

**ASEAN Corporate Governance Scorecard  
PT Bank Permata Tbk**

# Appendix

## LEVEL 1

<b>E.</b>	<b>Responsibilities of the Board</b>	
<b>E.1</b>	<b>Board Duties and Responsibilities</b>	
	<i>Clearly defined board responsibilities and corporate governance policy</i>	
E.1.1	Does the company disclose its corporate governance policy / board charter?	In Annual Report 2020 page 623-624, in section Board Manual - Board of Commissioners and Board of Directors  In PermataBank website  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>  <a href="https://www.permatabank.com/en/tentang-kami/tata-kelola-perusahaan#!/Charter">https://www.permatabank.com/en/tentang-kami/tata-kelola-perusahaan#!/Charter</a>
E.1.2	Are the types of decisions requiring board of directors/commissioners' approval disclosed?	Based on the Articles of Association of PermataBank  <a href="https://www.permatabank.com/sites/default/files/Articles%20of%20Association%20PermataBank%20%28English%20vers%29.pdf">https://www.permatabank.com/sites/default/files/Articles%20of%20Association%20PermataBank%20%28English%20vers%29.pdf</a>
E.1.3	Are the roles and responsibilities of the board of directors/commissioners clearly stated?	In Annual Report 2020 page 622 and 634-637, in section Duties and Responsibilities, as well as in Board Manual and the Articles of Association of PermataBank  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>  <a href="https://www.permatabank.com/sites/default/files/Articles%20of%20Association%20PermataBank%20%28English%20vers%29.pdf">https://www.permatabank.com/sites/default/files/Articles%20of%20Association%20PermataBank%20%28English%20vers%29.pdf</a>  <a href="https://www.permatabank.com/en/tentang-kami/tata-kelola-perusahaan#!/Charter">https://www.permatabank.com/en/tentang-kami/tata-kelola-perusahaan#!/Charter</a>

**ASEAN Corporate Governance Scorecard  
PT Bank Permata Tbk**

	<b>Corporate Vision/Mission</b>	
E.1.4	Does the company have an updated vision and mission statement?	In Annual Report 2020 page 78, in section Vision and Mission  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>  In the Company's website:  <a href="https://www.permatabank.com/en/tentang-kami/profil-korporasi">https://www.permatabank.com/en/tentang-kami/profil-korporasi</a>
E.1.5	Does the board of directors play a leading role in the process of developing and reviewing the company's strategy at least annually?	In Annual Report 2020 page 40, in section 2020 Strategies and Strategic Policies and Articles of Association  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>  <a href="https://www.permatabank.com/sites/default/files/Articles%20of%20Association%20PermataBank%20%28English%20vers%29.pdf">https://www.permatabank.com/sites/default/files/Articles%20of%20Association%20PermataBank%20%28English%20vers%29.pdf</a>
E.1.6	Does the board of directors have a process to review, monitor and oversee the implementation of the corporate strategy?	In Annual Report 2020 page 504-518, which mentioned: - BOD Meeting dated 18 May 2020, 22 June 2020, 21 September 2020 the BOD discussed about business plan - Joint BOC BOD Meeting dated 23 June 2020, 22 September 2020, the BOD discussed about business plan discussion  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
<b>E.2</b>	<b>Board structure</b>	
	<b>Code of Ethics or Conduct</b>	
E.2.1	Are the details of the code of ethics or conduct disclosed?	In Annual Report 2020 page 820-824, in section Code of Ethic  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>  In Sustainability Report page 167-174  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Sustainability-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Sustainability-Report</a>
E.2.2	Are all directors/commissioners, senior management and employees required to comply with the code/s?	In Annual Report 2020 page 820-824, in section Code of Ethic  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>

