

ACMF	THE ASEAN CORPORATE GOVERNANCE SCORECARD	
	PT Bank Danamon Indonesia, Tbk.	
	Part E	Board Duties and Responsibilities
	Bagian E	Tugas dan Tanggung Jawab Dewan Komisaris

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
E.1	Clearly defined board responsibilities and corporate governance policy Tanggung Jawab Dewan Komisaris dan Kebijakan Corporate Governance dinyatakan secara jelas.				
E.1.1	Does the company disclose its corporate governance policy/board charter? Apakah perusahaan mengungkapkan kebijakan tata kelola/pedoman Dewan Komisaris secara jelas?	OECD Principle V: Disclosure and Transparency (A) Disclosure should include, but not be limited to, material information on: 8. Governance structures and policies, in particular, the content of any corporate governance or policy and the process by which it is implemented.	√		The Company has disclosed the Corporate Governance Policy/Board of Commissioners Policy/Board of Directors Policy on the website. Perusahaan mengungkapkan Kebijakan Tata Kelola Perusahaan/Pedoman Dewan Komisaris/Direksi pada situs web. Access: <ul style="list-style-type: none"> • Company's Corporate Governance Manual Corporate Governance Manual • BoC and BoD Charters <ul style="list-style-type: none"> ○ Charter of Board of Commissioners ○ Charter of Board of Directors
E.1.2	Are the types of decisions requiring board of directors/commissioners' approval disclosed? Apakah jenis-jenis keputusan yang memerlukan persetujuan Dewan Komisaris/Direksi diungkapkan?	OECD Principle VI (D)	√		The Company discloses the types of decisions requiring Board of Commissioners and Board of Directors approval. Perusahaan mengungkapkan setiap persetujuan Dewan Komisaris dan Direksi.

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
					<p>Access:</p> <ul style="list-style-type: none"> • Company's Corporate Governance Manual Corporate Governance Manual • BoC and BoD Charters <ul style="list-style-type: none"> ○ Charter of Board of Commissioners ○ Charter of Board of Directors • 2015 Annual Report → Company's Corporate Governance Corporate Governance
E.1.3	<p>Are the roles and responsibilities of the board of directors/commissioners clearly stated?</p> <p>Apakah tugas dan tanggung jawab dari Dewan Komisaris/Direksi sudah diungkapkan secara jelas?</p>	<p>OECD Principle VI: The Responsibilities of the Board (D) The board should fulfil certain key functions, including:</p> <ol style="list-style-type: none"> 1. Reviewing and guiding corporate strategy, major plans of action, risk policy, annual budgets and business plans; setting performance objectives; monitoring implementation and corporate performance; and overseeing major capital expenditures, acquisitions and divestitures. 2. Monitoring the effectiveness of the company's governance practices and making changes as needed. 3. Selecting, compensating, 	√		<p>The roles and responsibilities of the Board of Commissioners and the Board of Directors has clearly explained in the Boards Charters.</p> <p>Tugas dan tanggung jawab untuk Dewan Komisaris dan Direksi telah diungkapkan secara jelas pada Pedoman dan Tata Tertib Dewan Komisaris dan/atau Direksi.</p> <p>Access:</p> <ul style="list-style-type: none"> • BoC and BoD Charters <ul style="list-style-type: none"> ○ Charter of Board of Commissioners ○ Charter of Board of Directors • BoC and BoD roles and responsibilities in the Articles of Association Articles of Association • Company's Corporate Governance Corporate Governance Manual

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
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		<p>monitoring and, when necessary, replacing key executives and overseeing succession planning.</p> <p>4. Aligning key executive and board remuneration with the longer term interests of the company and its shareholders.</p> <p>5. Ensuring a formal and transparent board nomination and election process.</p> <p>6. Monitoring and managing potential conflicts of interest of management, board members and shareholders, including misuse of corporate assets and abuse in related-party transactions.</p> <p>7. Ensuring the integrity of the corporation's accounting and financial reporting systems, including the independent audit, and that appropriate systems of control are in place, in particular, systems for risk management, financial and operational control, and compliance with the law and relevant standards.</p> <p>8. Overseeing the process of disclosure and communications.</p>			<ul style="list-style-type: none"> 2015 Annual Report, The Board of Commissioners and The Board of Directors (page 281 and page 330) Corporate Governance

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	Corporate Vision and Mission Visi dan misi Perusahaan				
E.1.4	Does the company have an approved vision and mission statement? Apakah perusahaan memiliki pernyataan visi dan misi yang disetujui?	OECD PRINCIPLE 6 (P58) ICGN: 3.2 Integrity	√		<p>The Company has approved vision and mission as well as the Corporate Values /Culture.</p> <p>Perusahaan telah menyetujui visi dan misi serta nilai-nilai/budaya perusahaan.</p> <p>Access:</p> <ul style="list-style-type: none"> • General Information about Danamon’s Vision, Mission and Values Visi, Misi, dan Nilai-Nilai • 2015 Annual Report, Company Profile (page 60-61) Company Profile • Company’s Corporate Governance Manual Corporate Governance Manual
E.1.5	Has the board review the vision and mission/strategy in the last financial year? Sudahkah Dewan Komisaris meninjau visi dan misi/strategi perusahaan tahun lalu?		√		<p>The Board of Commissioners and the Board of Directors have reviewed the vision and mission/strategy in the last financial year.</p> <p>Dewan Komisaris dan Direksi telah meninjau visi dan misi/strategi perusahaan pada tahun lalu.</p> <p>Access:</p> <ul style="list-style-type: none"> • General Information about Danamon Vision, Mission and Values Visi, Misi, dan Nilai-Nilai

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
					<ul style="list-style-type: none"> • 2015 Annual Report → Vision, Mission, and Corporate Values (page 60-61) Company Profile • 2014 Annual Report → Vision, Mission and Corporate Values (page 84) Company Profile • Company's Corporate Governance Manual Corporate Governance Manual
E.1.6	<p>Does the board of directors monitor/oversee the implementation of the corporate strategy?</p> <p>Apakah Dewan Komisaris/Direksi memonitor/mengawasi pelaksanaan mengenai strategi perusahaan?</p>	<p>ICGN: 3.2 Integrity The board is responsible for overseeing the implementation and maintenance of a culture of integrity. The board should encourage a culture of integrity permeating all aspects of the co., and secure that its vision, mission, and objectives are ethically sound.</p>	√		<p>The Board of Commissioners and the Board of Directors monitor/oversee the implementation of the Company's Strategy.</p> <p>Dewan Komisaris dan Direksi memonitor/mengawasi pelaksanaan strategi perusahaan.</p> <p>Access:</p> <ul style="list-style-type: none"> • Company's Corporate Governance Manual Corporate Governance Manual • BoC and BoD Charters <ul style="list-style-type: none"> ○ Charter of Board of Commissioners ○ Charter of Board of Directors

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
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E.2	Code of Ethics or Conduct Kode Etik/Perilaku				
E.2.1	<p>Are the details of the code of ethics or conduct disclosed?</p> <p>Apakah rincian kode etik/perilaku diungkapkan?</p>	<p>OECD Principle VI (C) The board should apply high ethical standards. It should take into account the interests of stakeholders.</p> <p>The board has a key role in setting the ethical tone of a company, not only by its own actions, but also in appointing and overseeing key executives and consequently the management in general. High ethical standards are in the long-term interests of the company as a means to make it credible and trustworthy, not only in day-to-day operations but also with respect to longer term commitments. To make the objectives of the board clear and operational, many companies have found it useful to develop company codes of conduct based on, inter alia, professional standards and sometimes broader codes of behaviour. The latter might include a voluntary commitment by the company (including its subsidiaries) to comply with the <i>OECD Guidelines</i></p>	√		<p>The details of Code of Ethics are disclosed.</p> <p>Rincian kode etik/perilaku telah diungkapkan.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report → Code of Ethics (page 400) Corporate Governance Company's Corporate Governance Manual Corporate Governance Manual Company's Code of Conduct Code of Conduct
E.2.2	<p>Does the company disclose that all directors/commissioners, senior management and employees are required to comply with the code?</p> <p>Apakah perusahaan mengungkapkan bahwa semua Dewan Komisaris/Direksi, manajemen senior dan karyawan diminta untuk mematuhi kode etik/perilaku?</p>	<p>The board has a key role in setting the ethical tone of a company, not only by its own actions, but also in appointing and overseeing key executives and consequently the management in general. High ethical standards are in the long-term interests of the company as a means to make it credible and trustworthy, not only in day-to-day operations but also with respect to longer term commitments. To make the objectives of the board clear and operational, many companies have found it useful to develop company codes of conduct based on, inter alia, professional standards and sometimes broader codes of behaviour. The latter might include a voluntary commitment by the company (including its subsidiaries) to comply with the <i>OECD Guidelines</i></p>	√		<p>The Company requires that all levels in the organisation must follow and comply with the Code of Ethics and disclosed in the 2015 Annual Report.</p> <p>Perusahaan mengharuskan bahwa semua jenjang organisasi harus mengikuti dan mematuhi kode etik dan diungkapkan dalam Laporan Tahunan 2015.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report, Code of Ethics (page 401) Corporate Governance

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
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		<i>for Multinational Enterprises</i> which reflect all four principles contained in the <i>ILO Declaration on Fundamental Labour Rights</i> .			<ul style="list-style-type: none"> Company's Corporate Governance Manual Corporate Governance Manual
E.2.3	Does the company disclosed how it implements and monitors compliance with the code of ethics or conduct? Apakah perusahaan mengungkapkan bagaimana mengimplementasikan dan memantau kepatuhan kode etik/perilaku?	Company-wide codes serve as a standard for conduct by both the board and key executives, setting the framework for the exercise of judgment in dealing with varying and often conflicting constituencies. At a minimum, the ethical code should set clear limits on the pursuit of private interests, including dealings in the shares of the company. An overall framework for ethical conduct goes beyond compliance with the law, which should always be a fundamental requirement.	√		<p>The Company implements and monitors compliance to the Code of Ethics as disclosed in the various mentioned manual/reports.</p> <p>Perusahaan mengimplementasikan dan memantau kepatuhan pada kode etik sebagaimana diungkapkan dalam berbagai manual/laporan.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report, Code of Ethics (page 402) Corporate Governance Company's Corporate Governance Manual Corporate Governance Manual Good Corporate Governance Implementation Report GCG Implementation Report
	Board structure & composition Struktur dan Komposisi Dewan Komisaris				
E.2.4	Do independent directors/commissioners make up at least 50% of the board of directors/commissioner? Apakah direktur/komisaris independen sekurangnya berjumlah 50% dari jumlah direksi/komisaris?	OECD Principle VI (E) In order to exercise its duties of monitoring managerial performance, preventing conflicts of interest and balancing competing demands on the corporation, it is essential that the board is able to exercise	√		<p>The Board of Commissioners consisted of 7 (seven) members. Of which, 4 (four) or more than 50% are Independent Commissioners.</p> <p>Dewan Komisaris terdiri dari 7 (tujuh) anggota, yaitu 4 (empat) anggota Dewan Komisaris atau lebih dari 50% adalah Komisaris Independen.</p>

