



Tata Kelola Perusahaan

GOOD CORPORATE GOVERNANCE

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Pelaksanaan Tata Kelola (Good Corporate Governance/GCG) PT Bank JTrust Indonesia Tbk berlandaskan pada prinsip-prinsip/asas Tata Kelola yang baik sangat penting dilakukan dalam upaya untuk meningkatkan kepercayaan publik, meningkatkan kinerja, dan memaksimalkan nilai tambah bagi *shareholder* dan menjamin terwujudnya sistem perbankan yang sehat secara umum.

The implementation of GCG of PT Bank JTrust Indonesia Tbk based on GCG principles is very important towards increasing public trust, improving performance, maximizing shareholder value, and ensuring a healthy banking system in general.

BAB I PENDAHULUAN

CHAPTER I FOREWORD

Komitmen PT Bank JTrust Indonesia Tbk.

PT Bank JTrust Indonesia Tbk melalui jajaran Dewan Komisaris, Direksi dan seluruh karyawan berkomitmen untuk melaksanakan prinsip-prinsip penilaian faktor tata kelola perusahaan yang baik (*Good Corporate Governance*) dan prinsip kehati-hatian yang diterapkan dalam setiap kegiatan bisnis. Hal ini dilaksanakan sebagai bagian utama dari "*governance structure*", dengan didukung ketersediaan dan kesiapan infrastruktur lainnya untuk melakukan proses (*governance process*) dalam menjalankan fungsi dan tugasnya dengan baik.

PT Bank JTrust Indonesia Tbk dalam menerapkan tata kelola yang baik mengutamakan prinsip moral dan etika serta praktik bisnis perbankan yang sehat sesuai dengan ketentuan yang berlaku, sehingga dapat dicapai suatu hasil (*governance outcome*) yang sesuai dengan prinsip-prinsip/asas tata kelola yang baik. Etika dan perilaku merupakan pilar terpenting dalam membangun suatu budaya perusahaan yang bertanggung jawab. Oleh karenanya

The Commitment of PT Bank JTrust Indonesia Tbk.

Through the Board of Commissioners, Board of Directors and all employees, PT Bank JTrust Indonesia Tbk is committed to implementing the principles of assessing the factor of Good Corporate Governance and prudent principles applied in every business activity. It is implemented as a major part of the "*governance structure*", with the availability and readiness of other infrastructure to perform the governance process in performing the functions and duties well.

In implementing GCG, PT Bank JTrust Indonesia Tbk prioritizes moral and ethical principles and sound business banking practices in accordance with prevailing regulation, so as to achieve a result (*governance outcome*) that meet the principles of good governance. Ethics and behavior are the most important pillars in building an accountable



Rapat Umum Pemegang Saham Tahunan Tahun Buku 2016
Annual General Meeting of Shareholders Fiscal Year 2016

standar dan perilaku bisnis serta tingkah laku pribadi yang etis ditetapkan dalam Buku Etika Korporasi Perusahaan yang berlaku untuk seluruh karyawan dan manajemen tanpa terkecuali.

Tujuan/Manfaat Penerapan Tata Kelola Bank

Penerapan Tata Kelola pada PT Bank JTrust Indonesia Tbk merupakan persyaratan utama yang bertujuan/bermanfaat untuk:

- Melindungi dan memperhatikan kepentingan semua pihak/pemangku kepentingan (*stakeholders*) serta melindungi Bank dari intervensi politik dan tuntutan hukum.
- Meningkatkan kesungguhan manajemen dalam menerapkan prinsip dasar tata kelola yang baik dan kehati-hatian dalam pengelolaan Bank.
- Memperbaiki perilaku Kerja, meningkatkan daya saing/ kinerja Bank, efisiensi dan pelayanan kepada pemangku kepentingan.
- Menarik minat, kepercayaan investor maupun mitra usaha lainnya.
- Memaksimalkan nilai tambah bagi *shareholder* (*maximizing shareholder values*) atau memenuhi kepentingan *shareholders* atas peningkatan *shareholder values* (nilai saham dan dividen).

corporate culture. Therefore, ethical standards and business and personal conduct are set out in the Company Corporate Ethics Manual applicable to all employees and management without any exception.

Objectives/Benefits of Implementing Good Corporate Governance

Implementation of Good Corporate Governance in PT Bank JTrust Indonesia Tbk is a key requirement that aims/benefits to:

- Protecting and taking care the interests of all stakeholders and keeping the Bank away from political intervention and lawsuits.
- Improving the seriousness of the Bank's management in applying the basic principles of good governance and prudence in Bank management.
- Improving Working behavior, enhancing the Bank's competitiveness/performance, efficiency and service to stakeholders.
- Creating interest, trust from investors and other business partners.
- Maximizing shareholder values or meeting the interests of shareholders on increasing shareholder values (share value and dividends).

Dasar Penerapan Tata Kelola Bank Umum

Penerapan Tata Kelola PT Bank JTrust Indonesia Tbk mengacu pada standar industri perbankan secara umum, dengan berpedoman pada berbagai ketentuan dan peraturan perundang-undangan meliputi:

- Undang-Undang Republik Indonesia Nomor 7 Tahun 1992 tentang Perbankan sebagaimana telah diubah dengan Undang-Undang Nomor 10 Tahun 1998.
- Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas.
- Peraturan Otoritas Jasa Keuangan Nomor 55/POJK.03/2016 tanggal 7 Desember 2016 tentang Penerapan Tata Kelola Bagi Bank Umum.
- Surat Edaran Otoritas Jasa Keuangan Nomor 13/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penerapan Tata Kelola Bagi Bank Umum.
- Peraturan Otoritas Jasa Keuangan Nomor 29/POJK.04/2016 tanggal 29 Juli 2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik.
- Surat Edaran Otoritas Jasa Keuangan Nomor 30/SEOJK.04/2016 tanggal 3 Agustus 2016 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik.
- Peraturan Otoritas Jasa Keuangan Nomor 45/POJK.03/2015 tanggal 23 Desember 2015 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi Bagi Bank Umum.
- Surat Edaran Otoritas Jasa Keuangan Nomor 40/SEOJK.03/2016 tanggal 26 September 2016 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi Bagi Bank Umum.
- Peraturan Otoritas Jasa Keuangan Nomor 21/POJK.04/2015 tanggal 16 November 2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka.
- Surat Edaran Otoritas Jasa Keuangan Nomor 32/SEOJK.04/2015 tanggal 17 November 2015 tentang Pedoman Tata Kelola Perusahaan Terbuka.
- Peraturan Otoritas Jasa Keuangan Nomor 6/POJK.03/2015 tanggal 31 Maret 2015 tentang Transparansi dan Publikasi Laporan Bank.
- Peraturan Otoritas Jasa Keuangan Nomor 32/POJK.03/2016 tanggal 8 Agustus 2016 tentang Perubahan POJK Nomor 6/POJK.03/2015 tentang Transparansi dan Publikasi Laporan Bank.
- Surat Edaran Otoritas Jasa Keuangan Nomor 43/SEOJK.03/2016 tanggal 28 September 2016 tentang Transparansi dan Publikasi Laporan Bank Umum Konvensional.
- Peraturan Otoritas Jasa Keuangan Nomor 31/POJK.04/2015 tentang Keterbukaan atas Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik.