**ASEAN Corporate Governance Scorecard  
PT Bank Permata Tbk**

		<a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">kami/hubungan-investor#!/Annual-Report</a>
E.2.3	Does the company have a process to implement and monitor compliance with the code/s of ethics or conduct?	<p>In Annual Report 2020 page 820-824, in section Code of Ethic</p> <p><a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a></p> <p>In Sustainability Report page 167-174</p> <p><a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Sustainability-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Sustainability-Report</a></p>
	<b>Board Structure &amp; Composition</b>	
E.2.4	Do independent directors/commissioners make up at least 50% of the board of directors/commissioners?	<p>In Annual Report 2020 page 93, in section Independent Statement of Independent Commissioner and page 602-621, in section the Board of Commissioners Composition</p> <p><a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a></p>
E.2.5	Does the company have a term limit of nine years or less or 2 terms of five years <sup>1</sup> each for its independent directors/ commissioners?	<p>In Annual Report 2020 page 628-629, in section Independent Commissioners Requirement, which mentioned: <i>Independent Commissioner who have served two terms of office may be reappointed in the subsequent period to the extent that the Independent Commissioner state his/her independency to the GMS</i></p> <p>In Board Manual, which mentioned: <i>Independent Commissioners who have served for 2 (two) consecutive terms may be reappointed in the following period as Independent Commissioners in the case of:</i></p> <p><i>a. Meeting of the Board of Commissioners considers that Independent Commissioners can still act independently. (and)</i></p> <p><i>b. The Independent Commissioner declares in the GMS regarding the his independency.</i></p>

**ASEAN Corporate Governance Scorecard  
PT Bank Permata Tbk**

		<a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>  <a href="https://www.permatabank.com/en/tentang-kami/tata-kelola-perusahaan#!/Charter">https://www.permatabank.com/en/tentang-kami/tata-kelola-perusahaan#!/Charter</a>
	<sup>1</sup> The five years term must be required by legislation which pre-existed the introduction of the ASEAN Corporate Governance Scorecard in 2011	
E.2.6	Has the company set a limit of five board seats that an individual independent/non-executive director/commissioner may hold simultaneously?	<p>In Board Manual, in section Obligations of Board of Commissioners (related to concurrent positions) and Obligations of Board of Directors (related to concurrent positions)</p> <p><a href="https://www.permatabank.com/en/tentang-kami/tata-kelola-perusahaan#!/Charter">https://www.permatabank.com/en/tentang-kami/tata-kelola-perusahaan#!/Charter</a></p>
E.2.7	Does the company have any executive directors who serve on more than two boards of listed companies outside of the group?	<p>The Company does not have any executive directors who serve on more than two boards of listed companies outside of the group. The information can be seen in the Company's website and Annual Report page 94-102.</p> <p><a href="https://www.permatabank.com/en/tentang-kami/struktur-manajemen">https://www.permatabank.com/en/tentang-kami/struktur-manajemen</a></p> <p><a href="https://www.permatabank.com/sites/default/files/documents/pdf/Annual%20Report%202020%20PT%20Permata%20Bank%20Tbk%20%28Ver.24052021%29.pdf">https://www.permatabank.com/sites/default/files/documents/pdf/Annual%20Report%202020%20PT%20Permata%20Bank%20Tbk%20%28Ver.24052021%29.pdf</a></p>
	<b><i>Nominating Committee</i></b>	
E.2.8	Does the company have a Nominating Committee?	<p>In Annual Report 2020 page 691-701, in section Remuneration and Nomination Committee</p> <p><a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a></p>
E.2.9	Is the Nominating Committee comprised of a majority of independent directors/commissioners?	
E.2.10	Is the chairman of the Nominating Committee an independent director/commissioner?	<p>In Annual Report 2020 page 691-701, in section Remuneration and Nomination Committee</p> <p><a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a></p>
E.2.11	Does the company disclose the terms of reference/ governance structure/charter of the Nominating Committee?	<p>In PermataBank website</p> <p><a href="https://www.permatabank.com/en/tentang-kami/tata-kelola-perusahaan#!/Charter">https://www.permatabank.com/en/tentang-kami/tata-kelola-perusahaan#!/Charter</a></p>
E.2.12	Is the meeting attendance of the Nominating Committee disclosed and if so, did the Nominating Committee meet at least twice during the year?	<p>In Annual Report 2020 page 699-700, in section Meetings Frequency and Attendance, as well as Agenda of Remuneration and Nomination Committee Meeting</p>