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		Guiding Reference	Yes	No	
		objective judgment. In the first instance this will mean independence and objectivity with respect to management with important implications for the composition and structure of the board. Board independence in these circumstances usually requires that a sufficient number of board members will need to be independent of management. The ASX Code recommends at least a majority of independent directors, while the UK Code recommends at least half of the board, excluding the chairman, be independent directors. The minimum of three independent directors is to ensure that companies with small boards have enough independent directors (note that stock exchange rules often require at least two independent directors).			<p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report, Board of Commissioners (page 63) Company Profile 2015 Annual Report, The Board of Commissioners Composition and Criteria (page 284) Corporate Governance Management Team Board of Commissioners Profile
E.2.5	<p>Are the independent directors/commissioners independent of management and substantial shareholders?</p> <p>Apakah direktur/komisaris independen adalah independen dari manajemen dan pemegang saham utama?</p>	<p>OECD Principle VI (E)</p> <p>In order to exercise its duties of monitoring managerial performance, preventing conflicts of interest and balancing competing demands on the corporation, it is essential that the board is able to exercise</p>	√		<p>The Independent Commissioners are independent of management and substantial shareholders.</p> <p>Komisaris Independen adalah orang-orang yang independen dari manajemen dan pemegang saham utama.</p>

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		<p>objective judgment. In the first instance this will mean independence and objectivity with respect to management with important implications for the composition and structure of the board. Board independence in these circumstances usually requires that a sufficient number of board members will need to be independent of management.</p> <p>The variety of board structures, ownership patterns and practices in different countries will thus require different approaches to the issue of board objectivity. In many instances objectivity requires that a sufficient number of board members not be employed by the company or its affiliates and not be closely related to the company or its management through significant economic, family or other ties. This does not prevent shareholders from being board members. In others, independence from controlling shareholders or another controlling body will need to be emphasised, in particular if the ex-ante rights of minority</p>			<p>Access:</p> <ul style="list-style-type: none"> • 2015 Annual Report, The Board of Commissioners (page 285) Corporate Governance • Company's Corporate Governance Manual Corporate Governance Manual

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		Guiding Reference	Yes	No	
		shareholders are weak and opportunities to obtain redress are limited. This has led to both codes, and the law in some jurisdictions, to call for some board members to be independent of dominant shareholders, independence extending to not being their representative or having close business ties with them.			
E.2.6	<p>Does the company have a term limit of 9 (nine) years or less for its independent directors/commissioners?</p> <p>Apakah perusahaan memiliki batas waktu 9 (sembilan) tahun atau kurang untuk direksi / komisaris independen?</p>	<p>UK CODE (JUNE 2010): Non-executive directors should be appointed for specified terms subject to re-election and to statutory provisions relating to the removal of a director. Any term beyond six years for a non-executive director should be subject to particularly rigorous review, and should take into account the need for progressive refreshing of the board and to succession for appointments to the board and to senior management, so as to maintain an appropriate balance of skills and experience within the company and on the board.</p>	√		<p>The Company has a term limit for independent Commissioners of two terms consecutively. One term is 3 years (the members are appointed in the AGMS and his/her term expiring on the closing of the third AGMS).</p> <p>Perusahaan memiliki batas waktu untuk Komisaris Independen adalah maksimal masa jabatan 2 kali berturut-turut. 1 (satu) masa jabatan adalah 3 tahun (anggotanya diangkat melalui RUPS dan selesai pada penutupan RUPS ketiga).</p> <p>Access:</p> <ul style="list-style-type: none"> • The Company's Articles of Association Articles of Association • BoC and BoD Charters <ul style="list-style-type: none"> ○ Charter of Board of Commissioners ○ Charter of Board of Directors • 2015 Annual Report → Independency of Board of Commissioners (page 286) Corporate Governance

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
E.2.7	<p>Has the company set a limit of 5 (five) board seats in publicly-listed companies that an individual director/commissioner may hold simultaneously?</p> <p>Apakah perusahaan mengatur pembatasan bahwa seorang direktur/komisaris hanya dapat menempati posisi (rangkap) pada 5 (lima) perusahaan publik secara bersamaan?</p>	<p>OECD Principle VI (E) (3) Board members should be able to commit themselves effectively to their responsibilities. Service on too many boards can interfere with the performance of board members. Companies may wish to consider whether multiple board memberships by the same person are compatible with effective board performance and disclose the information to shareholders.</p>	√		<p>The Company has set the limit for Board of Commissioners and Board of Directors to hold no more than 4 (four) other positions in other public companies.</p> <p>Perusahaan mengatur pembatasan bagi anggota Dewan Komisaris dan Direksi untuk memiliki kurang dari 4 (empat) posisi lain pada perusahaan terbuka lainnya.</p> <p>Access:</p> <ul style="list-style-type: none"> • Company's Corporate Governance Manual Corporate Governance Manual • 2015 Annual Report, The Board of Commissioners (page 287) Corporate Governance • 2015 Annual Report, The Board of Directors (page 330) Corporate Governance • BoC and BoD Charters <ul style="list-style-type: none"> o Charter of Board of Commissioners o Charter of Board of Directors
E.2.8	<p>Does the company have any executive directors who serve on more than 2 (two) boards of publicly-listed companies outside of the group?</p> <p>Apakah perusahaan memiliki direktur eksekutif yang melayani lebih dari 2 (dua) perusahaan publik diluar group perusahaan?</p>			√	<p>There is no member of the Board of Directors who has a position on other public companies outside Company Group.</p> <p>Tidak terdapat anggota Direksi yang menjabat pada perusahaan terbuka di luar group.</p>

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		Guiding Reference	Yes	No	
					Access: <ul style="list-style-type: none"> 2015 Annual Report → List of Danamon Director Positions in Subsidiaries (page 336) Corporate Governance
	Nomination Committee Komite Nominasi				
E.2.9	Does the company have a Nominating Committee (NC)? Apakah perusahaan memiliki Komite Nominasi?	OECD Principle II (C) (3) Effective shareholder participation in key corporate governance decisions, such as the nomination and election of board members, should be facilitated. Shareholders should be able to make their views known on the remuneration policy for board members and key executives. The equity component of compensation schemes for board members and employees should be subject to shareholder approval. With respect to nomination of candidates, boards in many companies have established nominating committees to ensure proper compliance with established nomination procedures and to facilitate and co-ordinate the search for a balanced and qualified board. It is	√		The Company has a Nominating Committee. Perusahaan memiliki Komite Nominasi. Access: <ul style="list-style-type: none"> Committees Charters and Structure, Nomination Committee Committees under Board of Commissioners Supervision Company's Corporate Governance Manual Corporate Governance Manual 2015 Annual Report, Nomination Committee (page 311) Corporate Governance
E.2.10	Does the Nominating Committee comprise of a majority of independent directors/commissioners? Apakah komite nominasi terdiri dari mayoritas direktur/komisaris independen?		√		Members of the Board of Commissioners who serve in the Nomination Committee are majority (60%) Independent Commissioners. Anggota Dewan Komisaris yang menjadi anggota pada Komite Nominasi, mayoritas atau 60% adalah Komisaris Independen.

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		Guiding Reference	Yes	No	No	Name	Position	Title																									
		<p>increasingly regarded as good practice in many countries for independent board members to have a key role on this committee. To further improve the selection process, the Principles also call for full disclosure of the experience and background of candidates for the board and the nomination process, which will allow an informed assessment of the abilities and suitability of each candidate.</p> <p>OECD Principle VI (E) (1) Boards should consider assigning a sufficient number of non-executive board members capable of exercising independent judgment to tasks where there is a potential for conflict of interest. Examples of such key responsibilities are ensuring the integrity of financial and non-financial reporting, the review of related-party transactions, nomination of board members and key executives, and board remuneration.</p>			<table border="1"> <thead> <tr> <th>No</th> <th>Name</th> <th>Position</th> <th>Title</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>J.B. Kristiadi</td> <td>Chairman</td> <td>Vice President Commissioner (Independent)</td> </tr> <tr> <td>2.</td> <td>Ng Kee Choe</td> <td>Member</td> <td>President Commissioner</td> </tr> <tr> <td>3.</td> <td>Ernest Wong</td> <td>Member</td> <td>Commissioner</td> </tr> <tr> <td>4.</td> <td>Made Sukada</td> <td>Member</td> <td>Independent Commissioner</td> </tr> <tr> <td>5.</td> <td>Emirsyah Satar</td> <td>Member</td> <td>Independent Commissioner</td> </tr> <tr> <td>6.</td> <td>Marta Jonatan</td> <td>Member</td> <td>Executive Officer</td> </tr> </tbody> </table> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report, Nomination Committee (page 312) Corporate Governance Committees Charters and Structure, Nomination Committee Committees under Board of Commissioners Supervision 	No	Name	Position	Title	1.	J.B. Kristiadi	Chairman	Vice President Commissioner (Independent)	2.	Ng Kee Choe	Member	President Commissioner	3.	Ernest Wong	Member	Commissioner	4.	Made Sukada	Member	Independent Commissioner	5.	Emirsyah Satar	Member	Independent Commissioner	6.	Marta Jonatan	Member	Executive Officer
No	Name	Position	Title																														
1.	J.B. Kristiadi	Chairman	Vice President Commissioner (Independent)																														
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5.	Emirsyah Satar	Member	Independent Commissioner																														
6.	Marta Jonatan	Member	Executive Officer																														
E.2.11	Is the chairman of the Nominating Committee an independent director/commissioner?	This item is in most codes of corporate governance.	√		The Chairman of the Nominating Committee is an Independent Commissioner; J.B. Kristiadi.																												