Legal Basis for Implementation of Commercial Bank Governance

Implementation of PT Bank JTrust Indonesia Tbk Governance refers to the banking industry standard in general, based on various laws and regulations including:

- Law of the Republic of Indonesia No. 7 of 1992 concerning Banking as amended by Law No. 10 of 1998.
- Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Company.
- Regulation of the Financial Services Authority 55/POJK.03/2016 dated December 7, 2016 concerning Good Corporate Governance Implementation for Commercial Banks.
- Circular Letter of the Financial Services Authority No. 13/SEOJK.03/2017 dated March 17, 2017 on the Implementation of Good Corporate Governance for Commercial Banks.
- Regulation of the Financial Services Authority No. 29/POJK.04/2016 dated July 29, 2016 regarding the Issuer's Annual Report or Public Company.
- Circular Letter of the Financial Services Authority No. 30/SEOJK.04/2016 dated August 3, 2016 regarding Form and Content of Annual Report of Issuers or Public Companies.
- Regulation of the Financial Services Authority No. 45/POJK.03/2015 dated December 23, 2015 on the Application of Good Corporate Governance in the Provision of Remuneration for Commercial Banks.
- Circular Letter of the Financial Services Authority No. 40/SEOJK.03/2016 dated September 26, 2016 regarding the Implementation of Good Corporate Governance in the Provision of Remuneration for Commercial Banks.
- Regulation of the Financial Services Authority No. 21/POJK.04/2015 dated November 16, 2015 on the Implementation of Open Corporate Governance Guidelines.
- Circular Letter of the Financial Services Authority No. 32/SEOJK.04/2015 dated November 17, 2015 on the Open Corporate Governance Guidelines.
- Regulation of the Financial Services Authority No. 6/POJK.03/2015 dated March 31, 2015 on Transparency and Publication of Bank Reports.
- Regulation of the Financial Services Authority No. 32/POJK.03/2016 dated August 8, 2016 on the amendment of POJK No. 6/POJK.03/2015 on Transparency and Publication of Bank Reports.
- Circular Letter of the Financial Services Authority No. 43/SEOJK.03/2016 dated September 28, 2016 concerning the Transparency and Publication of Conventional Commercial Bank Reports.
- Regulation of the Financial Services Authority No. 31/POJK.04/2015 on Disclosure of Material Information or Facts by Issuers or Public Companies.

- Anggaran Dasar PT Bank JTrust Indonesia Tbk beserta dengan perubahan-perubahannya.

Selain ketentuan yang diharuskan dari berbagai aturan perundang-undangan di atas, Bank juga mendasarkan pada pedoman-pedoman implementasi tata kelola sebagai berikut:

- Prinsip-Prinsip *Corporate Governance* yang dikembangkan oleh *Organization for Economic Cooperation and Development* (OECD).
- Pedoman *Good Corporate Governance* Perbankan Indonesia yang dikembangkan oleh Komite Nasional Kebijakan *Governance* (KNKG).
- *Principles for Enhancing Corporate Governance* yang diterbitkan oleh *Basel Committee on Banking Supervision*.
- Ketentuan The ASEAN Corporate Governance Scorecard yang merupakan standar dan praktik *Corporate Governance* pada negara-negara ASEAN, maupun praktik-praktik terbaik (*best practices*) yang berlaku.

Internalisasi dari berbagai peraturan perundang-undangan dan pedoman di atas kedalam kebijakan internal Bank merupakan komitmen dari Dewan Komisaris dan Direksi serta seluruh karyawan.

PT Bank JTrust Indonesia Tbk berkomitmen mengedepankan pelayanan yang lebih baik bagi nasabah (*customer*), pemegang saham (*shareholder*), serta pemangku kepentingan (*stakeholders*) lainnya, dengan melaksanakan prinsip-prinsip/asas Tata Kelola yang baik di setiap kegiatan usaha dalam upaya membangun organisasi Bank yang kompetitif dengan mutu sumber daya manusia yang andal dalam menjalankan dan mengembangkan bisnis Bank yang lebih baik. Hal ini merupakan upaya dalam mengimplementasikan "Visi dan Misi" PT Bank JTrust Indonesia Tbk, sebagai berikut:

Visi

"Menjadi *Partner* Finansial yang terpercaya yang terus memberikan inovasi"

Misi

- "Terus menciptakan lingkungan bekerja yang mendukung orang-orang bermotivasi kerja tinggi"
- "Terus memberikan pengalaman perbankan yang baik melalui solusi yang ditujukan untuk masing-masing nasabah"

- The Articles of Association of PT Bank JTrust Indonesia Tbk and its amendments.

In addition to the required provisions of the various rules and regulations above, the Bank also based its guidelines on the implementation of governance as follows:

- Principles of Corporate Governance developed by the Organization for Economic Cooperation and Development (OECD).
- Indonesian Banking Good Corporate Governance Guidelines developed by the National Committee on Governance Policy (KNKG).
- Principles for Enhancing Corporate Governance issued by the Basel Committee on Banking Supervision.
- Provisions of The ASEAN Corporate Governance Scorecard, which is the standard and practice of Corporate Governance in ASEAN countries, as well as the best practices that apply.

The internalization of the various laws and guidelines above into the Bank's internal policies is a commitment of the Board of Commissioners and the Board of Directors and all employees.

PT Bank JTrust Indonesia Tbk is committed to prioritizing better services for customers, shareholders and other stakeholders by implementing the principles of Good Corporate Governance in every business activity in an effort to build the organization Competitive bank with reliable quality of human resources in running and developing a better Bank business. This is an effort to implement the "Vision and Mission" of PT Bank JTrust Indonesia Tbk, as follows:

Vision

"Being a Dependable Financial Partner Which Consistently Delivers Innovative Solutions"

Mission

- Consistently create conducive working environment for highly motivated people.
- Consistently provide valuable banking experience through solution specifically tailored for each individual customer.

Visi dan Misi Bank tersebut dipercaya dapat tercapai dengan menerapkan **Brand Promise** “*Change – Action – Speed*”, dan **Corporate Values** “**J T R U S T**” yang penjabarannya sebagai berikut:

Change:

“Menjadi *game changer* dalam industri perbankan”

Action:

“Berusaha untuk menjadi yang terbaik dengan memberikan performa maksimal”

Speed:

“Satu langkah lebih maju dibandingkan kompetitor dalam memberikan pelayanan tercepat”

- J – Justice** - *Conduct business with integrity*
- T – Teamwork** - *Respect individuals to form an organization*
- R – Revolution** - *Stimulate a spirit of innovation for new value*
- U – Uniqueness** - *Embrace ingenuity*
- S – Safety** - *Deliver services with sincerity*
- T – Thankfulness** - *Express our appreciation*

Visi, Misi, **Brand Promise** “*Change – Action – Speed*”, dan **Corporate Values** “**J T R U S T**” sebagai budaya perusahaan yang harus membudaya dan meresap dalam diri setiap individu karyawan PT Bank JTrust Indonesia Tbk untuk diterapkan dalam melaksanakan tugas dan tanggung jawabnya.

Prinsip-Prinsip/Asas Penilaian Faktor Tata Kelola

Pelaksanaan Tata Kelola di PT Bank JTrust Indonesia Tbk mencakup implementasi dari 5 (lima) prinsip dasar/asas penilaian faktor tata kelola yang dikenal dengan istilah “TARIF” yakni: Transparansi (*Transparency*), Akuntabilitas (*Accountability*), Pertanggungjawaban (*Responsibility*), Independensi (*Independency*), dan Kewajaran dan kesetaraan (*Fairness*), sebagai berikut:

1. Keterbukaan/Transparansi (*Transparency*)

Memiliki unsur pengungkapan (*disclosure*) dan penyediaan informasi secara tepat waktu, memadai, jelas, akurat, dan dapat diperbandingkan serta mudah diakses oleh pemegang saham dan pemangku kepentingan (*stakeholders*). Keterbukaan dalam mengemukakan informasi yang material dan relevan, serta keterbukaan dalam melaksanakan proses pengambilan keputusan di mana informasi harus disampaikan tepat waktu, memadai, jelas, akurat, dan dapat dibandingkan. Informasi tersebut juga harus mudah diakses *stakeholders* sesuai dengan haknya.

We believe that the Bank’s Vision and Mission can be attained by applying **Brand Promise of Change–Action–Speed**, and **Corporate Values** known as “**J T R U S T**”, as further described below:

Change:

“Being the *game changer* in banking industry”

Action:

“Strive to be at the forefront in delivering maximum performance”

Speed:

“One step ahead of the competitor in delivering timely services”

- J – Justice** - *Conduct business with integrity*
- T – Teamwork** - *Respect individuals to form an organization*
- R – Revolution** - *Stimulate a spirit of innovation for new value*
- U – Uniqueness** - *Embrace ingenuity*
- S – Safety** - *Deliver services with sincerity*
- T – Thankfulness** - *Express our appreciation*

Vision, Mission, **Brand Promise** “*Change - Action - Speed*”, and **Corporate Values** “**J T R U S T**” as a corporate culture that must be entrenched and pervaded within each individual employee PT Bank JTrust Indonesia Tbk to be applied in carrying out its duties and responsibilities.

