to by show of hands) for all resolutions at the most recent AGM?	341-342
A.3.11	Does the company disclose that it has appointed an independent party (scrutineers/inspectors) to count and/or validate the votes at the AGM?	343
A.3.12	Does the company make publicly available by the next working day the result of the votes taken during the most recent AGM/EGM for all resolutions?	340-341
A.3.13	Does the company provide at least 21 days notice for all AGMs and EGMs?	339-340
A.3.14	Does the company provide the rationale and explanation for each agenda item which require shareholders' approval in the notice of AGM/circulars and/or the accompanying statement?	339
A.3.15	Does the company give the opportunity for shareholder to place item/s on the agenda of AGM?	339
A.4	Markets for corporate control should be allowed to function in an efficient and transparent manner	
A.4.1	In cases of mergers, acquisitions and/or takeovers requiring shareholders' approval, does the board of directors/commissioners of the company appoint an independent party to evaluate the fairness of the transaction price?	N/A
A.5	The exercise of ownership rights by all shareholders, including institutional investors, should be facilitated	
A.5.1	Does the company disclose its practices to encourage shareholders to engage with the company beyond AGM?	509
B	Equitable Treatment of Shareholders	
B.1	Shares and voting rights	
B.1.1	Does the company's ordinary or common shares have one vote for one share?	340
B.1.2	Where the company has more than one class of shares, does the company publicise the voting rights attached to each class of shares (e.g. through the company website/reports/the stock exchange/ the regulator's website)?	N/A
B.2	Notice of AGM	
B.2.1	Does each resolution in the most recent AGM deal with only one item, i.e., there is no bundling of several items into the same resolution?	343-349
B.2.2	Are the company's notice of the most recent AGM/circulars fully translated into English and published on the same date as the local-language version?	340
	Does the notice of AGM/circulars have the following details:	
B.2.3	Are the profiles of directors/commissioners (at least age, academic qualification, date of appointment, experience, and directorships in other listed companies) in seeking election/re-election included?	https://www.bca.co.id/en
B.2.4	Are the auditors seeking appointment/re-appointment clearly identified?	348
B.2.5	Were the proxy documents made easily available?	https://www.bca.co.id/en
B.3	Insider trading and abusive self-dealing should be prohibited	
B.3.1	Does the company have policies and/or rules prohibiting directors/commissioners and employees to benefit from knowledge which is not generally available to the market?	320
B.3.2	Are the directors/commissioners required to report their dealings in company shares within 3 business days?	365-366, 388-389
B.4	Related party transactions by directors and key executives	
B.4.1	Does the company have a policy requiring directors /commissioners to disclose their interest in transactions and any other conflicts of interest?	503
B.4.2	Does the company have a policy requiring a committee of independent directors/commissioners to review material RPTs to determine whether they are in the best interests of the company and shareholders?	420
B.4.3	Does the company have a policy requiring board members (directors/commissioners) to abstain from participating in the board discussion on a particular agenda when they are conflicted?	503
B.4.4	Does the company have policies on loans to directors and commissioners either forbidding this practice or ensuring that they are being conducted at arm's length basis and at market rates?	526

No.	Principles and Recommendations	Page
B.5	Protecting minority shareholders from abusive actions	
B.5.1	Does the company disclose that RPTs are conducted in such a way to ensure that they are fair and at arms' length?	500-503
B.5.2	In case of related party transactions requiring shareholders' approval, is the decision made by disinterested shareholders?	500-503
C	Role of Stakeholders	
C.1	The rights of stakeholders that are established by law or through mutual agreements are to be respected	
	Does the company disclose a policy and practices that address:	
C.1.1	The existence and scope of the company's efforts to address customers' welfare	508-510
C.1.2	Supplier/contractor selection procedures?	321, 522-523
C.1.3	The company's efforts to ensure that its value chain is environmentally friendly or is consistent with promoting sustainable development?	Sustainability Report
C.1.4	The company's efforts to interact with the communities in which they operate?	508-510
C.1.5	The company's anti-corruption programmes and procedures?	498-499
C.1.6	How creditors' rights are safeguarded?	327
C.1.7	Does the company have a separate report/section that discusses its efforts on environment/economy and social issues?	Sustainability Report
C.2	Where stakeholder interests are protected by law, stakeholders should have the opportunity to obtain effective redress for violation of their rights	
C.2.1	Does the company provide contact details via the company's website or Annual Report which stakeholders (e.g. customers, suppliers, general public etc.) can use to voice their concerns and/or complaints for possible violation of their rights?	508-511
C.3	Mechanisms for employee participation should be permitted to develop	
C.3.1	Does the company explicitly disclose the policies and practices on health, safety and welfare for its employees?	Sustainability Report
C.3.2	Does the company explicitly disclose the policies and practices on training and development programmes for its employees?	264-265
C.3.3	Does the company have a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures?	411-416
C.4	Stakeholders including individual employee and their representative bodies, should be able to freely communicate their concerns about illegal or unethical practices to the board and their rights should not be compromised for doing this	
C.4.1	Does the company have a whistle blowing policy which includes procedures for complaints by employees and other stakeholders concerning alleged illegal and unethical behavior and provide contact details via the company's website or annual report	496-497
C.4.2	Does the company have a policy or procedures to protect an employee/person who reveals alleged illegal/unethical behavior from retaliation?	496-497
D	Disclosure and Transparency	
D.1	Transparent ownership structure	
D.1.1	Does the information on shareholdings reveal the identity of beneficial owners, holding 5% shareholding or more?	357
D.1.2	Does the company disclose the direct and indirect (deemed) shareholdings of major and/or substantial shareholders?	357
D.1.3	Does the company disclose the direct and indirect (deemed) shareholdings of directors (commissioners)?	365, 388-389
D.1.4	Does the company disclose the direct and indirect (deemed) shareholdings of senior management?	https://www.bca.co.id/en
D.1.5	Does the company disclose details of the parent/holding company, subsidiaries, associates, joint ventures and special purpose enterprises/ vehicles (SPEs)/(SPVs)?	530-533