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	Apakah ketua komite nominasi adalah direktur/komisaris independen?				<p>Ketua Komite Nominasi adalah Komisaris Independen; J.B. Kristiadi.</p> <p>Access:</p> <ul style="list-style-type: none"> • 2015 Annual Report, Nomination Committee (page 312) Corporate Governance • Committees Charters and Structure, Nomination Committee Committees under Board of Commissioners Supervision
E.2.12	<p>Does the company disclose the terms of reference/governance structure/charter of the Nominating Committee?</p> <p>Apakah perusahaan mengungkapkan kerangka acuan / struktur tata kelola / pedoman Komite Nominasi?</p>	<p>OECD Principle VI (E) (2) When committees of the board are established, their mandate, composition and working procedures should be well defined and disclosed by the board. While the use of committees may improve the work of the board they may also raise questions about the collective responsibility of the board and of individual board members. In order to evaluate the merits of board committees it is therefore important that the market receives a full and clear picture of their purpose, duties and composition. Such information is particularly</p>	√		<p>The Company disclosed the reference/governance and structure/charter of the Nominating Committee.</p> <p>Perusahaan mengungkapkan kerangka acuan/tata struktur/piagam Komite Nominasi.</p> <p>Access:</p> <ul style="list-style-type: none"> • 2015 Annual Report, Nomination Committee (page 312-314) Corporate Governance • Committees Charters and Structure, Nomination Committee Committees under Board of Commissioners Supervision • Committees Charters Structure, Nomination Committee Nomination Committee Charter

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
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		important in an increasing number of jurisdictions where boards are establishing independent audit committees with powers to oversee the relationship with the external auditor and to act in many cases independently. Other such committees include those dealing with nomination and compensation. The accountability of the rest of the board and the board as a whole should be clear.			<ul style="list-style-type: none"> Company's Corporate Governance Manual Corporate Governance Manual
E.2.13	<p>Did the Nominating Committee meet at least twice during the year?</p> <p>Apakah Komite Nominasi mengadakan setidaknya dua kali rapat selama tahun ini?</p>	<p>Disclosure should not extend to committees set up to deal with, for example, confidential commercial transactions. Given the responsibilities of the Nominating Committee spelt out in codes of corporate governance, the Nominating Committee is unlikely to be fulfilling these responsibilities effectively if it only meets once a year. Globally, the Nominating Committee of large companies would meet several times a year.</p>	√		<p>The Nominating Committee held meetings at least twice a year. Throughout 2015, the Committee held 5 (five) meetings.</p> <p>Komite Nominasi mengadakan rapat paling kurang dua kali dalam setahun. Selama 2015, Komite mengadakan rapat sebanyak lima kali.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report, Nomination Committee (page 314-315) Corporate Governance Committees Charters Structure, Nomination Committee Nomination Committee Charter
E.2.14	<p>Is the attendance of members at Nominating Committee meetings disclosed?</p> <p>Apakah kehadiran anggota dalam rapat Komite Nominasi diungkapkan?</p>	<p>in codes of corporate governance, the Nominating Committee is unlikely to be fulfilling these responsibilities effectively if it only meets once a year. Globally, the Nominating Committee of large companies would meet several times a year.</p>	√		<p>The frequency of and the level of attendance of members at the Nomination Committee Meetings were disclosed in the 2015 Annual Report.</p> <p>Frekuensi dan tingkat kehadiran Komite Nominasi pada rapat telah diungkapkan dalam Laporan Tahunan 2015.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report, Nomination Committee (page 314-315) Corporate Governance

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)												
		Guiding Reference	Yes	No													
	Remuneration Committee/ Compensation Committee Komite Remunerasi/Kompensasi																
E.2.15	Does the company have a Remuneration Committee (RC)? Apakah perusahaan memiliki Komite Remunerasi?	OECD Principle VI (D) (4) Aligning key executive and board remuneration with the longer term interests of the company and its shareholders. It is considered good practice in an increasing number of countries that remuneration policy and employment contracts for board members and key executives be handled by a special committee of the board comprising either wholly or a majority of independent directors. There are also calls for a Remuneration Committee that excludes executives that serve on each others' RCs, which could lead to conflicts of interest.	√		The Company has a Remuneration Committee. Perusahaan memiliki Komite Remunerasi. Access: <ul style="list-style-type: none"> • Committees' Charters and Structure, Remuneration Committee Committees under Board of Commissioners Supervision • Company's Corporate Governance Manual Corporate Governance Manual • 2015 Annual Report, Remuneration Committee (page 316) Corporate Governance 												
E.2.16	Does the Remuneration Committee comprise a majority of independent directors/commissioners? Apakah Komite Remunerasi mayoritas beranggotakan direksi/komisaris independen?		√		Majority of the members of the Board of Commissioners who become members of the Remuneration Committee (60%) are Independent Commissioners. Anggota Dewan Komisaris yang menjadi anggota Komite Remunerasi, mayoritas atau 60% adalah Komisaris Independen. <table border="1"> <thead> <tr> <th>No</th> <th>Name</th> <th>Position</th> <th>Title</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>J.B. Kristiadi</td> <td>Chairman</td> <td>Vice President Commissioner (Independent)</td> </tr> <tr> <td>2.</td> <td>Ng Kee Choe</td> <td>Member</td> <td>President Commissioner</td> </tr> </tbody> </table>	No	Name	Position	Title	1.	J.B. Kristiadi	Chairman	Vice President Commissioner (Independent)	2.	Ng Kee Choe	Member	President Commissioner
No	Name	Position	Title														
1.	J.B. Kristiadi	Chairman	Vice President Commissioner (Independent)														
2.	Ng Kee Choe	Member	President Commissioner														

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)			
		Guiding Reference	Yes	No				
					3.	Gan Chee Yen	Member	Commissioner
					4.	Manggi T. Habir	Member	Independent Commissioner
					5.	Emirsyah Satar	Member	Independent Commissioner
					6.	Marta Jonatan	Member	Executive Officer
					Access: <ul style="list-style-type: none"> 2015 Annual Report, Remuneration Committee (page 316) Corporate Governance Committees Charters and Structure, Remuneration Committee Committees under Board of Commissioners Supervision 			
E.2.17	Is the chairman of the Remuneration Committee an independent director/commissioner? Apakah ketua Komite Remunerasi adalah direksi/komisaris independen?		√		The Chairman of the Remuneration Committee is an Independent Commissioner; J.B. Kristiadi. Ketua dari Komite Remunerasi adalah Komisaris Independen; J.B. Kristiadi. Access: <ul style="list-style-type: none"> 2015 Annual Report, Remuneration Committee (page 316-317) Corporate Governance Committees Charters and Structure, Remuneration Committee Committees under Board of Commissioners Supervision 			

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
E.2.18	<p>Does the company disclose the terms of reference governance structure/ charter of the Remuneration Committee?</p> <p>Apakah perusahaan mengungkapkan kerangka acuan / tata struktur / pedoman Komite Remunerasi?</p>	<p>OECD Principle VI (E) (2) When committees of the board are established, their mandate, composition and working procedures should be well defined and disclosed by the board.</p> <p>While the use of committees may improve the work of the board they may also raise questions about the collective responsibility of the board and of individual board members. In order to evaluate the merits of board committees it is therefore important that the market receives a full and clear picture of their purpose, duties and composition. Such information is particularly important in an increasing number of jurisdictions</p>	√		<p>The Company disclosed the reference/governance and structure/charter of the Remuneration Committee.</p> <p>Perusahaan mengungkapkan kerangka acuan/tata kelola dan struktur/pedoman dari Komite Remunerasi.</p> <p>Access:</p> <ul style="list-style-type: none"> • 2015 Annual Report, Remuneration Committee (page 316-319) Corporate Governance • Committees Charters and Structure, Remuneration Committee Committees under Board of Commissioners Supervision • Committees Charters Structure, Remuneration Committee Charter of Remuneration Committee • Company's Corporate Governance Manual Corporate Governance Manual

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
E.2.19	<p>Did the Remuneration Committee meet at least twice during the year?</p> <p>Apakah komite remunerasi mengadakan rapat sekurangnya 2 (dua) kali dalam setahun?</p>	<p>where boards are establishing independent audit committees with powers to oversee the relationship with the external auditor and, in many cases, to act independently. Other such committees include those dealing with nomination and compensation. The accountability of the rest of the board and the board as a whole should be clear. Disclosure should not extend to committees set up to deal with, for example, confidential commercial transactions.</p> <p>Given the responsibilities of the RC which are spelt out in codes of corporate governance, the RC is unlikely to be fulfilling these responsibilities effectively if it only meets once a year. Globally, the RC of large companies would meet several times a year.</p>	√		<p>The Remuneration Committee held meetings at least twice a year. Throughout 2015, the Committee held 5 (five) meetings.</p> <p>Komite Remunerasi mengadakan rapat paling kurang dua kali dalam setahun. Selama 2015, Komite mengadakan rapat sebanyak 5 (lima) kali.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report, Remuneration Committee (page 320) Corporate Governance Committees Charters Structure, Remuneration Committee Charter of Remuneration Committee
E.2.20	<p>Is the attendance of members at Remuneration Committee meetings disclosed?</p> <p>Apakah kehadiran anggota komite remunerasi dalam rapat diungkapkan?</p>	<p>Given the responsibilities of the RC which are spelt out in codes of corporate governance, the RC is unlikely to be fulfilling these responsibilities effectively if it only meets once a year. Globally, the RC of large companies would meet several times a year.</p>	√		<p>The frequency of and the level of attendance of members at the Remuneration Committee Meetings were disclosed in the 2015 Annual Report.</p> <p>Frekuensi dan tingkat kehadiran Komite Remunerasi pada rapat komite telah diungkapkan dalam Laporan Tahunan 2015.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report, Remuneration Committee (page 320) Corporate Governance