Principles of Assessment of Governance Factors

The GCG implementation in PT Bank JTrust Indonesia, Tbk. covers the implementation of 5 (five) basic principles known as “TARIF” namely: Transparency, Accountability, Responsibility, Independency, and Fairness, which can be elaborated as follows:

1. Transparency

Having elements of disclosure and information provision in a timely, sufficient, clear, accurate, and comparable manners, as well as easily accessible by shareholders and stakeholders. Transparency in expressing material and relevant information, as well as transparency in implementing the decision making process in which the information must be submitted on time, clear, accurate, and can be compared. Such information should also be easily accessible to stakeholders in accordance with their rights.

2. Akuntabilitas (*Accountability*)

Memiliki unsur kejelasan fungsi dalam organisasi dan cara mempertanggungjawabkannya. Untuk memastikan akuntabilitas, maka fungsi, tugas, dan wewenang berbagai fungsi di dalam organisasi, serta pertanggungjawabannya telah diatur dengan jelas sesuai dengan Pedoman Tata Kerja masing-masing fungsi sehingga kinerja semua bagian organisasi dapat dipertanggungjawabkan secara sehat/transparan dan terukur, serta memastikan ada tidaknya *check and balance* dalam pengelolaan Bank. Selain itu Bank juga harus memiliki ukuran kinerja dari semua jajarannya berdasarkan ukuran yang disepakati secara konsisten sesuai dengan nilai perusahaan (*corporate values*), sasaran usaha, dan strategi Bank, serta memiliki *reward and punishment system*.

3. Pertanggungjawaban/Responsibilitas (*Responsibility*)

Memiliki unsur kepatuhan terhadap peraturan perundang-undangan dan ketentuan internal bank serta bertanggung jawab. Dalam hal ini Bank harus memegang prinsip *prudential banking practices*. Prinsip tersebut dijalankan sesuai dengan ketentuan dan peraturan perundang-undangan yang berlaku agar tetap terjaga kelangsungan usahanya. Bank juga harus mampu bertindak sebagai *good corporate citizen* (perusahaan yang baik).

4. Independensi (*Independency*)

Memiliki unsur kemandirian dari dominasi pihak lain dan objektivitas dalam melaksanakan tugas dan kewajiban. Dalam hal ini pengelolaan Bank dilakukan secara profesional tanpa pengaruh/tekanan dari pihak manapun. Selain itu, Bank harus mampu menghindari terjadinya dominasi yang tidak wajar oleh stakeholders. Pengelola Bank tidak boleh terpengaruh oleh kepentingan sepihak dan harus menghindari segala bentuk benturan kepentingan (*conflict of interest*).

5. Kewajaran (*Fairness*)

Memiliki unsur perlakuan yang adil dan kesempatan yang sama sesuai dengan proporsinya. Bank harus memperhatikan kepentingan seluruh stakeholders berdasarkan asas kesetaraan dan kewajaran (*equal treatment*), serta memberikan kesempatan kepada stakeholders untuk memberikan masukan bagi kepentingan Bank, serta memiliki akses terhadap informasi sesuai dengan prinsip keterbukaan.

Penerapan yang baik dari 5 (lima) prinsip dasar penilaian faktor tata kelola tersebut akan mendukung pelaksanaan 4 (empat) bidang yang menjadi faktor utama penilaian Tingkat Kesehatan Bank Berdasarkan Tingkat Risiko (*Risk Based Bank Rating*), yang secara berkelanjutan menjadi fokus perbaikan dan peningkatan antara lain: Penguatan

2. Accountability

Maintain clarity in functions within the organizations and methods of accountabilities. In order to ensure the accountabilities, all relevant functions, duties, and authorities of various functions within the organization as well as accountabilities are clearly defined in line with the Guideline of each function. Therefore the performance of all departments within the organization are accountable in a transparent and measurable manner a, as well as ensuring the checks and balances in the management of the Bank. In addition, the Bank should having performance parameters for all ranks based on agreed standards that are consistent with the corporate values, business targets and Bank strategy, as well as having a reward and punishment system.

3. Responsibility

Having elements of compliance toward the laws and regulations and the internal regulations of the bank as well being accountable. In this case, the Bank should uphold the principles of prudential banking practices. The principles were implemented according to the applicable rules and regulations in order to maintain the continuity of the Bank's business. The Bank should also be able to act as a good corporate citizen.

4. Independency

Be independent from other parties and be objective in performing the duties and fulfilling the obligations. In this case, the Bank's management is done professionally without any influence/pressure from any party. In addition, the Bank should be able to avoid an unreasonable domination by stakeholders. The Bank's management should not be affected by the unilateral interests and shall avoid any conflicts of interest.

5. Fairness

Providing equal treatments and equal opportunities proportionately. The Bank should put the interests of all stakeholders into consideration, based on the principles of equal and fair treatment and provide opportunity for stakeholders to provide input for the benefit of the Bank, as well as to have access to information in accordance with the principle of Transparency.

Proper implementation of 5 (five) basic principles of GCG will support the implementation of 4 (four) components that become the key factors in rating the Bank's level of health, based on risk level, which continuously serves as the focus in the improvement and enhancement efforts, including Financial Enhancements (Capital and Earnings),

Kuangan (*Capital & Earnings*), Perbaikan *Risk Profile*, dan perbaikan penerapan tata kelola yang didukung pengembangan Infrastruktur bisnis utama, dan penguatan *corporate image*. Penilaian Tingkat Kesehatan Bank Berdasarkan Tingkat Risiko (*Risk Based Bank Rating*) baik bank secara individual maupun konsolidasi sebagaimana tercantum dalam POJK Nomor 4/POJK.03/2016 tanggal 26 Januari 2016 dan SEOJK Nomor 14/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penilaian Tingkat kesehatan Bank Umum.

11 (Sebelas) Faktor Utama dalam Penilaian Penerapan Tata Kelola

Dalam rangka memastikan penerapan 5 (lima) prinsip dasar Tata Kelola yang baik, Bank harus melakukan penilaian sendiri (*self assessment*) penerapan Tata Kelola secara berkala sesuai dengan periode penilaian Tingkat Kesehatan Bank yang paling sedikit meliputi 11 (sebelas) faktor utama dalam penilaian penerapan tata kelola sebagai berikut:

1. Pelaksanaan tugas dan tanggung jawab Direksi;
2. Pelaksanaan tugas dan tanggung jawab Dewan Komisaris;
3. Kelengkapan dan pelaksanaan tugas Komite;
4. Penanganan benturan kepentingan;
5. Penerapan fungsi kepatuhan Bank;
6. Penerapan fungsi audit intern;
7. Penerapan fungsi audit ekstern;
8. Penerapan manajemen risiko termasuk sistem pengendalian intern;
9. Penyediaan dana kepada pihak terkait (*related party*) dan penyediaan dana besar (*large exposure*);
10. Transparansi kondisi keuangan dan non keuangan Bank, laporan pelaksanaan tata kelola dan pelaporan internal;
11. Rencana strategis Bank.

Selain itu (diluar 11 faktor utama dalam penilaian penerapan tata kelola) perlu diperhatikan informasi lain yang terkait penerapan Tata Kelola Bank seperti permasalahan yang timbul sebagai dampak kebijakan remunerasi Bank atau perselisihan intern Bank yang mengganggu operasional dan/atau kelangsungan usaha Bank.

Pelaksanaan penilaian sendiri (*self assessment*) terhadap penerapan tata kelola Bank yang berlandaskan pada 5 (lima) prinsip dasar tata kelola yang baik harus dilakukan secara komprehensif dan terstruktur serta dikelompokkan dalam *Governance System* yang meliputi 3 (tiga) aspek *Governance* sebagai suatu proses yang berkesinambungan, yaitu *governance structure*, *governance process* dan *governance outcome*.

Improvement in Risk Profile, and improvement in GCG implementation supported by 5 (five) basic principles of GCG in developing core business infrastructure development and enhancement of corporate image. Risk Based Bank Rating, either individually or consolidated, as stipulated in the Financial Services Authority Regulation No.4/POJK.03/2016 dated January 26, 2016 and circular letter of the Financial Services Authority No. 14/SEOJK.03/2017 dated March 17, 2017 on the Assessment of Commercial Banks.