**ASEAN Corporate Governance Scorecard  
PT Bank Permata Tbk**

		<a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
	<b>Remuneration Committee/ Compensation Committee</b>	
E.2.13	Does the company have a Remuneration Committee?	In Annual Report 2020 page 691-701, in section Remuneration and Nomination Committee <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.2.14	Is the Remuneration Committee comprised of a majority of independent directors/commissioners?	In Annual Report 2020 page 691-701, in section Remuneration and Nomination Committee <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.2.15	Is the chairman of the Remuneration Committee an independent director/commissioner?	In Annual Report 2020 page 691-701, in section Remuneration and Nomination Committee <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.2.16	Does the company disclose the terms of reference/ governance structure/ charter of the Remuneration Committee?	In PermataBank website <a href="https://www.permatabank.com/en/tentang-kami/tata-kelola-perusahaan#!/Charter">https://www.permatabank.com/en/tentang-kami/tata-kelola-perusahaan#!/Charter</a>
E.2.17	Is the meeting attendance of the Remuneration Committee disclosed and, if so, did the Remuneration Committee meet at least twice during the year?	In Annual Report 2020 page 699-700, in section Meetings Frequency and Attendance, as well as Agenda of Remuneration and Nomination Committee Meeting <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
	<b>Audit Committee</b>	
E.2.18	Does the company have an Audit Committee?	In Annual Report 2020 page 672-690, section Audit Committee <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.2.19	Is the Audit Committee comprised entirely of non-executive directors/commissioners with a majority of independent directors/commissioners?	In Annual Report 2020 page 672-690, section Audit Committee <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.2.20	Is the chairman of the Audit Committee an independent director/commissioner?	In Annual Report 2020 page 672-690, section Audit Committee <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>

**ASEAN Corporate Governance Scorecard  
PT Bank Permata Tbk**

E.2.21	Does the company disclose the terms of reference/governance structure/charter of the Audit Committee?	In PermataBank website <a href="https://www.permatabank.com/en/About/Tata-Kelola-Perusahaan/Audit-Committee/">https://www.permatabank.com/en/About/Tata-Kelola-Perusahaan/Audit-Committee/</a>
E.2.22	Does at least one of the independent directors/commissioners of the committee have accounting expertise (accounting qualification or experience)?	In Annual Report 2020 page 88-90, 106-107, related to CV of Audit Committee <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.2.23	Is the meeting attendance of the Audit Committee disclosed and, if so, did the Audit Committee meet at least four times during the year?	In Annual Report 2020 page 685-689, in section Meetings Frequency and Attendance <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.2.24	Does the Audit Committee have primary responsibility for recommendation on the appointment, and removal of the external auditor?	In Annual Report 2020 page 682, in section Audit Committee - Roles and Responsibilities <i>To assess the quality of the External Auditor's performance and provide recommendations to the BOC with respect to the appointment and dismissal of public accounting firm based on independency, scope and fee.</i> <a href="https://www.permatabank.com/sites/default/files/documents/pdf/Audit%20Committee%20Charter%202020_0.pdf">https://www.permatabank.com/sites/default/files/documents/pdf/Audit%20Committee%20Charter%202020_0.pdf</a>
<b>E.3</b>	<b>Board Processes</b>	
	<b><i>Board meetings and attendance</i></b>	
E.3.1	Are the board of directors meeting scheduled before the start of financial year?	In Annual Report 2020 page 648, in section Policy, which mentioned: <i>In accordance with PermataBank's Articles of Association, the Board of Directors meetings must be scheduled before the financial year elapsed.</i>  In Board Manual, which mentioned: <i>The Board of Directors must schedule the next meeting of the Board of Directors for the next financial year before the current financial year elapsed.</i>  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>  <a href="https://www.permatabank.com/en/tentang-kami/tata-kelola-perusahaan#!/Charter">https://www.permatabank.com/en/tentang-kami/tata-kelola-perusahaan#!/Charter</a>
E.3.2	Does the board of directors/commissioners meet at least six times during the year?	In Annual Report 2020 page 644, in section Policy, which mentioned: <i>Meetings of the Board</i>