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)																
		Guiding Reference	Yes	No																	
	Audit Committee Komite Audit																				
E.2.21	Does the company have an Audit Committee? Apakah perusahaan memiliki Komite Audit?	OECD Principle VI (E) (1) Boards should consider assigning a sufficient number of non-executive board members capable of exercising independent judgment to tasks where there is a potential for conflict of interest. Examples of such key responsibilities are ensuring the integrity of financial and non-financial reporting, the review of related-party transactions, nomination of board members and key executives, and board remuneration.	√		The Company has an Audit Committee. Perusahaan memiliki Komite Audit. Access: <ul style="list-style-type: none"> Committees Charters and Structure, Audit Committee Committees under Board of Commissioners Supervision Company's Corporate Governance Manual Corporate Governance Manual 2015 Annual Report, Audit Committee (page 298) Corporate Governance 																
E.2.22	Does the Audit Committee comprise entirely of non-executive directors/commissioners with a majority of independent directors/commissioners? Apakah Komite Audit terdiri seluruhnya dari direktur/komisaris non-eksekutif dengan mayoritas direktur/komisaris independen?	OECD Principle VI (E) (2) When committees of the board are established, their mandate, composition and working procedures should be well defined and disclosed by the board. While the use of committees may improve the work of the board they may also raise questions about the collective responsibility of the board and of individual	√		Members of the Audit Committee are all Independent Commissioners and Independent Parties. Anggota Komite Audit, seluruhnya merupakan Komisaris Independen dan Pihak Independen. <table border="1" data-bbox="1422 1189 2004 1428"> <thead> <tr> <th>No</th> <th>Name</th> <th>Position</th> <th>Title</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Emirsyah Satar</td> <td>Chairman</td> <td>Independent Commissioner</td> </tr> <tr> <td>2.</td> <td>J.B. Kristiadi</td> <td>Member</td> <td>Vice President Commissioner (Independent)</td> </tr> <tr> <td>3.</td> <td>Manggi T. Habir</td> <td>Member</td> <td>Independent Commissioner</td> </tr> </tbody> </table>	No	Name	Position	Title	1.	Emirsyah Satar	Chairman	Independent Commissioner	2.	J.B. Kristiadi	Member	Vice President Commissioner (Independent)	3.	Manggi T. Habir	Member	Independent Commissioner
No	Name	Position	Title																		
1.	Emirsyah Satar	Chairman	Independent Commissioner																		
2.	J.B. Kristiadi	Member	Vice President Commissioner (Independent)																		
3.	Manggi T. Habir	Member	Independent Commissioner																		

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)			
		Guiding Reference	Yes	No				
		board members. In order to evaluate the merits of board committees it is therefore important that the market receives a full and clear picture of their purpose, duties and composition. Such information is particularly important in the increasing number of jurisdictions where boards are establishing independent audit committees with powers to oversee the relationship with the external auditor and, in many cases, to act independently. Other such committees include those dealing with nomination and compensation. The accountability of the rest of the board and the board as a whole should be clear. Disclosure should not extend to committees set up to deal with, for example, confidential commercial transactions.			4.	Angela Simatupang	Member	Independent Party
					5.	Yusuf Nawawi	Member	Independent Party
					Access: <ul style="list-style-type: none"> 2015 Annual Report, Audit Committee (page 299) Corporate Governance Committees Charters and Structure, Audit Committee Committees under Board of Commissioners Supervision 			
E.2.23	Apakah ketua komite audit adalah direksi/komisaris independen?	Is the chairman of the Audit Committee an independent director/commissioner?	√		The Chairman of the Audit Committee is an Independent Commissioner; Emirsyah Satar. Ketua dari Komite Audit adalah Komisaris Independen; Emirsyah Satar. Access: <ul style="list-style-type: none"> 2015 Annual Report, Audit Committee (page 299) Corporate Governance Committees Charters and Structure, Audit Committee Committees under Board of Commissioners Supervision 			

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
E.2.24	<p>Does the company disclose the terms of reference/governance structure/ charter of the Audit Committee?</p> <p>Apakah perusahaan mengungkapkan kerangka acuan/struktur tata kelola/Piagam Komite Audit?</p>		√		<p>The Company disclosed the reference/governance and structure/charter of the Audit Committee.</p> <p>Perusahaan mengungkapkan kerangka acuan/pedoman tata kelola dan piagam Komite Audit.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report, Audit Committee (page 298-302) Corporate Governance Committees Charters and Structure, Audit Committee Committees under Board of Commissioners Supervision Committees Charters Structure, Audit Committee Charter of Audit Committee Company's Corporate Governance Manual Corporate Governance Manual
E.2.25	<p>Does the Annual Report disclose the profile or qualifications of the Audit Committee members?</p> <p>Apakah laporan tahunan mengungkapkan profil atau kualifikasi anggota Komite Audit?</p>	<p>Most codes specify the need for accounting/finance expertise or experience.</p>	√		<p>The 2015 Annual Report disclosed the profiles and qualifications of the Audit Committee Members.</p> <p>Laporan Tahunan 2015 mengungkapkan profil dan kualifikasi anggota Komite Audit.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report, Audit Committee (page 300-302) Corporate Governance

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
E.2.26	<p>Does at least one of the independent directors/commissioners of the Audit Committee have accounting expertise (accounting qualification or experience)?</p> <p>Apakah terdapat sekurangnya satu direksi/komisaris independen dalam Komite Audit memiliki pengalaman akuntansi (pengalaman atau kualifikasi akuntansi)?</p>	<p>UK CODE (JUNE 2010) C.3.1. The board should satisfy itself that at least one member of the audit committee has recent and relevant financial experience.</p> <p>As many of the key responsibilities of the audit committee are accounting-related, such as oversight of financial reporting and audits, it is important to have someone specifically with accounting expertise, not just general financial expertise.</p>	√		<p>One of the Independent Commissioners of the Audit Committee members has accounting expertise and/or accounting experience.</p> <p>Satu dari Komisaris Independen anggota Komite Audit memiliki pengalaman dalam bidang akuntansi.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report, Audit Committee (page 300-302) Corporate Governance
E.2.27	<p>Did the Audit Committee meet at least four times during the year?</p> <p>Apakah Komite Audit mengadakan rapat sekurangnya 4 (empat) kali dalam setahun?</p>	<p>As many of the key responsibilities of the audit committee are accounting-related, such as oversight of financial reporting and audits, it is important to have someone specifically with accounting expertise, not just general financial expertise.</p>	√		<p>The Audit Committee is required to meet at least 4 (four) times a year. Throughout 2015, the Audit Committee held 10 (ten) meetings.</p> <p>Komite Audit wajib mengadakan rapat paling kurang 4 (empat) kali dalam setahun. Selama 2015, Komite Audit mengadakan rapat sebanyak 10 (sepuluh) kali.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report, Audit Committee (page 302) Corporate Governance Committees Charters Structure, Audit Committee Charter of Audit Committee
E.2.28	<p>Is the attendance of members at Audit Committee meetings disclosed?</p>		√		<p>The frequency of and the level of attendance of members at the Audit Committee Meeting were disclosed in the 2015 Annual Report.</p>

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
	Apakah kehadiran anggota Komite Audit dalam rapat-rapat diungkapkan?				<p>Frekuensi dan tingkat kehadiran Komite Audit pada rapat telah diungkapkan dalam Laporan Tahunan 2015.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report, Audit Committee (page 302-303) Corporate Governance
E.2.29	<p>Does the Audit Committee have primary responsibility for recommendation on the appointment, re-appointment and removal of the external auditor?</p> <p>Apakah tanggung jawab utama Komite Audit adalah merekomendasikan penunjukan, penunjukan kembali dan mengganti auditor eksternal?</p>	<p>UK CG Code (June 2010) C.3.6 The audit committee should have primary responsibility for making a recommendation on the appointment, re-appointment and removal of the external auditor. If the board does not accept the audit committee's recommendation, it should include in the annual report, and in any papers recommending appointment or re-appointment, a statement from the audit committee explaining the recommendation and should set out reasons why the board has taken a different position.</p>	√		<p>The Audit Committee has the responsibility to recommend to the Board of Commissioners the appointment, re-appointment, discharge or replacement, involvement, and the remuneration structure of the external Auditor.</p> <p>Komite Audit memiliki tanggung jawab dalam memberikan rekomendasi kepada Dewan Komisaris terhadap penunjukan, penunjukan kembali, pemberhentian atau penggantian, serta struktur remunerasi bagi auditor eksternal (kantor akuntan public/akuntan publik).</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report, Audit Committee (page 298) Corporate Governance Company's Corporate Governance Manual Corporate Governance Manual Committees Charters Structure, Audit Committee Charter of Audit Committee

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
E.3	Board meetings and attendance Rapat Dewan Komisaris dan Kehadiran Anggota Dewan Komisaris				
E.3.1	Are the boards of directors' meetings scheduled before the start of financial year? Apakah rapat direksi telah dijadwalkan sebelumnya atau pada awal tahun?	Scheduling board meetings before or at the beginning of the year would allow directors to plan ahead to attend such meetings, thereby helping to maximise participation, especially as non-executive directors often have other commitments. Additional ad hoc meetings can always be scheduled if and when necessary. It is common practice for boards in developed markets to schedule meetings in this way.	√		<p>The Board of Commissioners and the Board of Directors scheduled the meetings for the next year before the end of the fiscal year.</p> <p>Dewan Komisaris dan Direksi telah menjadwalkan rapat untuk tahun berikutnya pada tahun sebelumnya.</p> <p>Access:</p> <ul style="list-style-type: none"> • BoC and BoD Charters <ul style="list-style-type: none"> ○ Charter of Board of Commissioners ○ Charter of Board of Directors • 2015 Annual Report → The Meeting Schedule of 2016 (page 294 for BoC and page 345 for BoD) Corporate Governance
E.3.2	Does the board of directors/commissioners meet at least six times per year? Apakah rapat direksi/dewan komisaris dilakukan setidaknya enam kali per tahun?	<p>World Bank Principle 6 (VI.I.24) Does the board meet at least six times per year?</p> <p>INDO SCORECARD E.10 How many meetings were held in the past year? If the board met more than six times, the firm earns a 'Y' score. If four to six meetings, the firm was scored as 'fair', while less than</p>	√		<p>For Board of Commissioners, meetings are to be held at least once every 2 months (6 times in a year). In 2015, Board of Commissioners held 6 (six) meetings.</p> <p>Dewan Komisaris mengadakan rapat paling sedikit satu kali setiap dua bulannya (6 kali rapat dalam setahun). Tahun 2015, Dewan Komisaris mengadakan 6 kali rapat.</p> <p>Access:</p> <ul style="list-style-type: none"> • 2015 Annual Report, The BoC Meeting Agenda in 2015 (page 292-294) Corporate Governance