11 (Eleven) Key Factors in GCG Implementation

In order to ensure the implementation of the 5 basic principles of Good Governance, the Bank shall conduct a self-assessment of the implementation of Good Corporate Governance periodically in accordance with the Bank Rating period which shall include at least 11 (eleven) main factors in the assessment of the implementation of GCG:

1. Implementation of Board of Directors' duties and responsibilities;
2. Implementation of Board of Commissioners duties and responsibilities;
3. Completeness and implementation of Committee's duties;
4. Resolution of conflict of interests;
5. Implementation of the Bank's compliance functions;
6. Implementation of internal audit;
7. Implementation of external audit;
8. Implementation of risk management including internal control system;
9. Fund provision to the related parties and provision of substantial amount of funds (large exposures);
10. Transparency of the Bank's financial and non-financial conditions, reporting, GCG implementation report and internal reporting;
11. The Bank's strategic plan.

In addition to the 11 main factors in the assessment of governance implementation, it is necessary to consider other information related to the implementation of Good Corporate Governance, such as problems arising from the impact of Bank's remuneration policy or internal disputes that interfere with the Bank's operational and/or business operations.

The self assessment on the implementation of the Bank's governance is based on 5 (five) basic principles of good governance must be done comprehensively and are structured and grouped in Governance System which includes 3 (three) aspects of Governance as a continuous process, namely governance structure, governance process and governance outcome.

Governance System

Untuk memastikan Bank memenuhi penerapan 5 (lima) prinsip dasar Tata Kelola yang baik maka dibentuklah *governance system* yang meliputi 3 (tiga) aspek *Governance* sebagai berikut:

1. Governance Structure

Governance structure merupakan suatu sistem yang mengatur bagaimana PT Bank JTrust Indonesia Tbk diarahkan dan dikendalikan untuk meningkatkan kinerja bisnis secara *accountable* dan mewujudkan nilai pemegang saham dalam jangka panjang (*sustainable*), dengan tidak mengabaikan kepentingan *stakeholders* lainnya. Struktur tata dimaksud adalah RUPS, Dewan Komisaris, Direksi, Komite-Komite dan satuan kerja pada Bank. Struktur tata kelola juga perlu didukung kecukupan atau ketersediaan infrastruktur kebijakan dan prosedur yang senantiasa mengacu dan disesuaikan dengan peraturan perundang-undangan yang berlaku, sistem informasi manajemen, serta tugas pokok dan fungsi (tupoksi) masing-masing struktur organisasi.

2. Governance Process

Penerapan Tata Kelola Bank harus dilaksanakan dengan aturan main yang jelas dalam suatu bentuk mekanisme atau lazim disebut *governance process* yang dapat dipertanggungjawabkan dan sekaligus diperlukan dengan tujuan untuk menilai efektivitas proses pelaksanaan prinsip dasar tata kelola yang didukung oleh kecukupan struktur dan infrastruktur tata kelola PT Bank JTrust Indonesia Tbk sehingga menghasilkan *outcome* yang diharapkan. *Governance process* merupakan aktivitas-aktivitas yang dilakukan untuk melaksanakan aturan main, prosedur dan hubungan yang jelas antara pihak yang mengambil keputusan dengan pihak yang akan melakukan kontrol (pengawasan) terhadap keputusan tersebut. Hal ini demi menjamin dan/atau mengawasi berjalannya sebuah *governance system*, sehingga diharapkan aktivitas perusahaan dapat berjalan secara sehat dan efektif sesuai dengan arah yang telah ditetapkan dan/atau dapat meminimalisir terjadinya benturan kepentingan dan timbulnya risiko dari suatu kebijakan yang telah diputuskan.

3. Governance Outcome

Terdapat 2 (dua) *outcomes* yang diharapkan dari penerapan tata kelola Bank, yaitu:

- Mampu meningkatkan kinerja perusahaan (*improved performance*).
- Mampu mengurangi konflik kepentingan dalam perusahaan (*reduced conflict of interest*).

Governance System

To ensure that the Bank meets the implementation of 5 (five) basic principles of Good Governance, a governance system is established which includes 3 (three) aspects of Governance as follows:

1. Governance Structure

Governance structure is a system that arranges how PT Bank JTrust Indonesia Tbk. is directed and controlled to improve the business performance accountably and to bring about values for shareholders in a sustainable manner, taking into account the interests of other stakeholders. The governance structure in question is the GMS, the Board of Commissioners, Board of Directors, Committees and work units at the Bank. The governance structure also needs to be supported by adequacy or availability of infrastructure for policies and procedures that are constantly referring to and adapted to the legislation in force, management information systems, as well as the duties and functions (TOR), of each organizational structure.

2. Governance Process

The GCG implementation requires clear procedures in the form of mechanism that is normally referred as accountable-governance process, at the same time is also required for the purpose of assessing the effectiveness of implementation of GCG principles supported by the adequacy of structures and governance infrastructures of PT Bank JTrust Indonesia, Tbk., in order to produce outcome that match the expectations. The governance process covers the activities performed to implement the rules, procedures, as well as clear relationship between the decision makers and the controllers on such decisions. This is implemented in order to ensure and/or supervise the process of governance system, thus it is expected that the company activities can be ran in a sound and effective manners in line with the directions and/or is able to minimize conflict of interests. Additionally, it is expected that these activities will minimize the risks emerging from the policies made.

3. Governance Outcome

There are 2 (two) outcomes expected from the GCG implementation, namely:

- Ability to improve business performance.
- Ability to reduce conflict of interests within the company.

Mengacu kepada ketentuan Otoritas Jasa Keuangan, *Governance Outcome* bertujuan untuk menilai kualitas *outcome* yang memenuhi harapan Pemangku Kepentingan PT Bank JTrust Indonesia Tbk yang merupakan hasil proses penerapan prinsip tata kelola yang baik yang didukung oleh kecukupan struktur dan infrastruktur tata kelola Bank.

Profil Risiko

Self Assessment terhadap Profil Risiko adalah proses penilaian keseluruhan proses dari identifikasi risiko, analisa risiko dan evaluasi risiko yang dihadapi bank, yang diilustrasikan sebagai berikut:

- **Inherent Risk** - Risiko Inheren adalah risiko yang melekat pada kegiatan bisnis bank, baik yang dapat diukur maupun tidak dapat diukur, yang berpotensi mempengaruhi posisi keuangan bank. *Inherent Risk* dapat berupa parameter yang bersifat *ex-post* (telah terjadi) maupun parameter yang bersifat *ex-ante* (belum terjadi).
- **Risk Control System (RCS)** - Kualitas Penerapan Manajemen Risiko merupakan penjabaran dari penerapan Basel II Pilar 2 *Supervisory review* yang telah dijabarkan di perbankan Indonesia melalui Peraturan Otoritas Jasa Keuangan tentang Penerapan Manajemen Risiko. Penilaian *Inherent Risk* dan RCS selanjutnya menghasilkan *net risk* per jenis risiko dan kesimpulan risiko komposit bank secara keseluruhan.

Permodalan

Sesuai POJK Nomor 11/POJK.03/2016 tanggal 29 Januari 2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum, sebagaimana diubah dengan POJK Nomor 34/POJK.03/2016 tanggal 22 September 2016, untuk perhitungan Kewajiban Penyediaan Modal Minimum (KPMM) sudah memperhitungkan profil risiko Bank atau dikenal dengan istilah *Internal Capital Adequacy Assessment Process* (ICAAP) dengan rasio KPMM ditetapkan paling rendah:

- 8% dari ATMR bagi Bank dengan profil risiko Peringkat ke 1
- 9% hingga <10% dari ATMR bagi Bank dengan profil risiko Peringkat ke 2
- 10% hingga <11% dari ATMR bagi Bank dengan profil risiko Peringkat ke 3, atau
- 11% hingga 14% dari ATMR bagi Bank dengan profil risiko Peringkat ke 4 atau Peringkat ke 5

Pada tahun 2016 sudah mulai berlaku kewajiban pembentukan *Capital Conservation Buffer* yang dimulai dengan tambahan 0,625% secara bertahap menjadi 2,5% pada tahun 2019. Bank akan menjaga rasio CAR diatas ketentuan yang berlaku sesuai ICAAP dan tambahan terkait hal tersebut.