**ASEAN Corporate Governance Scorecard  
PT Bank Permata Tbk**

		of Commissioners must be convened at least once every two months. <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.3.3	Has each of the directors/commissioners attended at least 75% of all the board meetings held during the year?	In Annual Report 2020 page 644-669, in section The Board of Commissioners and The Board of Directors Meeting Implementation <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.3.4	Does the company require a minimum quorum of at least 2/3 for board decisions?	In Board Manual, in section Board of Commissioners Meetings and Board of Directors Meetings <a href="https://www.permatabank.com/en/tentang-kami/tata-kelola-perusahaan#!/Charter">https://www.permatabank.com/en/tentang-kami/tata-kelola-perusahaan#!/Charter</a>
E.3.5	Did the non-executive directors/commissioners of the company meet separately at least once during the year without any executives present?	In Annual Report 2020 page 644, which mentioned: <i>In 2020, the Board of Commissioners had convened 7 (seven) internal meetings and 12 (twelve) joint meetings with the Board of Directors.</i> <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
<b>Access to information</b>		
E.3.6	Are board papers for board of directors/commissioners meetings provided to the board at least five business days in advance of the board meeting?	In Board Manual, in section Board of Commissioners Meetings and Board of Directors Meetings <a href="https://www.permatabank.com/en/tentang-kami/tata-kelola-perusahaan#!/Charter">https://www.permatabank.com/en/tentang-kami/tata-kelola-perusahaan#!/Charter</a>
E.3.7	Does the company secretary play a significant role in supporting the board in discharging its responsibilities?	In Annual Report 2020 page 743-744, in section Tasks and Responsibilities of the Corporate Secretary <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.3.8	Is the company secretary trained in legal, accountancy or company secretarial practices and has kept abreast on relevant developments?	In Annual Report 2020 page 745-746, in section Training Participated in 2020 <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
<b>Board Appointments and Re-Election</b>		
E.3.9	Does the company disclose the criteria used in selecting new directors/commissioners?	In Annual Report 2020 page 697, in section Nomination