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
		four times was scored as 'N'.			<p>The Board of Directors are scheduled to meet and have held meetings at least once a month (12 times in a year). In 2015, the Board of Directors held 45 meetings or had met the minimum requirement of Board of Directors meetings.</p> <p>Rapat Direksi dijadwalkan paling sedikit 1 kali setiap bulannya (minimal 12 kali rapat dalam setahun). Pada tahun 2015, Direksi mengadakan 45 kali rapat atau telah memenuhi kewajiban rapat direksi.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report, The BoD Meetings in 2015 (page 338-345) Corporate Governance
E.3.3	<p>Has each of the directors/commissioners attended at least 75% of all the board meetings held during the year?</p> <p>Apakah masing-masing direksi / komisaris menghadiri setidaknya 75% dari semua rapat yang diadakan selama tahun ini?</p>	<p>OECD Principle VI (E) (3) Board members should be able to commit themselves effectively to their responsibilities. Specific limitations may be less important than ensuring that members of the board enjoy legitimacy and confidence in the eyes of shareholders. Achieving legitimacy would also be facilitated by the publication of attendance records for individual board members (e.g. whether they have missed a significant</p>	√		<p>In 2015, each Commissioner attended at least 75% of all the board meetings.</p> <p>Tahun 2015, masing-masing anggota Dewan Komisaris menghadiri rapat paling sedikit 75% dari seluruh rapat Dewan Komisaris.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report → BoC, Meeting Agenda in 2015 (page 292) Corporate Governance <p>In 2015, each Director attended at least 75% of all the the board meetings.</p>

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
		number of meetings) and any other work undertaken on behalf of the board and the associated remuneration.			<p>Tahun 2015, masing-masing anggota Direksi menghadiri paling sedikit 75% dari seluruh rapat Direksi yang diadakan.</p> <p>Access:</p> <ul style="list-style-type: none"> • 2015 Annual Report → BoD The Meeting Schedule of 2016 (page 340) Corporate Governance
E.3.4	<p>Does the company require a minimum quorum of at least 2/3 for board decisions?</p> <p>Apakah perusahaan mensyaratkan minimum pemenuhan quorum diperlukan sekurangnya 2/3 anggota?</p>	<p>World Bank Principle 6 (VI.I.28) Is there a minimum quorum of at least 2/3 for board decisions to be valid?</p>	√		<p>The decision making in Board of Commissioners meetings is conducted by consensus agreement, in the event of no consensus agreement, decisions are determined by at least 2/3 of the incumbent members present.</p> <p>Keputusan yang diambil dalam Rapat Dewan Komisaris dilaksanakan dengan musyawarah mufakat, dalam hal tidak ada kesepakatan consensus, keputusan ditentukan oleh paling sedikit 2/3 dari anggota yang hadir.</p> <p>Access:</p> <ul style="list-style-type: none"> • BoC and BoD Charters <ul style="list-style-type: none"> ○ Charter of Board of Commissioners ○ Charter of Board of Directors • 2015 Annual Report → Board of Directors Meetings (page 337) Corporate Governance • 2015 Annual Report → Board of Commissioners Meeting Policy (page 291) Corporate Governance

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
E.3.5	<p>Did the non-executive directors/commissioners of the company meet separately at least once during the year without any executives present?</p> <p>Apakah para direktur/komisaris non-eksekutif perusahaan bertemu secara terpisah setidaknya sekali selama setahun tanpa kehadiran eksekutif?</p>	<p>World Bank Principle 6 (VI.E.1.6) Does the corporate governance framework requires or encourages boards to conduct executive sessions?</p>	√		<p>The Board of Commissioners has held meetings without the Board of Directors presence. In 2015, there were 3 (three) Board of Commissioners' meetings without the Board of Directors' presence.</p> <p>Dewan Komisaris wajib mengadakan Rapat tanpa kehadiran Direksi. Pada tahun 2015, terdapat 3 kali Rapat Dewan Komisaris tanpa kehadiran Direksi.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report → BoC Meetings (page 292) Corporate Governance <p>The Board of Directors has held meetings without the Board of Commissioners presence.</p> <p>Access:</p> <ul style="list-style-type: none"> Annual Report → BoD Meetings (page 339) Corporate Governance
	Access to information Akses Informasi				
E.3.6	<p>Are board papers for board of directors/commissioners meetings provided to the board at least five business days in advance of the board meeting?</p> <p>Apakah materi untuk rapat direksi / komisaris diberikan setidaknya lima hari kerja sebelum rapat dewan?</p>	<p>OECD Principle VI (F) In order to fulfil their responsibilities, board members should have access to accurate, relevant and timely information. Board members require relevant information on a timely basis in order to support their decision-making. Non-executive board</p>	√		<p>The Board of Commissioners meeting materials (scheduled meetings) shall be distributed to the meeting participants at least 5 (five) working days prior to the meeting.</p> <p>Materi rapat Dewan Komisaris (rapat terjadwal) disampaikan kepada peserta rapat paling lambat 5 (lima) hari sebelum rapat dilangsungkan.</p>

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
		<p>members do not typically have the same access to information as key managers within the company. The contributions of non-executive board members to the company can be enhanced by providing access to certain key managers within the company such as, for example, the company secretary and the internal auditor, and recourse to independent external advice at the expense of the company. In order to fulfil their responsibilities, board members should ensure that they obtain accurate, relevant and timely information.</p> <p>World Bank Principle 6 (VI.F.2) Does such information need to be provided to the board at least five business days in advance of the board meeting?</p>			<p>Access:</p> <ul style="list-style-type: none"> BoC Charters Charter of Board of Commissioners 2015 Annual Report → Board of Commissioners Meeting Policy (page 291) Corporate Governance <p>The Board of Directors meeting materials (scheduled meetings) shall be distributed to the meeting participants at least 5 (five) working days prior to the meeting.</p> <p>Materi rapat Direksi (rapat terjadwal) disampaikan kepada peserta rapat paling lambat 5 (lima) hari sebelum rapat dilangsungkan.</p> <p>Access:</p> <ul style="list-style-type: none"> BoD Charters Charter of Board of Directors 2015 Annual Report → Board of Directors Meetings (page 337) Corporate Governance
E.3.7	<p>Does the company secretary play a significant role in supporting the board in discharging its responsibilities?</p> <p>Apakah sekretaris perusahaan memainkan peran penting dalam mendukung dewan dalam melaksanakan tanggung jawabnya?</p>	<p>OECD Principle VI (F)</p> <p>ICSA Guidance on the Corporate Governance Role of the Company Secretary</p>	√		<p>The Company (Corporate) Secretary plays a significant role in supporting the Board of Commissioners and Board of Commissioners' responsibility.</p> <p>Sekretaris Perusahaan memainkan peran penting dalam mendukung Dewan Komisaris dan Direksi melaksanakan tanggung jawabnya.</p>

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
					Access: <ul style="list-style-type: none"> Company's Corporate Governance Manual Corporate Governance Manual 2015 Annual Report → Corporate Secretary (page 360) Corporate Governance
E.3.8	Is the company secretary trained in legal, accountancy or company secretarial practices? Apakah sekretaris perusahaan mempunyai pelatihan di legal, akuntansi, atau pengalaman sekretaris perusahaan yang lain?	World Bank Principle 6 (VI.D.2.12) Do company boards have a professional and qualified company secretary?	√		The Company (Corporate) Secretary was trained in legal and she had attended trainings/conferences/seminars/workshops in the related company secretarial practices. Sekretaris Perusahaan memiliki dan menghadiri pelatihan/konferensi/seminars/workshops terkait aktivitas sekretaris perusahaan. Access: <ul style="list-style-type: none"> 2015 Annual Report → Corporate Secretary (page 360-361 for the profile and more explanation of Company Secretary) Corporate Governance Management Team Corporate Secretary Profile
	Board appointments and re-election Penunjukkan dan Pemilihan Kembali Anggota Dewan Komisaris				
E.3.9	Does the company disclose the criteria used in selecting new directors/commissioners?	OECD Principle II (C) (3) To further improve the selection process, the Principles also call for full disclosure of the	√		The Company disclosed the requirements and criterias for the Board of Commissioners and Board of Directors candidates in the Nomination Policy.

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
	Apakah perusahaan mengungkapkan kriteria yang digunakan dalam memilih direksi/komisaris baru?	<p>experience and background of candidates for the board and the nomination process, which will allow an informed assessment of the abilities and suitability of each candidate.</p> <p>OECD Principle VI (D) (5) Ensuring a formal and transparent board nomination and election process. These Principles promote an active role for shareholders in the nomination and election of board members. The board has an essential role to play in ensuring that this and other aspects of the nominations and election process are respected. First, while actual procedures for nomination may differ among countries, the board or a nomination committee has a special responsibility to make sure that established procedures are transparent and respected. Second, the board has a key role in identifying potential members for the board with the appropriate knowledge, competencies and expertise to complement the existing skills of the board and thereby improve its value-adding potential for the</p>			<p>Perusahaan mengungkapkan persyaratan dan kriteria dalam memilih anggota Dewan Komisaris dan Direksi yang baru.</p> <p>Access:</p> <ul style="list-style-type: none"> • Nomination Policy Summary of Nomination Policy • 2015 Annual Report → Criteria for Independent Commissioners (page 285) Corporate Governance • 2015 Annual Report → Criteria for Board of Directors (page 333) Corporate Governance • BoC and BoD Charters <ul style="list-style-type: none"> ○ Charter of Board of Commissioners ○ Charter of Board of Directors
E.3.10	<p>Does the company disclose the process followed in appointing new directors/commissioners?</p> <p>Apakah perusahaan mengungkapkan proses yang digunakan dalam memilih direksi/komisaris baru?</p>	<p>Does the company disclose the process followed in appointing new directors/commissioners?</p> <p>Apakah perusahaan mengungkapkan proses yang digunakan dalam memilih direksi/komisaris baru?</p>	√		<p>The process of appointing new directors/commissioners are disclosed in the Nomination Policy.</p> <p>Proses dalam penunjukan anggota Dewan Komisaris dan Direksi baru diungkapkan dalam Kebijakan Nominasi.</p> <p>Access:</p> <ul style="list-style-type: none"> • Nomination Policy Summary of Nomination Policy • Committess Charters and Structure Charter of Nomination Committee