Permodalan bank harus mampu menyerap semua risiko yang ada di bank. Penilaian permodalan ini mencakup:

Referring to the regulations of Financial Services Authority, the purpose of governance outcome is to assess the outcome quality in conjunction with fulfilling the expectation of PT Bank JTrust Indonesia, Tbk. Stakeholders, which was the outcome of GCG principles implementation supported by adequate structure and infrastructure of the Bank's governance.

Risk Profile

Self-Assessment against the Risk Profiles is the assessment on the entire process of risk identification, risk analysis, and risk evaluation sustained by the Bank, as illustrated in the following paragraphs:

- **Inherent Risk** - Inherent Risk is a risk inherent to banking business activities, both quantifiable and non-quantifiable, which may potentially affect the bank financial position. Inherent Risk may be presented in the forms of *ex-post* as well as *ex-ante* parameters.
- **Risk Control System (RCS)** - The quality of Risk Management Implementation is the elaboration and implementation of Basel II Pillar 2 Supervisory Review elaborated in Indonesian banking through the Regulations of Bank Indonesia on the Implementation of Risk Management. The assessment of Inherent Risk and RCS furthermore produces net risk for each type of risk and the summary of bank composite risk as a whole.

Capital

In accordance with the Regulation of the Financial Services Authority No. 11/POJK.03/2016 dated January 29, 2016 concerning the Minimum Capital Requirement for Commercial Banks, as amended by POJK No. 34/POJK.03/2016 dated September 22, 2016, for the calculation of Minimum Capital Adequacy Requirement (KPMM), has taken into account the risk profile of the Bank, also known as the Internal Capital Adequacy Assessment Process (ICAAP) with specified minimum of CAR of:

- 8% of risk weighted assets for the Bank with risk profile rating of 1st,
- 9% to <10% of risk weighted assets for the Bank with risk profile rating of 2nd,
- 10% to <11% of risk weighted assets for the Bank with risk profile rating of 3rd, or
- 11% to <14% of risk weighted assets for the Bank with risk profile rating of 4th and 5th.

By 2016, the obligation for the formation of Capital Conservation Buffer has come into effect with an additional 0.625% gradually to 2.5% in 2019. The Bank will maintain CAR ratio above regulatory requirements in accordance to ICAAP and additional related to that matter.

The Bank should be able to absorb all risks existing in the Bank. Capital assessment shall cover:

- Kecukupan permodalan:
 - Kecukupan modal yang dapat menyerap risiko,
 - Kecukupan modal untuk mendukung rencana bisnis, dan
 - Kualitas modal (komposisi *tier 1*)
- Pengelolaan Permodalan:
 - Efektivitas perencanaan dan penggunaan modal untuk menghasilkan pendapatan,
 - Pemupukan modal organik,
 - Kemampuan akses bank kepada sumber permodalan.

Pendapatan

Untuk faktor pendapatan bank dinilai berdasarkan aspek Kinerja *Earnings*, sumber-sumber *earning*, diversifikasi pendapatan, dan *earning sustainability*. Pendapatan (*earnings*) ini erat kaitannya dengan pencapaian rentabilitas.

Proses Penerapan Tata Kelola Bank

Penerapan Tata Kelola PT Bank JTrust Indonesia Tbk senantiasa dijalankan secara konsisten dan berkelanjutan dengan didukung komitmen yang kuat dari organ perusahaan dan jajaran di bawahnya. Dalam melaksanakan komitmen atau proses penerapan tata kelola Bank selama ini antara lain:

1. Governance Commitment

- Memiliki rumusan visi dan misi yang jelas dan realistis, sebagaimana visi dan misi PT Bank JTrust Indonesia Tbk yang telah ditetapkan dan disosialisasikan.
- Memiliki Anggaran Dasar, *Good Corporate Governance Charter*.
- Memiliki nilai-nilai perusahaan (*Corporate Values*) yang menggambarkan sikap moral bank yang baik dalam melaksanakan usaha.
- Memiliki rumusan etika bisnis dan pedoman perilaku perusahaan (*Code of Conduct*/Etika Korporasi) yang penyusunannya dilakukan dengan melibatkan organ perusahaan dan jajaran di bawahnya. Etika bisnis dan pedoman perilaku dilaksanakan secara berkesinambungan dan konsisten sehingga membentuk budaya perusahaan yang merupakan manifestasi dari nilai-nilai perusahaan.

2. Governance Structure

- Memiliki pedoman tata kerja Dewan Komisaris dan tata kerja Direksi dalam menjalankan peran dan tugasnya, termasuk pemenuhan jumlah dan komposisi Dewan Komisaris, Direksi, Komite-komite dibawah Dewan Komisaris dan Direksi.
- Penguatan *Risk Management Compliance* dan *Internal Control*.
- Penyempurnaan struktur organisasi untuk menjamin terlaksana *check and balance*.

- Capital adequacy:
 - Capital adequacy to be capable of absorbing the risks,
 - Capital adequacy to support the business plan, and
 - Quality of the capital (*tier 1* composition).
- Capital management:
 - Effectiveness of planning and use of capital to generate earning,
 - Developing organic capital,
 - The Bank's capability to access the source of funding.

Earnings

As for the earning factor, the Bank is assessed based on the earning performance, sources of earning, diversification of earnings, and earnings sustainability. Earning is closely related to the achievement of Rate of Returns.

The Bank's Process of GCG Implementation

The implementation of GCG at PT Bank JTrust Indonesia, Tbk. has been carried out in a consistent and sustainable manners supported by the strong commitment of the corporate organs and all ranks below them. The basic principle in performing the commitment throughout these times include:

1. Governance Commitment

- Having clear and realistic definitions of the Bank's vision and missions, as defined and socialized by PT Bank JTrust Indonesia, Tbk.
- Having Articles of Association, Good Corporate Governance Charter.
- Having corporate values that reflects the good moral attitude of the Bank in running its business.
- Formulating the Bank's business ethics and Code of Conduct by involving the company organs and all ranks below them. Business ethics and code of conducts shall be applied continuously and consistently to forge the corporate culture as the manifestation of corporate values.

2. Governance Structure

- Having guidelines for the Board of Commissioners and Board of Directors in performing their roles and duties, including the fulfillment of the number and composition of the Board of Commissioners, the Board of Directors, the Committees under the Board of Commissioners and the Board of Directors.
- Strengthening the Risk Management Compliance and Internal Control.
- Improving organizational structure to ensure check and balance mechanism.

3. Governance Mechanism

- Dalam fungsinya sebagai lembaga intermediasi dan sebagai bagian dari dunia bisnis peduli dan berperan aktif dalam menjaga kelestarian sumber daya alam dan lingkungan hidup.
- Penuangan Prinsip-prinsip Tata Kelola Bank dalam Kebijakan, dan Pedoman/Prosedur sebagai acuan dalam menjalankan usaha, serta senantiasa dievaluasi sesuai kebutuhan dan perkembangan ketentuan yang berlaku.
- Memiliki peraturan perusahaan atau perjanjian kerja bersama yang dapat menjamin kepastian hak dan kewajiban para pihak sehingga dapat mendukung suasana kerja yang kondusif.
- Penegakan *Reward and Punishment*.
- Transparansi kondisi keuangan dan non keuangan.
- Transparansi informasi Produk Bank dan penggunaan data pribadi nasabah.
- Transparansi tata cara pengaduan nasabah dan penyelesaian sengketa kepada nasabah.
- Penerapan Strategi *Anti Fraud* di antaranya mengimplementasikan *Whistleblowing System* yang berfungsi sebagai sarana untuk menerima laporan dan pengaduan indikasi fraud yang diketahui serta saran dan kritik dari pegawai dan pemangku kepentingan lainnya.

4. Sosialisasi dan Evaluasi

- Internalisasi *Corporate Values*.
- Sosialisasi inisiatif strategis, kebijakan, peraturan, dan lain-lain.
- Penilaian Sendiri (*Self Assessment*) Penerapan Tata Kelola Bank.
- Pelaporan Pelaksanaan Tata Kelola Bank.
- Penilaian/*Assessment* Penerapan Tata Kelola Bank oleh Pihak Independen.