**ASEAN Corporate Governance Scorecard  
PT Bank Permata Tbk**

		<a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.3.10	Did the company describe the process followed in appointing new directors/commissioners?	In Annual Report 2020 page 697, in section Nomination  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.3.11	Are all directors/commissioners subject to re-election every 3 years; or 5 years for listed companies in countries whose legislation prescribes a term of 5 years <sup>2</sup> each?	Based on the Articles of Association of PermataBank  <a href="https://www.permatabank.com/sites/default/files/Articles%20of%20Association%20PermataBank%20%28English%20vers%29.pdf">https://www.permatabank.com/sites/default/files/Articles%20of%20Association%20PermataBank%20%28English%20vers%29.pdf</a>
	<sup>2</sup> The five years term must be required by legislation which pre-existed the introduction of the ASEAN Corporate Governance Scorecard in 2011	
	<b>Remuneration Matters</b>	
E.3.12	Does the company disclose its remuneration (fees, allowances, benefit-in-kind and other emoluments) policy/practices (i.e. the use of short term and long term incentives and performance measures) for its executive directors and CEO?	In Annual Report 2020 page 736, in section Remuneration Package and Facilities Received by The Board of Directors, Board of Commissioners and Shariah Supervisory Board Including Remuneration Structure and the Amount  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.3.13	Is there disclosure of the fee structure for non-executive directors/commissioners?	In Annual Report 2020 page 736, in section Remuneration Package and Facilities Received by The Board of Directors, Board of Commissioners and Shariah Supervisory Board Including Remuneration Structure and the Amount  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.3.14	Do the shareholders or the Board of Directors approve the remuneration of the executive directors and/or the senior executives?	In accordance with the resolutions of AGMS 2020  <a href="https://www.permatabank.com/en/About/InvestorRelation/AGMS---EGMS/">https://www.permatabank.com/en/About/InvestorRelation/AGMS---EGMS/</a>  <a href="https://www.permatabank.com/sites/default/files/documents/pdf/Resume%20of%20AGMS%20and%20EGMS.pdf">https://www.permatabank.com/sites/default/files/documents/pdf/Resume%20of%20AGMS%20and%20EGMS.pdf</a>
E.3.15	Does the company have measurable standards to align the performance-based remuneration of the executive directors and senior executive with long-term interests of the company, such as claw back provision and deferred bonuses?	In Annual Report 2020 page 737, in section Variable Remuneration, which mentioned: <i>Decisions of the variable remuneration provision is the full right of the company with consideration on the Bank's performance, unit performance, as well as individual performance and potential risk that may occur in the future.</i>



**ASEAN Corporate Governance Scorecard  
PT Bank Permata Tbk**

		<p><a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a></p> <p>With regard to claw back, PermataBank has Remuneration Policy, which regulates as follows:</p> <p><i>PermataBank has Remuneration Policy, which regulates the bonus, which is a payment agreed between the Bank and a candidate to compensate loss of bonus and/or financial opportunities from prior employer due to the candidate resignation to join the Bank. Such bonus is subject to claw back, i.e. recipients must return pro-rated net amount should he/she leaves the Bank within claw back period.</i></p> <p>With regard to deferred bonus, PermataBank has policy has Remuneration Policy (no. PL HRBP 072.018 version 3 dated 1 September 2018), which regulates deferred bonus, included as follows:</p> <ul style="list-style-type: none"> <li>• <i>The prevailing regulation requires the Bank to determine Material Risk Taker (MRT) positions related to the implementation of risk-based remuneration.</i></li> <li>• <i>MRTs are positions with delegation to make decisions which have significant impact to the Bank's risk profile.</i></li> <li>• <i>Performance bonus to MRT is subject to the following:</i> <ol style="list-style-type: none"> <li>1) <i>Partial deferral</i></li> <li>2) <i>Partially paid out in the form of share-based instrument</i></li> </ol> </li> </ul>
	<b>Internal Audit</b>	
E.3.16	Does the company have a separate internal audit function?	In Annual Report 2020 page 790-804, in section Internal Audit  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.3.17	Is the head of internal audit identified or, if outsourced, is the name of the external firm disclosed?	In Annual Report 2020 page 607, in section Head of Internal Audit Profile  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.3.18	Does the appointment and removal of the internal auditor require the approval of the Audit Committee?	In Annual Report 2020 page 793, which mentioned:  <i>The Head of Internal Audit is appointed and dismissed by the President Director after receiving approval from the Board of Commissioners with taking into consideration the recommendations of Audit Committee.</i>