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
		company. In several countries there are calls for an open search process extending to a broad range of people.			<ul style="list-style-type: none"> 2015 Annual Report → Nomination Policy of Board of Commissioners (page 284) Corporate Governance 2015 Annual Report → Policy on the Nomination of Board of Directors (page 332) Corporate Governance
E.3.11	<p>Are all the directors/commissioners subject to re-election at least once every three years?</p> <p>Apakah semua direksi/komisaris tunduk pada pemilihan ulang setidaknya sekali setiap tiga tahun?</p>	<p>ICGN: 2.9.1 Election of directors: Directors should be conscious of their accountability to shareholders, and many jurisdictions have mechanisms to ensure that this is in place on an ongoing basis. There are some markets however where such accountability is less apparent and in these each director should stand for election on an annual basis. Elsewhere directors should stand for election at least once every three years, though they should face evaluation more frequently.</p> <p>World Bank Principle 6 (VI.I.18) Can the re-election of board members be staggered over time? (Staggered boards are those where only a part of the board is re-elected at each</p>	v		<p>The appointment of Board of Commissioners is effective from the date specified in the GMS (should have passed fit and proper test) and will expire at the conclusion of the third AGMS.</p> <p>Penunjukan Dewan Komisaris berlaku sejak tanggal yang ditentukan dalam RUPS (harus telah lulus fit dan proper test) dan akan berakhir pada akhir RUPS ketiga.</p> <p>Access:</p> <ul style="list-style-type: none"> BoC Charters Charter of Board of Commissioners Company's Articles of Association Articles of Association <p>Members of the Board of Directors shall be appointed for a term of office of maximum 3 (three) years and may be reappointed.</p> <p>Anggota Direksi diangkat untuk masa jabatan maksimum 3 (tiga) tahun dan dapat diangkat kembali.</p>

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
		election, e.g. only 1/3 of directors are re-elected every year.)			Access: <ul style="list-style-type: none"> BoD Charters Charter of Board of Directors Company's Articles of Association Articles of Association
	Remuneration matters Permasalahan Remunerasi				
E.3.12	Does the company disclose its remuneration (fees, allowances, benefit-in-kind and other emoluments) policy (i.e. the use of short term and long term incentives and performance measures) for its executive directors and CEO? Apakah perusahaan mengungkapkan remunasinya (biaya, tunjangan, manfaat dan honorarium lainnya), kebijakan (yaitu penggunaan jangka pendek dan insentif jangka panjang dan ukuran kinerja) untuk direktur eksekutif dan CEO?	OECD Principle VI (D) (4) Aligning key executive and board remuneration with the longer term interests of the company and its shareholders. In an increasing number of countries it is regarded as good practice for boards to develop and disclose a remuneration policy statement covering board members and key executives. Such policy statements specify the relationship between remuneration and performance, and include measurable standards that emphasise the longer term interests of the company over short-term considerations. Policy statements generally tend to set conditions for payments to board members for extra-board activities, such as consulting. They also often specify terms to be	√		The Company disclosed its remuneration policy for the Board of Commissioners and the Board of Directors. Perusahaan mengungkapkan Kebijakan Remunerasi untuk Dewan Komisaris dan Direksi. Access: <ul style="list-style-type: none"> 2015 Annual Report → Board of Commissioners Remuneration Policy, Indicators and Procedures for the Determination of the BoC's Remuneration (page 295) Corporate Governance 2015 Annual Report → Board of Directors Remuneration Policy, Indicators for Determining BoD Remuneration (page 347) Corporate Governance

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
		observed by board members and key executives about holding and trading the stock of the company, and the procedures to be followed in granting and re-pricing of options. In some countries, policy also covers the payments to be made when terminating the contract of an executive.			
E.3.13	Is there disclosure of the fee structure for non-executive directors/commissioners? Apakah terdapat pengungkapan struktur fee bagi direksi/komisaris non eksekutif?	UK CG Code (June 2010) D.1.3 Levels of remuneration for non-executive directors should reflect the time commitment and responsibilities of the role. Disclosure of fee structure for non-executive directors allows shareholders to assess if these directors are remunerated in an appropriate manner, for example, whether they are paid for taking on additional responsibilities and contributions, such as chairing committees.	√		The Company disclosed the Remuneration Structure of Board of Commissioners and Board of Directors. Perusahaan mengungkapkan struktur Remunerasi untuk Dewan Komisaris dan Direksi. Access: <ul style="list-style-type: none"> • 2015 Annual Report → Remuneration and Facilities for the Board of Commissioners (page 296) Corporate Governance • 2015 Annual Report → Remuneration and other benefits for the Directors (page 348) Corporate Governance
E.3.14	Do the shareholders or the Board of Director approve the remuneration of the executive director and/or the senior executives?	OECD PRINCIPLE VI. (D.4) The Board should fulfil certain key functions including aligning key executive and board remuneration with the longer	√		The 2015 Annual General Meeting of Shareholders approved the Board of Commissioners and Board of Directors remuneration structure as the fourth agenda item.

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
	Apakah pemegang saham atau Direksi menyetujui remunerasi direktur eksekutif dan / atau eksekutif senior?	<p>term interests of the company and its shareholders</p> <p>ICGN 2.3 (D) and (E)</p> <p>D. Selecting, remunerating, monitoring and where necessary replacing key executives and overseeing succession planning.</p> <p>E. Aligning key executives and Board remuneration with the loner term interest of the company and its shareholders.</p>			<p>Rapat Umum Pemegang Saham 2015 telah menyetujui struktur remunerasi Dewan Komisaris dan Direksi pada agenda keempat RUPS.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report, Fourth Agenda Item (page 279) <p>Corporate Governance</p>
E.3.15	<p>Do independent non-executive directors/commissioners receive options, performance shares or bonuses?</p> <p>Apakah direktur/komisaris independen non-eksekutif menerima options, kinerja saham atau bonus?</p>	<p>UK CG Code (June 2010)</p> <p>(D.1.3) Levels of remuneration for non-executive directors should reflect the time commitment and responsibilities of the role. Remuneration for non-executive directors should not include share options or other performance-related elements. If, by exception, options are granted, shareholder approval should be sought in advance and any shares acquired by exercise of the options should be held until at least one year after the non-executive director leaves the board. Holding of share options could be relevant to the determination of a non-executive director's independence (as set</p>	X		<p>The Company does not have different treatments for independent and non-independent Commissioner.</p> <p>Perusahaan tidak memiliki perlakuan yang berbeda bagi komisaris independen dan komisaris non-independen.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report, Fourth Agenda Item (page 279) <p>Corporate Governance</p>

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
		<p>out in provision B.1.1).</p> <p>ASX Code Box 8.2: Guidelines for non-executive director remuneration Companies may find it useful to consider the following when considering non-executive director remuneration:</p> <ol style="list-style-type: none"> 1. Non-executive directors should normally be remunerated by way of fees, in the form of cash, noncash benefits, superannuation contributions or salary sacrifice into equity; they should not normally participate in schemes designed for the remuneration of executives. 2. Non-executive directors should not receive options or bonus payments. 3. Non-executive directors should not be provided with retirement benefits other than superannuation. 			

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
	Internal audit Audit Internal				
E.3.16	Does the company have a separate internal audit function? Apakah perusahaan memiliki fungsi internal audit yang terpisah?	OECD Principle VI (D) (7) Ensuring the integrity of the corporation's accounting and financial reporting systems, including the independent audit, and that appropriate systems of control are in place, in particular, systems for risk management, financial and operational control, and compliance with the law and relevant standards. Ensuring the integrity of the essential reporting and monitoring systems will require the board to set and enforce clear lines of responsibility and accountability throughout the organisation. The board will also need to ensure that there is appropriate oversight by senior management. One way of doing this is through an internal audit system directly reporting to the board.	√		The Company has a separate and independent Internal Audit Function that is called Internal Audit Unit (IAU). Perusahaan memiliki fungsi internal audit yang terpisah dan independen yaitu Satuan Kerja Audit Intern (SKAI). Access: <ul style="list-style-type: none"> 2015 Annual Report, Internal Audit Unit (IAU) (page 368) Corporate Governance
E.3.17	Is the head of internal audit identified or, if outsourced, is the name of the external firm disclosed?	Companies often disclose that they have an internal audit position but, in practice, it is not uncommon for this to exist more in form than in substance. For	√		The Company has an internal audit head and has disclosed the head of internal audit's profile.

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
	Apakah kepala audit internal diidentifikasi atau, jika outsourcing, nama perusahaan eksternal diungkapkan?	example, the in-house internal audit role may be assigned to someone with other operational responsibilities. As internal audit is unregulated, unlike external audit, there are firms providing outsourced internal audit services which are not properly qualified to do so. Making the identity of the head of internal audit or the external service provider public would provide some level of safeguard that the internal audit is substantive.			Perusahaan mengungkapkan Kepala SKAI dan profil lengkap Kepala SKAI. Access: <ul style="list-style-type: none"> 2015 Annual Report, Profile of Head of Internal Audit Unit (page 369) Corporate Governance
E.3.18	Does the appointment and removal of the internal auditor require the approval of the audit committee? Apakah pengangkatan dan/atau penggantian internal audit memerlukan persetujuan Komite Audit?	OECD Principle VI (D) (7) In some jurisdictions it is considered good practice for the internal auditor to report to an independent audit committee of the board or an equivalent body which is also responsible for managing the relationship with the external auditor, thereby allowing a co-ordinated response by the board. World Bank Principle 6 (VI.D.7.9) Does the internal auditor has direct and unfettered access to the board of directors and its independent audit committee? ASX Principles on CG	v		The Head of IAU is to be appointed and terminated by the President Director following the approval of the Audit Committee and Board of Commissioners, and reported to the FSA. Kepala SKAI diangkat dan diberhentikan oleh Direktur Utama dengan persetujuan Komite Audit dan Dewan Komisaris, serta dilaporkan kepada Otoritas Jasa Keuangan (OJK). Access: <ul style="list-style-type: none"> 2015 Annual Report, Appointment, Termination and Legal Basis for Appointment of Internal Audit Head (page 369) Corporate Governance

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
		<p>"...companies should consider a second reporting line from the internal audit function to the board or relevant committee." Under the ASX Principles it is also recommended that the audit committee have access to internal audit without the presence of management, and that "the audit committee should recommend to the board the appointment and dismissal of a chief internal audit executive."</p>			
	Risk oversight Pengawasan Terhadap Risiko				
E.3.19	<p>Does the company disclose the internal control procedures/risk management systems it has in place?</p> <p>Apakah perusahaan mengungkapkan prosedur pengendalian internal/sistem pengelolaan risiko?</p>	<p>OECD Principle 6 (VI) (D) (7) Ensuring the integrity of the corporation's accounting and financial reporting systems, including the independent audit, and that appropriate systems of control are in place, in particular, systems for risk management, financial and operational control, and compliance with the law and relevant standards</p>	√		<p>The Company disclosed the Risk Management System and Internal Control System.</p> <p>Perusahaan mengungkapkan Sistem Manajemen Risiko dan Sistem Pengendalian Internal.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report → Risk Management System (page 374) and Internal Control System (page 377) Corporate Governance Company's Corporate Governance Manual Corporate Governance Manual