Pelaksanaan prinsip-prinsip/asas tata kelola yang baik di antaranya secara berkala/semesteran menyampaikan Laporan Hasil Penilaian Sendiri (*Self Assessment*) Penerapan Tata Kelola Bank berikut lampiran kertas kerjanya untuk penyusunan dan penyampaian Laporan Tingkat Kesehatan Bank kepada Otoritas Jasa Keuangan (OJK). Selain itu pula setiap tahun pada akhir tahun buku menyampaikan Laporan Pelaksanaan Tata Kelola PT Bank JTrust Indonesia Tbk kepada Otoritas Jasa Keuangan (OJK) dan Pemegang Saham Bank termasuk laporan dipublikasikan pada Situs Web PT Bank JTrust Indonesia Tbk sesuai dengan ketentuan yang berlaku. Penyampaian Laporan Pelaksanaan Tata Kelola Bank diperlukan untuk melakukan *monitoring* peningkatan kualitas pelaksanaan tata kelola Bank, serta mengevaluasi implementasinya dan melakukan kajian rencana tindak lanjut, termasuk tindakan perbaikan apabila diperlukan guna mendapatkan hasil yang lebih baik.

3. Governance Mechanism

- In assuming the functions as an intermediary institution and as part of the business world, the Bank concerns with and actively involves in preserving the sustainability of natural resources and environments.
- Inserting GCG Principles in the Policy, and Guidelines/Procedures, that serves as reference in conducting business, and is constantly being evaluated according to the needs and developments of prevailing regulations.
- Keeping company regulations or collective labor agreement, which ensure the certainty of rights and obligations of each parties involved, thus enable to support conducive working environment.
- Applying Reward and Punishment.
- Transparency of financial and non-financial conditions.
- Transparency of Bank Product information and use of personal data of customers.
- Transparency of financial and non-financial conditions.
- Adopting Anti Fraud Strategy including by implementing Whistleblowing System that serves as a means to receive reports and complaints of known fraud indications, as well as receiving suggestions and criticism from employees and other stakeholders.

4. Socialization and Evaluation

- Internalization of Corporate Values.
- Socialization of strategic initiatives, policies, regulations, and many more.
- Self-Assessment on GCG Implementation.
- Reporting on the Implementation of Good Corporate Governance.
- Assessment on the Implementation of Good Corporate Governance by Independent Parties.

The GCG principles were implemented among other by regularly submitting the Bank's Self Assessment report on GCG Implementation, each semester, along with the paperwork for the preparation and submission of the Bank's Level of Health to Financial Services Authority. In addition, at the end of the year the Bank also submit its Report on the Implementation of Corporate Governance to Financial Services Authority and Shareholders on annual basis, including publishing it on PT Bank JTrust Indonesia Tbk Website in accordance with applicable provisions. The submission of the Bank's GCG Implementation Report is required to monitor the quality enhancement of the GCG implementation, and to evaluate it as well as to conduce review on the follow-up plan, including Corrective measures if deemed necessary, in order to achieve better results.

BAB II RAPAT UMUM PEMEGANG SAHAM (RUPS), PELAKSANAAN TUGAS DEWAN KOMISARIS DAN DIREKSI

CHAPTER II GENERAL MEETING OF SHAREHOLDERS (GMS), IMPLEMENTATION OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS TASKS

2.1. Rapat Umum Pemegang Saham (RUPS)

Rapat Umum Pemegang Saham (RUPS) merupakan hirarki/organ tertinggi dalam organisasi Perusahaan Terbuka yang mempunyai kewenangan yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas-batas yang ditentukan dalam Undang-Undang RI Nomor 40 Tahun 2007 tentang Perseroan Terbatas, dan/atau Anggaran Dasar Perseroan.

RUPS adalah forum bagi pemegang saham untuk mengambil keputusan dan melaksanakan pengawasan terhadap kinerja Bank secara keseluruhan.

RUPS wajib diselenggarakan sesuai dengan Anggaran Dasar Perseroan dan Peraturan Perundang-undangan yang berlaku terdiri dari:

1. RUPS Tahunan
Wajib diselenggarakan dalam jangka waktu paling lambat 6 (enam) bulan setelah tahun buku berakhir.
2. RUPS Lainnya/RUPS Luar Biasa
Dapat diselenggarakan pada setiap waktu berdasarkan kebutuhan untuk kepentingan perusahaan.

Mengacu kepada POJK Nomor 32/POJK.04/2014 tanggal 8 Desember 2014 tentang Rencana dan Penyelenggaraan RUPS Perusahaan Terbuka, terdapat beberapa tahapan dalam pelaksanaan RUPS sebagai berikut:

- a. Perusahaan Terbuka wajib terlebih dahulu menyampaikan pemberitahuan mata acara rapat kepada OJK paling lambat 5 (lima) hari kerja sebelum pengumuman RUPS, dengan tidak memperhitungkan tanggal pengumuman RUPS. Dalam hal terdapat perubahan mata acara RUPS tersebut, Perusahaan Terbuka wajib menyampaikan perubahan mata acara yang dimaksud kepada OJK paling lambat pada saat pemanggilan RUPS.
- b. Perusahaan Terbuka wajib melakukan pengumuman RUPS kepada pemegang saham paling lambat 14 (empat belas) hari sebelum pemanggilan RUPS, dengan tidak memperhitungkan tanggal pengumuman dan tanggal pemanggilan.
- c. Dalam hal RUPS diselenggarakan atas permintaan pemegang saham kepada Direksi atau Dewan Komisaris, pengumuman RUPS harus memuat:
 - Ketentuan pemegang saham yang berhak hadir dalam RUPS.
 - Ketentuan pemegang saham yang berhak mengusulkan mata acara rapat.

2.1. General Meeting of Shareholders (GMS)

General Meeting of Shareholders (GMS) is the highest hierarchy in the company organ, which has the authorities not granted to the Board of Directors and Board of Commissioners subject to limitations stipulated under the Laws of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies, and/or the Articles of Association.

The GMS is a forum for shareholders to exercise their rights to make decisions and to monitor the Bank's overall performance.

The General Meeting of Shareholders shall be held in accordance with the Company's Articles of Association and the prevailing laws and regulations consisting of:

1. Annual GMS
Must be held within 6 (six) months after the end of the book year.
2. Other GMS/Extraordinary GMS
Can be held at any time if deemed necessary for the benefit of the company.

Referring to Regulation of Financial Services Authority No. 32/POJK.04/2014 dated December 8, 2014 on the Planning and Organizing GMS for Public Company, there are several stages in the execution of GMS as follows:

- a. The publicly traded company is obliged to convey notification of the meeting agenda to the FSA no later than 5 (five) working days prior to the announcement of the GMS, excluding the date of the GMS announcement. In the event of any change in the agenda of the GMS, the Public Company must submit the agenda to the FSA, at the latest on the date of the GMS invitation.
- b. The Public Company should make the announcement of the GMS to the shareholders no later than 14 (fourteen) days prior to the summon of the GMS, excluding the date of the announcement and the date of the summons.
- c. In the event that the GMS is held upon the request of shareholders to the Board of Directors or Board of Commissioners, the announcement of the GMS should include:
 - Provisions on shareholders who are entitled to attend the GMS.
 - Provisions on shareholders who are entitled to propose the agenda of the meeting.

- Tanggal penyelenggaraan RUPS.
- Tanggal pemanggilan RUPS.
- Informasi bahwa Perusahaan Terbuka menyelenggarakan RUPS karena adanya permintaan dari pemegang saham.

Pengumuman RUPS bagi Perusahaan Terbuka yang sahamnya tercatat pada Bursa Efek dilakukan paling kurang melalui 1 (satu) surat kabar harian berbahasa Indonesia yang berperedaran nasional, situs web Bursa Efek, dan situs web Perusahaan Terbuka, dalam bahasa Indonesia dan bahasa asing, dengan ketentuan paling kurang bahasa Inggris. Bukti pengumuman RUPS tersebut wajib disampaikan kepada OJK paling lambat 2 (dua) hari kerja setelah pengumuman RUPS, disertai salinan surat permintaan penyelenggaraan RUPS.