No.	Principles and Recommendations	Page
D.2	Quality of Annual Report	
	Does the company's annual report disclose the following items:	
D.2.1	Corporate objectives	58
D.2.2	Financial performance indicators	16-19, 275
D.2.3	Non-financial performance indicators	
D.2.4	Dividend policy	297
D.2.5	Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of all directors/commissioners	64-80
D.2.6	Attendance details of each director/commissioner in all directors/commissioners meetings held during the year	399-401, 395-397
D.2.7	Total remuneration of each member of the board of directors/commissioners	413-415
	Corporate Governance Confirmation Statement	
D.2.8	Does the Annual Report contain a statement confirming the company's full compliance with the code of corporate governance and where there is non-compliance, identify and explain reasons for each such issue?	319
D.3	Disclosure of related party transactions (RPT)	
D.3.1	Does the company disclose its policy covering the review and approval of material RPTs?	500
D.3.2	Does the company disclose the name, relationship, nature and value for each material RPTs?	501-502
D.4	Directors and commissioners dealings in shares of the company	
D.4.1	Does the company disclose trading in the company's shares by insiders?	320, 327
D.5	External auditor and Auditor Report	
	Where the same audit firm is engaged for both audit and non-audit services	
D.5.1	Are the audit and non-audit fees disclosed?	476
D.5.2	Does the non-audit fee exceed the audit fees?	476
D.6	Medium of communications	
	Does the company use the following modes of communication?	
D.6.1	Quarterly reporting	527
D.6.2	Company website	113, 527
D.6.3	Analyst's briefing	469
D.6.4	Media briefings/press conferences	512-516
D.7	Timely filing/release of annual/financial reports	
D.7.1	Are the audited annual financial report/statement released within 120 days from the financial year end?	556
D.7.2	Is the annual report released within 120 days from the financial year end?	554
D.7.3	Is the true and fairness/fair representation of the annual financial statement/reports affirmed by the board of directors/commissioners and/or the relevant officers of the company?	556
D.8	Company website	
	Does the company have a website disclosing up-to-date information on the following:	
D.8.1	Financial statements/reports (latest quarterly)	113, 527
D.8.2	Materials provided in briefings to analysts and media	113, 527
D.8.3	Downloadable annual report	113, 527
D.8.4	Notice of AGM and/or EGM	113, 527
D.8.5	Minutes of AGM and/or EGM	113, 527
D.8.6	Company's constitution (bylaws, memorandum and articles of association)	113, 527
D.9	Investor relations	
D.9.1	Does the company disclose the contact details (e.g. telephone, fax, and e-mail) of the officer/office responsible for investor relations?	470

No.	Principles and Recommendations	Page
E	Responsibilities of the Board	
E.1	Board Duties and Responsibilities	
	Clearly defined board responsibilities and corporate governance policy	
E.1.1	Does the company disclose its corporate governance policy board charter?	358, 370
E.1.2	Are the types of decisions requiring board of directors/commissioners' approval disclosed?	359-360, 371-373
E.1.3	Are the roles and responsibilities of the board of directors/commissioners clearly stated?	358-359, 370-372
	Corporate Vision/Mission	
E.1.4	Does the company have an updated vision and mission statement?	58, 524
E.1.5	Does the board of directors play a leading role in the process of developing and reviewing the company's strategy at least annually?	527
E.1.6	Does the board of directors have a process to review, monitor and oversee the implementation of the corporate strategy?	527
E.2	Board structure	
	Code of Ethics or Conduct	
E.2.1	Are the details of the code of ethics or conduct disclosed?	522-523
E.2.2	Are all directors/commissioners, senior management and employees required to comply with the code/s?	522-523
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3. Bad Corporate Governance Statement

BCA continues to implement regulations or provisions of corporate governance. Throughout 2021, BCA did not practice any bad corporate governance that can interfere with the implementation of Good Corporate Governance as shown in the table below:

No.	Description	Practice
1	Being reported as a Company that pollutes the environment	Nil
2	Important cases currently faced by the company, subsidiaries, current members of the Board of Directors and/or members of the Board of Commissioners that are not disclosed in the Annual Report	Nil
3	No disclosure of operating segments in listed companies	Nil
4	Discrepancies between hardcopy and softcopy of the Annual Report	Nil
5	Mismatch between the presentation of the Annual Report and the Financial Statements with the applicable regulations and the Financial Accounting Standards	Nil