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
E.3.20	<p>Does the annual report disclose that the board of directors/commissioners has conducted a review of the company's material controls (including operational, financial and compliance controls) and risk management systems?</p> <p>Apakah laporan tahunan mengungkapkan bahwa direksi / dewan komisaris telah melakukan kajian pengendalian material perusahaan (termasuk, kontrol keuangan dan kepatuhan operasional) dan sistem manajemen risiko?</p>	<p>UK CG Code (June 2010) C.2.1 The board should, at least annually, conduct a review of the effectiveness of the company's risk management and internal control systems and should report to shareholders that they have done so. The review should cover all material controls, including financial, operational and compliance controls.</p>	√		<p>The Board of Commissioners and Board of Directors actively supervised the implementation of risk management through Risk Monitoring Committee and Risk Management Committee. With Enterprise Risk Management (ERM), the Board of Commissioners and Board of Directors have evaluates the performance of Risk Management in the Company.</p> <p>Dewan Komisaris dan Direksi secara aktif mengawasi pelaksanaan manajemen risk melalui Komite Pemantau Risiko dan Komite Manajemen Risiko. Dengan Entreprise Risk Manajemen (ERM), Direksi dan Dewan Komisaris mengevaluasi kinerja Manajemen Risiko.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report → Risk Management (page 168-174) Management Discussion and Analysis 2015 Annual Report → Risk Management (page 376) Corporate Governance <p>The Board of Commissioners and Board of Directors are actively monitored the Internal Control System with the Three Lines of Defense. Also, the Evaluation on the effectiveness of Internal Control as to improve the existing Internal Control System.</p> <p>Dewan Komisaris dan Direksi secara aktif mengawasi pelaksanaan Sistem Pengendalian Internal melalui <i>Three Lines of Defense</i>. Serta mengevaluasi efektivitas</p>

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
					<p>Pengendalian Internal untuk meningkatkan Sistem Pengendalian Internal yang telah ada.</p> <p>Access:</p> <ul style="list-style-type: none"> • 2015 Annual Report → Risk Management Governance Policies (page 174) Management Discussion and Analysis • 2015 Annual Report → Internal Control System (page 377) Corporate Governance
E.3.21	<p>Does the company disclose how key risks are managed?</p> <p>Apakah perusahaan mengungkapkan bagaimana risiko-risiko utama dikelola?</p>	<p>OECD Principle V (A) (6) Foreseeable risk factors. Disclosure of risk is most effective when it is tailored to the particular industry in question. Disclosure about the system for monitoring and managing risk is increasingly regarded as good practice.</p>	√		<p>The Company disclosed the key risks and how they are managed.</p> <p>Perusahaan mengungkapkan risiko-risiko utama dan bagaimana risiko-risiko tersebut dikelola.</p> <p>Access:</p> <ul style="list-style-type: none"> • 2015 Annual Report → Disclosure of Risk Exposure (page 178-274) Management Discussion and Analysis • 2015 Annual Report → Risk Management (page 374) Corporate Governance
E.3.22	<p>Does the annual report contain a statement from the board of directors/commissioners or audit committee commenting on the adequacy of the company's internal controls/risk</p>	<p>OECD Principle 6 (VI) (D) (7) Ensuring the integrity of the corporation's accounting and financial reporting systems, including the independent audit,</p>	√		<p>The 2015 Annual Report contained the statement of adequacy of Internal Control System.</p> <p>Laporan Tahunan memuat pernyataan tentang kecukupan Sistem Pengendalian Internal.</p>

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
	<p>management system?</p> <p>Apakah Laporan Tahunan memuat pernyataan dari Direksi/Dewan Komisaris atau Komite Audit terhadap kecukupan internal control/sistem manajemen risiko di Perusahaan?</p>	<p>and that appropriate systems of control are in place, in particular, systems for risk management, financial and operational control, and compliance with the law and relevant standards.</p> <p>In some jurisdictions it is considered good practice for internal auditors to report to an independent audit committee of the board or an equivalent body which is also responsible for managing the relationship with the external auditor, thereby allowing a coordinated response by the board. It should also be regarded as good practice for this committee, or equivalent body, to review and report to the board the most critical accounting policies which are the basis for financial reports. However, the board should retain final responsibility for ensuring the integrity of the reporting systems. Some countries have provided for the chair of the board to report on the internal control process.</p>			<p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report → Evaluation on the Effectiveness of Internal Control (page 379) Corporate Governance

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
E.4	Board Chairman Ketua Dewan Komisaris (Komisaris Utama)				
E.4.1	Do different persons assume the roles of chairman and CEO? Apakah Board Chairman dan CEO merupakan orang yang berbeda?	OECD PRINCIPLE VI (E) The board should be able to exercise objective independent judgement on corporate affairs. In a number of countries with single tier board systems, the objectivity of the board and its independence from management may be strengthened by the separation of the role of chief executive and chairman, or, if these roles are combined, by designating a lead non-executive director to convene or chair sessions of the outside directors. Separation of the two posts may be regarded as good practice, as it can help to achieve an appropriate balance of power, increase accountability and improve the board's capacity for decision making independent of management.	√		Board Chairman (President Commissioner) and CEO (President Director) are two different positions and persons. Board Chairman (Komisaris Utama) dan CEO (Direktur Utama) merupakan posisi dan orang yang berbeda. Access: <ul style="list-style-type: none"> Management Team Organization Structure 2015 Annual Report → Organization Structure (page 58-59) Company Profile
E.4.2	Is the chairman an independent director/commissioner? Apakah komisaris utama dari Dewan Komisaris merupakan seorang direktur/komisaris independen?	UK Code (June 2010) A.3.1 The chairman should on appointment meet the independence criteria set out in B.1.1 below. A chief executive		X	The Chairman (President Commissioner) is a non-independent Commissioner. Komisaris Utama adalah komisaris non independen. Access: <ul style="list-style-type: none"> Board of Commissioners' Profile <ul style="list-style-type: none"> Company Profile (page 63) Corporate Governance (page 281) Company's Corporate Governance Manual Corporate Governance Manual
E.4.3	Has the chairman been the company CEO in the last two years?			√	The Chairman (President Commissioner) had not been in the Company's CEO (President Director).

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
	Apakah komisaris utama pernah menjadi CEO perusahaan dalam dua tahun terakhir?	<p>should not go on to be chairman of the same company. If, exceptionally, a board decides that a chief executive should become chairman, the board should consult major shareholders in advance and should set out its reasons to shareholders at the time of the appointment and in the next Annual Report.</p> <p>ASX Code Recommendation 3.2 The chief executive officer should not go on to become chair of the same company. A former chief executive officer will not qualify as an “independent” director unless there has been a period of at least three years between ceasing employment with the company and serving on the board.</p>			Chairman (Komisaris Utama) tidak pernah menjadi CEO (Direktur Utama) pada Perusahaan.
E.4.4	<p>Are the role and responsibilities of the chairman disclosed?</p> <p>Apakah tugas dan tanggung jawab komisaris utama diungkapkan?</p>	<p>ICGN: 2.5 Role of the chair The chair has the crucial function of setting the right context in terms of board agenda, the provision of information to directors, and open boardroom discussions, to enable the directors to generate the effective</p>	√		<p>The role and responsibilities of the Chairman (President Commissioner) are disclosed.</p> <p>Peran dan tanggung jawab dari Chairman (Komisaris Utama) telah diungkapkan.</p>

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
		board debate and discussion and to provide the constructive challenge which the company needs. The chair should work to create and maintain the culture of openness and constructive challenge which allows a diversity of views to be expressed. The chair should be available to shareholders for dialogue on key matters of the company's governance and where shareholders have particular concerns.			<p>Access:</p> <ul style="list-style-type: none"> • BoC Charter Charter of Board of Commissioners • Company's Corporate Governance Manual Corporate Governance Manual • 2015 Annual Report, Duties and responsibilities of the President Commissioner (Chairman) (page 282) Corporate Governance
	Skills and competencies Keahlian dan Kompetensi				
E.4.5	<p>Does at least one non-executive director/commissioner have prior working experience in the major industry the company is operating in?</p> <p>Apakah setidaknya satu direktur non-eksekutif / komisaris sebelumnya telah memiliki pengalaman kerja sesuai industri perusahaan saat ini?</p>	<p>ICGN: 2.4.3 Independence Alongside appropriate skill, competence and experience, and the appropriate context to encourage effective behaviors, one of the principal features of a well-governed corporation is the exercise by its board of directors of independent judgment, meaning judgment in the best interests of the corporation, free of any external influence on any individual director, or the board as a whole. In order to provide this independent judgment, and</p>	√		<p>A number of the commissioners and/or directors had prior working experiences in the banks / financial industry that the Company is operating in.</p> <p>Beberapa Komisaris dan/atau Direksi telah memiliki pengalaman kerja pada bank/industri keuangan dimana industri Perusahaan beroperasi.</p> <p>Access:</p> <ul style="list-style-type: none"> • 2015 Annual Report → Board of Commissioners' Profile (page 63) Company Profile

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
		to generate confidence that independent judgment is being applied, a board should include a strong presence of independent non-executive directors with appropriate competencies including key industry sector knowledge and experience. There should be at least a majority of independent directors on each board.			<ul style="list-style-type: none"> 2015 Annual Report → Board of Directors' Profile (page 67) Company Profile Management Team Board of Commissioners Profile
E.4.6	Does the company disclose a board of directors/commissioners diversity policy? Apakah perusahaan mengungkapkan kebijakan tentang keberagaman Direksi/Dewan Komisaris	ASX Code Recommendation 3.2 Companies should establish a policy concerning diversity and disclose the policy or a summary of that policy. The policy should include requirements for the board to establish measurable objectives for achieving gender diversity and for the board to assess annually both the objectives and progress in achieving them. Regulations and codes of corporate governance in many developed markets now incorporate board diversity as a consideration in board composition.	√		<p>The Company disclosed the Board of Commissioners and Board of Directors Diversity Policy.</p> <p>Perusahaan mengungkapkan Kebijakan Keberagaman Dewan Komisaris dan Direksi.</p> <p>Access:</p> <ul style="list-style-type: none"> Diversity Policy Summary of Diversity Policy 2015 Annual Report, Diversity Policy on BoC (page 283) and BoD (page 332) Corporate Governance