- d. Perusahaan Terbuka wajib melakukan pemanggilan kepada pemegang saham paling lambat 21 (dua puluh satu) hari sebelum RUPS, dengan tidak memperhitungkan tanggal pemanggilan dan tanggal RUPS. Bagi Perusahaan Terbuka yang sahamnya tercatat dalam Bursa Efek, pemanggilan kepada pemegang saham paling kurang melalui 1 (satu) surat kabar harian berbahasa Indonesia yang berperedaran nasional, situs web Bursa Efek, dan situs web Perusahaan Terbuka, dalam bahasa Indonesia dan bahasa asing, dengan ketentuan paling kurang bahasa Inggris. Bukti pemanggilan RUPS dimaksud, wajib disampaikan kepada OJK paling lambat 2 (dua) hari kerja setelah pemanggilan RUPS.
- e. Bahan mata acara rapat bagi pemegang saham wajib disediakan oleh Perusahaan Terbuka sejak tanggal dilakukannya pemanggilan RUPS sampai dengan penyelenggaraan RUPS. Bahan mata acara rapat tersebut dapat berupa salinan dokumen fisik dan/atau salinan dokumen elektronik yang dapat diakses melalui situs web Perusahaan Terbuka.
- f. Perusahaan Terbuka wajib melakukan ralat pemanggilan RUPS jika terdapat perubahan informasi dalam pemanggilan RUPS yang telah dilakukan sebelumnya. Dalam hal ralat pemanggilan RUPS memuat informasi atas perubahan tanggal penyelenggaraan RUPS dan/atau penambahan mata acara RUPS, Perusahaan Terbuka wajib melakukan pemanggilan ulang RUPS dengan tata cara pemanggilan sesuai ketentuan yang telah dilakukan sebelumnya.
- g. Setelah pelaksanaan RUPS, Perusahaan Terbuka wajib membuat risalah RUPS dan ringkasan risalah RUPS dan ditandatangani oleh pimpinan rapat dan paling sedikit 1 (satu) orang pemegang saham yang ditunjuk dari dan oleh peserta RUPS. Tanda

- Date of the GMS.
- The date of the GMS invitation.
- Information that a public Company conducts a GMS due to a request from a shareholder.

The announcement of GMS for public companies, whose shares are listed on the Stock Exchange, shall be conducted at least through 1 (one) Indonesian daily newspaper with national circulation, the Stock Exchange website, and the Public Company website, in Indonesian and foreign languages, at least English. Proof of the announcement of the GMS shall be submitted to the FSA, no later than 2 (two) working days after the announcement of the GMS, accompanied by a copy of the request letter for the holding of the GMS.

- d. Public Company is obligated to make a summon for shareholders no later than 21 (twenty one) days prior to the General Meeting of Shareholders, excluding the date of summon and date of the GMS. For Public Companies whose shares are listed in the Stock Exchange, the summoning to the shareholders is at least through 1 (one) Indonesian language daily newspaper with national circulation, the Stock Exchange website, and the Open Company website, in Indonesian and foreign languages, provided that at least in English. Evidence of the invitation of the GMS shall be submitted to OJK no later than 2 (two) working days after the invitation of the GMS.
- e. The agenda of the meeting for shareholders shall be provided by the Public Company, from the date of the invitation of the GMS to the holding of the GMS. The agenda of the meeting may be a copy of a physical document and/or a copy of an electronic document, accessible through the Public Company website.
- f. Public companies are obliged to conduct a GMS Summon revision, should there be any change of information from the previous GMS Summon. In the event that the GMS invitation contains information concerning the change of the GMS and/or the agenda of the GMS, the Public Company is obliged to redial the General Meeting of Shareholders with the procedure of summoning in accordance with the preceding provisions.
- g. Following the GMS, the Public Company shall prepare the minutes of the GMS and a summary of the minutes of the GMS signed by the chairman of the meeting and at least 1 (one) shareholder appointed from and by the GMS. Such signature shall not be required if the minutes of the GMS are made by a notary in the form of a GMS deed. The

tangan dimaksud tidak disyaratkan apabila risalah RUPS tersebut dibuat oleh notaris dalam bentuk akta berita acara RUPS. Risalah RUPS tersebut wajib disampaikan kepada OJK paling lambat 30 (tiga puluh) hari setelah RUPS diselenggarakan.

- h. Ringkasan risalah RUPS bagi Perusahaan Terbuka yang sahamnya tercatat di Bursa Efek wajib diumumkan kepada masyarakat paling kurang melalui:
- 1 (satu) surat kabar harian berbahasa Indonesia berperedaran nasional.
 - Situs *web* Bursa Efek.
 - Situs *web* Perusahaan Terbuka, dalam bahasa Indonesia dan bahasa asing, dengan ketentuan paling kurang bahasa Inggris.
 - Pengumuman ringkasan risalah RUPS tersebut wajib diumumkan kepada masyarakat paling lambat 2 (dua) hari kerja setelah RUPS diselenggarakan.

Wewenang RUPS

Berdasarkan Undang-Undang RI Nomor 40 Tahun 2007 tentang Perseroan Terbatas, RUPS berwenang untuk:

- Mengevaluasi kinerja Dewan Komisaris dan Direksi berkaitan dengan Laporan Tahunan Perseroan atau menyetujui Laporan Tahunan termasuk Laporan Keuangan dan Laporan Tugas Pengawasan Dewan Komisaris Perseroan serta memberikan pelunasan dan pembebasan tanggung jawab (*volledig acquit et decharge*) kepada anggota Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dilakukannya masing-masing.
- Mengambil keputusan-keputusan yang menyangkut struktur organisasi, misalnya perubahan Anggaran Dasar, penggabungan, peleburan, pengambilalihan, pemisahan, pembubaran, dan likuidasi Perseroan.
- Mengangkat dan memberhentikan anggota Dewan Komisaris dan Direksi Perseroan.
- Menetapkan gaji atau honorarium dan tunjangan lain serta *tantiem* Direksi dan Dewan Komisaris Perseroan.
- Memberi kuasa dan kewenangan kepada Dewan Komisaris untuk menunjuk Kantor Akuntan Publik (KAP), Akuntan Publik yang terdaftar di Indonesia serta yang terafiliasi dengan salah satu dari KAP Internasional dan tercatat di Otoritas Jasa Keuangan (OJK) untuk mengaudit Laporan Keuangan Perseroan dan menetapkan jumlah honorariumnya.

minutes of the GMS shall be submitted to FSA no later than 30 (thirty) days after the General Meeting of Shareholders is held.

- h. Summary of minutes of GMS for Public Companies whose shares are listed on the Securities Exchange must be announced to the public at least through:
- 1 (one) Indonesian language daily newspaper with national circulation.
 - Stock Exchange website.
 - Public Company Website, in Indonesian and foreign languages, subject to the terms of at least in English.
 - Announcement of the summary of the minutes of the GMS shall be announced to the public within 2 (two) working days after the General Meeting of Shareholders is held.

Authority of the GMS

Based on Law No. 40 Year 2007 regarding Limited Liability Company, GMS is authorized to:

- Evaluate the performance of the Board of Commissioners and the Board of Directors in relation to the Company's Annual Report or approve the Annual Report including the Financial Statements and the Monitoring Report of the Board of Commissioners of the Company and grant release and discharge (*acquit et decharge*) to members of the Board of Directors and Board of Commissioners of the Company on their respective management and supervisory actions.
- Making decisions related to organizational structure, such as amendment of the Articles of Association, merger, amalgamation, acquisition, spin off, dissolution and liquidation of the Company.
- Appoint and dismiss members of the Board of Commissioners and Board of Directors of the Company.
- Determine the salary or remuneration and other allowances and *tantiem* of the Board of Directors and Board of Commissioners of the Company.
- Grant proxy and authorization to the Board of Commissioners to appoint the Public Accounting Firm, which is registered in Indonesia and affiliated with an international public accounting firm and certified by the Financial Services Authority (FSA) of the capital market to audit the Financial Statements of the Company and determine their fees.

Hak dan Wewenang Pemegang Saham Dalam RUPS

- Pemegang Saham memiliki hak atas saham yang dimilikinya sehingga hak pemegang saham terlindungi dan dapat dilaksanakan sesuai dengan peraturan perundang-undangan dan Anggaran Dasar Bank.
- Dalam RUPS, pemegang saham berhak menghadiri, mengemukakan pendapat dan mengeluarkan hak suara dalam proses pengambilan keputusan serta memperoleh keterangan yang berkaitan dengan mata acara Rapat.
- Dalam forum RUPS, pemegang saham berhak memperoleh keterangan yang berkaitan dengan Perseroan dari Direksi dan/atau Dewan Komisaris, sepanjang berhubungan dengan mata acara rapat dan tidak bertentangan dengan kepentingan Perseroan.
- RUPS dalam mata acara lain-lain tidak berhak mengambil keputusan, kecuali semua pemegang saham hadir dan/atau diwakili dalam RUPS dan menyetujui penambahan mata acara rapat. Keputusan atas mata acara rapat yang ditambahkan harus disetujui dengan suara bulat.