**ASEAN Corporate Governance Scorecard  
PT Bank Permata Tbk**

		<a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
	<b>Risk Oversight</b>	
E.3.19	Does the company establish a sound internal control procedures/risk management framework and periodically review the effectiveness of that framework?	In Annual Report 2020 page 366-519, in section Risk Management  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.3.20	Does the Annual Report/Annual CG Report disclose that the board of directors/commissioners has conducted a review of the company's material controls (including operational, financial and compliance controls) and risk management systems?	In Annual Report 2020  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.3.21	Does the company disclose the key risks to which the company is materially exposed to (i.e. financial, operational including IT, environmental, social, economic)?	In Annual Report 2020  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.3.22	Does the Annual Report/Annual CG Report contain a statement from the board of directors/commissioners or Audit Committee commenting on the adequacy of the company's internal controls/risk management systems?	In Annual Report 2020 page 45-46, in section BOD report - Risk Management, it mentioned as follows:  <i>PermataBank strives to improve its practices in risk management, in line with development in regulations as well as those that are considered to be best practices. Our risk management discipline is carried out by identifying, measuring, monitoring and managing various risk potentials in PermataBank's entire line of businesses.</i>  <i>PermataBank also continues to balance business needs and prudential principle in the practice of risk management. Application of the risk management framework is highly focused across all internal control functions at all levels, whether it is the first, second or third line of defense.</i>  In Annual Report 2020, page 811, it mentioned as follows:  <b>Evaluation of Internal Control Effectiveness 2020</b>  <i>Based on the conducted during 2020, we conclude that ICS at PermataBank is adequate..</i>  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>

**ASEAN Corporate Governance Scorecard  
PT Bank Permata Tbk**

<b>E.4</b>	<b>People on the Board</b>	
	<b>Board Chairman</b>	
E.4.1	Do different persons assume the roles of chairman and CEO?	In Annual Report 2020 page 82-102, in section BOC and BOD Profile  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.4.2	Is the chairman an independent director/commissioner?	In Annual Report 2020 page 82-102, in section BOC and BOD Profile  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.4.3	Is any of the directors a former CEO of the company in the past 2 years?	In Annual Report 2020 page 82-102, in section BOC and BOD Profile  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.4.4	Are the roles and responsibilities of the chairman disclosed?	In Board Manual, in section BOC Meeting, which mentioned: <ul style="list-style-type: none"> <li>- <i>The summon for the Meeting of the Board of Commissioners and/or joint meeting the Board of Directors shall be carried out by the President Commissioner or by other 1 (one) member of the Board of Commissioners if the President Commissioners is unavailable.</i></li> <li>- <i>The Meeting of the Board of Commissioners shall be chaired by the President Commissioner, in the event the President Commissioner is absent or unavailable, such absence of which does not need to be evidenced to any third party, then the Meeting shall be chaired by a Vice President Commissioner. In the event the Vice President Commissioner is absent or unavailable, such absence of which does not need to be evidenced to any third party, then the Meeting shall be chaired by a member of the Board of Commissioners appointed from and among the members of the Board of Commissioners present in the said Meeting.</i></li> </ul> <a href="https://www.permatabank.com/en/tentang-kami/tata-kelola-perusahaan#!/Charter">https://www.permatabank.com/en/tentang-kami/tata-kelola-perusahaan#!/Charter</a>
	<b>Lead Independent Director</b>	
E.4.5	If the Chairman is not independent, has the Board appointed a Lead/Senior Independent Director and has his/her role been defined?	In Annual Report 2020 page 82-102, in section BOC and BOD Profile  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>

**ASEAN Corporate Governance Scorecard  
PT Bank Permata Tbk**

	<b><i>Skills and Competencies</i></b>	
E.4.6	Does at least one non-executive director/commissioner have prior working experience in the major sector that the company is operating in?	In Annual Report 2020 page 82-102, in section BOC and BOD Profile  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
<b>E.5</b>	<b>Board Performance</b>	
	<b><i>Directors Development</i></b>	
E.5.1	Does the company have orientation programs for new directors/commissioners?	In Annual Report 2020 page 626 in section of Competency Enhancement Trainings for the Board of Commissioners and Orientation Program for New Commissioner  In Annual Report 2020 page 640 in section Competency Enhancement Trainings for the Board of Directors and Orientation Program for New Director  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.5.2	Does the company have a policy that encourages directors/commissioners to attend on-going or continuous professional education programs?	In Annual Report 2020 page 82-102, in section BOC and BOD Profile, which mentioned workshop/training in 2020.  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
	<b><i>CEO/Executive Management Appointments and Performance</i></b>	
E.5.3	Does the company disclose the process on how the board of directors/commissioners plans for the succession of the CEO/Managing Director/President and key management?	In Annual Report 2020 page 698, in section Board of Directors' Succession  <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>  PermataBank has policy related to Directors Succession Plan, which consists of steps of Directors Succession Plan as follows:  <i>Stages of Directors' Succession Plan</i> a. Every year, based on the results of the Talent Review at the Board of Directors level, HR Director together with President Director provide presentation to the Remuneration and Nomination Committee (REMCO) about talents identified as candidates for Directors. b. The criteria determined by the Bank in