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
E.5	Director Development Pengembangan Dewan Komisaris				
E.5.1	Does the company have orientation programmes for new directors/commissioners? Apakah perusahaan memiliki program orientasi bagi Direksi/Komisaris baru?	This item is in most codes of corporate governance.	√		The Company has orientation programmes for new Commissioner and/or Director. Perusahaan memiliki program orientasi kepada anggota Dewan Komisaris dan/atau anggota Direksi yang baru. Access: <ul style="list-style-type: none"> 2015 Annual Report, Orientation Programmes for BoC (page 297) and BoD (page 349) Corporate Governance
E.5.2	Does the company have a policy that encourages directors/commissioners to attend on going or continuous professional education programmes? Apakah perusahaan memiliki kebijakan yang mendorong direksi/komisaris untuk mengikuti program pendidikan profesional yang berkelanjutan?	OECD Principle VI (E) (3) Board members should be able to commit themselves effectively to their responsibilities. In order to improve board practices and the performance of its members, an increasing number of jurisdictions are now encouraging companies to engage in board training and voluntary self-evaluation that meets the needs of the individual company. This might include that board members acquire appropriate skills upon appointment, and thereafter remain abreast of relevant new laws, regulations, and changing commercial risks	√		The Company offers an opportunity to the Board of Commissioners and Board of Directors to participate in the training programmes. The Company also encourages the Board of Commissioners and Board of Directors in continual enhancement of competencies and professionalism. Perusahaan memberikan kesempatan kepada anggota Dewan Komisaris dan Direksi untuk berpartisipasi dalam program pelatihan. Perusahaan juga mendukung anggota Dewan Komisaris dan Direksi dalam mengembangkan kompetensi dan profesionalisme yang berkelanjutan. Access: <ul style="list-style-type: none"> Policies on Corporate Governance BoC and BoD Training and Induction Program

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
		through in-house training and external courses.			<ul style="list-style-type: none"> 2015 Annual Report Orientation and Training Program for BoC (page 297) and BoD (page 349) Corporate Governance
	CEO/Executive Management appointments and performance Penunjukkan dan Penilaian Kinerja Direktur Utama/CEO				
E.5.3	<p>Does the company disclose how the board of directors/commissioners plans for the succession of the CEO/managing director/president and key management?</p> <p>Apakah perusahaan mengungkapkan bagaimana rencana direksi/dewan komisaris untuk suksesi CEO / direktur / presiden dan manajemen kunci?</p>	<p>OECD Principle VI (D) (3) Selecting, compensating, monitoring and, when necessary, replacing key executives and overseeing succession planning. In two tier board systems the supervisory board is also responsible for appointing the management board which will normally comprise most of the key executives.</p>	√		<p>The Company has the Policies on the Succession for the Board of Directors including CEO (President Director).</p> <p>Perusahaan memiliki Kebijakan Suksesi untuk Direksi termasuk CEO (Direktur Utama).</p> <p>Access:</p> <ul style="list-style-type: none"> Policies on Corporate Governance Board of Directors Succession Policy 2015 Annual Report, Policies on the Succession of the BoD (page 311 and 351) Corporate Governance

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
E.5.4	<p>Does the board of directors/commissioners conduct an annual performance assessment of the CEO/managing director/president?</p> <p>Apakah direksi/dewan komisaris melakukan penilaian kinerja tahunan terhadap CEO / Managing Director / presiden?</p>	<p>OECD Principle VI (D) (2). Monitoring the effectiveness of the company's governance practices and making changes as needed. Monitoring of governance by the board also includes continuous review of the internal structure of the company to ensure that there are clear lines of accountability for management throughout the organisation. In addition to requiring the monitoring and disclosure of corporate governance practices on a regular basis, a number of countries have moved to recommend or indeed mandate self-assessment by boards of their performance as well as performance reviews of individual board members and the CEO/chairman.</p>	√		<p>The Board of Commissioners conducts an annual performance assessment of the President Director (CEO). The Company also conducted the Board of Commissioners Performance Assessment annually and members of the Board of Directors Performance Assessments every 6 (six) months.</p> <p>Dewan Komisaris melaksanakan penilaian kinerja untuk Direktur Utama (CEO) setiap tahunnya. Perusahaan juga melaksanakan Penilaian Kinerja Dewan Komisaris setiap tahun dan Penilaian Kinerja Direksi setiap 6 (enam) bulan.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report, Performance Assessment for BoC (page 295) and BoD (page 346) Corporate Governance Performance Assessment Policy Summary of Performance Policy
	Board appraisal Penilaian Kinerja Dewan Komisaris				
E.5.5	<p>Is an annual performance assessment conducted of the board of directors/commissioners?</p>	<p>OECD Principle VI (D) (2)</p>	√		<p>The Board of Commissioners' performance assessment is conducted annually and the Board of Directors' performance assessment is conducted every 6 (six) months.</p>

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
	Apakah ada penilaian kinerja tahunan yang dilakukan terhadap direksi/dewan komisaris?				<p>Penilaian Kinerja Tahunan untuk Dewan Komisaris dilakukan setiap tahun dan untuk Direksi dilakukan setiap 6 (enam) bulan sekali.</p> <p>Access:</p> <ul style="list-style-type: none"> • 2015 Annual Report → BoC Performance Assessment (page 295) and BoD Performance Assessment (page 346) Corporate Governance • Performance Assessment Policy Summary of Performance Policy
E.5.6	<p>Does the company disclose the process followed in conducting the board assessment?</p> <p>Apakah perusahaan mengungkapkan proses yang diikuti dalam melakukan penilaian Dewan Komisaris?</p>		√		<p>The Company disclosed the procedure, criteria and the party responsible for the appraising the Board of Commissioner's Performance.</p> <p>Perusahaan mengungkapkan prosedur, kriteria dan pihak yang bertanggung jawab dalam penilaian kinerja Dewan Komisaris.</p> <p>Access:</p> <ul style="list-style-type: none"> • 2015 Annual Report → Board Performance Assessment (page 295) Corporate Governance • Performance Assessment Policy Summary of Performance Policy

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
E.5.7	<p>Does the company disclose the criteria used in the board assessment?</p> <p>Apakah perusahaan mengungkapkan kriteria yang digunakan dalam penilaian Dewan Komisaris?</p>		√		<p>The Company disclosed the criteria used in the Board of Commissioner's assessment.</p> <p>Perusahaan mengungkapkan penjelasan mengenai kriteria yang digunakan dalam penilaian Dewan Komisaris.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report → Board Performance Assessment (page 295) Corporate Governance Performance Assessment Policy Summary of Performance Policy
<p>Director appraisal Penilaian Kinerja Anggota Dewan Komisaris</p>					
E.5.8	<p>Is an annual performance assessment conducted of individual directors/commissioners?</p> <p>Apakah penilaian kinerja tahunan yang dilakukan kepada anggota direksi/komisaris?</p>	OECD Principle VI (D) (2)	√		<p>The individual Commissioner's performance assessment is conducted annually.</p> <p>Penilaian Kinerja anggota Dewan Komisaris dilaksanakan dalam setiap tahun.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report → Board Performance Assessment (page 295) Corporate Governance Performance Assessment Policy Summary of Performance Policy

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
					<p>The individual Directors' performance assessment is conducted every six months by President Director.</p> <p>Penilaian kinerja anggota Direksi dilaksanakan setiap enam bulan sekali oleh Direktur Utama.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report → Board Performance Assessment (page 346) Corporate Governance Performance Assessment Policy Summary of Performance Policy
E.5.9	<p>Does the company disclose the process followed in conducting the director/commissioner assessment?</p> <p>Apakah perusahaan mengungkapkan proses dalam melakukan penilaian direktur/komisaris?</p>		√		<p>The Company disclosed the procedure, criteria and the party responsible for appraising the Individual Commissioner's Performance.</p> <p>Perusahaan mengungkapkan prosedur, kriteria dan pihak yang bertanggung jawab dalam penilaian kinerja Anggota Dewan Komisaris.</p> <p>Access:</p> <ul style="list-style-type: none"> 2015 Annual Report → Board Performance Assessment (page 295) Corporate Governance Performance Assessment Policy Summary of Performance Policy <p>The Company disclosed the procedure, criteria and the party responsible for appraising the individual Director's performance.</p>

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
					<p>Perusahaan mengungkapkan prosedur, kriteria dan pihak yang bertanggung jawab dalam penilaian kinerja Anggota Direksi.</p> <p>Access:</p> <ul style="list-style-type: none"> • 2015 Annual Report → Board Performance Assessment (page 346) Corporate Governance • Performance Assessment Policy Summary of Performance Policy
E.5.10	<p>Does the company disclose the criteria used in the director/commissioner assessment?</p> <p>Apakah perusahaan mengungkapkan kriteria yang digunakan dalam penilaian direktur/komisaris?</p>		√		<p>The Company disclosed some explanation of criteria used in the board assessment.</p> <p>Perusahaan mengungkapkan penjelasan mengenai kriteria dalam penilaian kinerja Dewan Komisaris.</p> <p>Access:</p> <ul style="list-style-type: none"> • 2015 Annual Report → Board Performance Assessment (page 295) Corporate Governance • Performance Assessment Policy Summary of Performance Policy <p>The Company disclosed some explanation of criteria used in the Board of Director assessment.</p> <p>Perusahaan mengungkapkan penjelasan mengenai kriteria dalam penilaian kinerja Direksi.</p>

Part E	Board Duties and Responsibilities Tugas dan Tanggung Jawab Dewan Komisaris		Danamon Self Assessment (Penilaian Sendiri)		Explanation and References Penjelasan dan Referensi (2015 Annual Report /Laporan Tahunan 2015)
		Guiding Reference	Yes	No	
					Access: <ul style="list-style-type: none"> 2015 Annual Report → Board Performance Assessment (page 295) Corporate Governance Performance Assessment Policy Summary of Performance Policy
	Committee Appraisal Penilaian Kinerja Terhadap Komite-Komite				
E.5.11	Is an annual performance assessment conducted of the board of directors/commissioners committees? Apakah ada penilaian kinerja tahunan yang dilakukan terhadap komite direksi/dewan komisaris?	UK CG Code (June 2010) B.6 Evaluation: The board should undertake a formal and rigorous annual evaluation of its own performance and that of its committees and individual directors.	√		The Board of Commissioners assessed the performances of the committees under the Board of Commissioners as disclosed in the 2015 Annual Report. Dewan Komisaris menilai kinerja setiap komite di bawah Dewan Komisaris dan diungkapkan dalam Laporan Tahunan. Access: <ul style="list-style-type: none"> BoC Charters Charter of Board of Commissioners 2015 Annual Report → Board Performance Assessment (page 295) Corporate Governance Performance Assessment Policy Summary of Performance Policy

Notes :

- √ : Comply
- X : Not fully comply