**ASEAN Corporate Governance Scorecard  
PT Bank Permata Tbk**

		<p><i>selecting the candidates for Directors are the selected HIPO (High Performance) and Critical Resources (CR) groups that have been well tested, based on their performance and potential.</i></p> <p><i>c. REMCO can disagree with the proposed candidates for Directors if such talents are not in accordance with the needs of the Bank, based on competence or leadership.</i></p> <p><i>d. REMCO can provide development suggestions for each proposed candidate.</i></p> <p><i>e. HR Director and related Director (Director In Charge) are responsible for fulfill the gaps of each candidate for Directors.</i></p> <p><i>f. Every 6 months, HR Director provides an evaluation report on the development and fulfillment gap in both the competence and leadership of each candidate of Directors for REMCO.</i></p> <p><i>g. REMCO will consider candidates from internal bank before searching from external bank.</i></p> <p><i>h. In the case of a successor candidate of Directors cannot develop as expected, then HR Director can propose other candidates and report to REMCO.</i></p>
E.5.4	Does the board of directors/commissioners conduct an annual performance assessment of the CEO/Managing Director/President?	<p>In Annual Report 2020 page 25-26, in section Assessment of the Board of Directors' Performance</p> <p><a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a></p>
	<b>Board Appraisal</b>	
E.5.5	Did the company conduct an annual performance assessment of the board of directors/commissioners and disclose the criteria and process followed for the assessment?	<p>In Annual Report 2020 page 740, in section the Board of Commissioners Assessment</p> <p>In Annual Report 2020 page 741, in section the Board of Directors Assessment</p> <p>In Annual Report 2020 page 25-26, in section Assessment of the Board of Directors' Performance</p> <p><a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a></p>
	<b>Director Appraisal</b>	
E.5.6	Did the company conduct an annual performance assessment of the individual directors/commissioners	In Annual Report 2020 page 741, which

**ASEAN Corporate Governance Scorecard  
PT Bank Permata Tbk**

	and disclose the criteria and process followed for the assessment?	mentioned:  <i>Similar with the performance appraisal of the Directors, the Remuneration and Nomination Committee also conducts an annual performance appraisal for the President Director. A review of the performance of the President Director and other members of the Board of Directors was presented and discussed at the Remuneration and Nomination Committee Meeting.</i> <a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a>
E.5.7	<p><b>Committee Appraisal</b></p> <p>Did the company conduct an annual performance assessment of the board committees and disclose the criteria and process followed for the assessment?</p>	<p>The criteria to assess the Committee was provided in page 28-29 of Annual Report 2020, such as number of meetings and the duties of Committees that have been implemented during the year (2020) to support the Board of Commissioners.</p> <p>For process of review of Committee was provided in page 627 Annual Report 2020, which mentioned as follows:</p> <p><i>The discussion of the Board of Commissioners' committees has been conducted in the Board of Commissioners' meeting.</i></p> <p><i>Criteria on the assessment of Board of Commissioners' Committees is based on:</i></p> <ul style="list-style-type: none"> <li>- Governance Structure</li> <li>- Governance Process</li> <li>- Governance Outcome</li> </ul> <p><a href="https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report">https://www.permatabank.com/en/tentang-kami/hubungan-investor#!/Annual-Report</a></p>