Tanggung Jawab Pemegang Saham

1. Pemegang saham pengendali harus dapat:
 - a. Menaruh perhatian kepada kepentingan pemegang saham minoritas dan para pemangku kepentingan sesuai dengan ketentuan dan peraturan perundang-undangan yang berlaku.
 - b. Dalam hal terdapat dugaan terjadinya pelanggaran terhadap peraturan perundang-undangan atau diminta oleh otoritas terkait, maka nama-nama pemegang saham pengendali sampai pemilik individu (*ultimate shareholders*) wajib diungkapkan kepada instansi penegak hukum tentang pemegang saham pengendali yang sebenarnya (*ultimate shareholders*) atau dalam hal diminta oleh otoritas terkait.
2. Pemegang saham pengendali yang memiliki saham pada beberapa Perusahaan Terbuka, perlu adanya transparansi dalam hal akuntabilitas dan hubungan antar Perusahaan Terbuka.
3. Penggunaan hak dengan baik dari pemegang saham minoritas sesuai dengan Anggaran Dasar Perseroan dan peraturan perundang-undangan.
4. Pemegang saham harus dapat:
 - a. Melakukan pemisahan antara kepemilikan harta Perusahaan Terbuka dengan kepemilikan harta pribadi.
 - b. Melakukan pemisahan fungsi sebagai pemegang saham dan sebagai anggota Dewan Komisaris atau Direksi apabila pemegang saham menjabat pada salah satu dari kedua organ tersebut.

Rights and Authority of Shareholders In the GMS

- Shareholders have the rights to their shares so that the rights of shareholders are protected and can be implemented in accordance with the laws and regulations and the Bank's Articles of Association.
- In the GMS, shareholders are entitled to attend, express opinions and exercise their voting rights in the decision-making process and obtain information related to the agenda of the Meeting.
- In the GMS forum, shareholders are entitled to obtain information related to the Company from the Board of Directors and/or the Board of Commissioners, insofar as they relate to the agenda of the meeting and are not contrary to the interests of the Company.
- On agendas other than what was decided before, the GMS is not entitled to take any decisions, unless all shareholders are present and/or represented in the GMS and approve the addition of meeting agendas. The decision on the added agenda of the meeting shall be unanimously approved.

Shareholders' Responsibility

1. Controlling shareholders should be able to:
 - a. Attending to the interests of minority shareholders and other stakeholders, in accordance with applicable laws and regulations.
 - b. In the event of any alleged violation of statutory or requested by the relevant authorities, the names of the controlling shareholders up to the ultimate shareholders shall be disclosed to law enforcement agencies, concerning the ultimate shareholders, or in case requested by the relevant authorities.
2. Controlling shareholders, who own shares in several Public Companies, shall be transparent in terms of accountability and relationships among the said Public Companies.
3. Proper use of the rights of minority shareholders is conducted in accordance with the Company's Articles of Association and the laws and regulations.
4. Shareholders should be able to:
 - a. Separate the ownership of assets of public Company with ownership of his/her personal assets.
 - b. Separate functions as shareholders and as members of the Board of Commissioners or Board of Directors, if the said shareholders serve as member on one of the two organs.

Penyelenggaraan RUPS Selama Tahun 2017

Selama tahun 2017, PT Bank JTrust Indonesia Tbk telah menyelenggarakan 1 (satu) kali RUPS Tahunan (RUPST) pada tanggal 30 Maret 2017.

Tata Cara Pelaksanaan RUPST Tahun 2017 dilaksanakan sesuai dengan ketentuan dalam POJK Nomor 32/POJK.04/2014 tanggal 8 Desember 2014 tentang Rencana dan Penyelenggaraan RUPS Perusahaan Terbuka.

Pada tanggal 30 Maret 2017 telah diadakan RUPST, dengan jadwal pemberitahuan, pengumuman, pemanggilan, pelaksanaan dan penyampaian hasil RUPST sebagai berikut:

General Meeting of Shareholders in 2017

In 2017, PT Bank JTrust Indonesia Tbk held 1 (one) Annual GMS (AGM) on March 30, 2017.

Procedure for the implementation of the 2017 AGMS is in accordance with the provisions in POJK No. 32/ the Financial Services Authority Regulation No.32/ POJK.0.4/2014 dated December 8, 2014 on the Plan and Implementation of the GMS.

The AGMS was held on March 30, 2017 and the notification, announcement, summons, execution and submission of AGMS Resolutions are as follows:

Pemberitahuan Notification	Pengumuman Announcement	Pemanggilan Summon	Pelaksanaan Implementation	Ringkasan Risalah RUPS Minutes of GMS
Tanggal 13 Februari 2017 Bank menyampaikan surat Pemberitahuan rencana RUPST ke OJK. February 13, 2017 The Bank shall deliver notification of the AGMS to FSA	Tanggal 21 Februari 2017 Diumumkan melalui iklan di harian Ekonomi Neraca, situs web Bursa Efek Indonesia (melalui e-Reporting) dan situs web www.jtrustbank.co.id February 21, 2017 Announced through advertisements in Ekonomi Neraca daily news, Indonesia Stock Exchange website (via e-Reporting) and www.jtrustbank.co.id	Tanggal 8 Maret 2017 Diumumkan melalui iklan di harian Ekonomi Neraca, situs web Bursa Efek Indonesia (melalui e-Reporting) dan situs web www.jtrustbank.co.id March 8, 2017 Announced through advertisements in Ekonomi Neraca daily news, Indonesia Stock Exchange website (via e-Reporting) and www.jtrustbank.co.id	Tanggal 30 Maret 2017 RUPST dilaksanakan pada pk. 14.30 WIB – selesai, bertempat di Gedung Sahid Sudirman Center, Lantai 35. Sakura Function Hall – PT Bank JTrust Indonesia Tbk. Jl. Jend. Sudirman No. 86 Jakarta Pusat 10220. March 30, 2017 AGMS was held at 14.30 WIB - finished, taken place at Sahid Sudirman Center Building, 35 th Floor. Sakura Function Hall - PT Bank JTrust Indonesia Tbk. Jl. Jend. Sudirman No. 86 Central Jakarta 10220.	Tanggal 3 April 2017 Diumumkan melalui iklan di harian Ekonomi Neraca, situs web OJK dan BEI (melalui e-Reporting) dan situs web www.jtrustbank.co.id April 3, 2017 Announced through advertisement in Ekonomi Neraca daily news, FSA and IDX website (via e-Reporting) and website www.jtrustbank.co.id

Seluruh hasil RUPST dan jalannya rapat tercantum dalam akta Berita Acara RUPST tanggal 30 Maret 2017 yang dibuat oleh Notaris telah tersedia dan dapat diakses pada situs web PT Bank JTrust Indonesia Tbk via www.jtrustbank.co.id.

RUPST Tahun 2017 memiliki beberapa agenda dengan hasil Keputusan yang direalisasikan sebagai berikut:

All resolutions of the AGMS and the proceedings of the Meeting are listed in the Minutes of the AGMS dated March 30, 2017, made by Notary, and are available and accessible on the website of PT Bank JTrust Indonesia Tbk via www.jtrustbank.co.id.

The AGMS of 2017 has several agendas with the following resolutions that have been realized:

Agenda dan Jumlah Suara Agenda and Voting Number	Hasil Keputusan RUPST Resolutions from the AGMS	Realisasi Keputusan RUPST Realization of Resolutions from the AGMS
<p>Agenda Pertama: Persetujuan Laporan Tahunan dan pengesahan Laporan Keuangan, Persetujuan Laporan Tugas Pengawasan Dewan Komisaris untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2016;</p> <ul style="list-style-type: none"> • Setuju: 901.184.100.129.144 saham • Abstain: Nihil • Tidak Setuju: 582.519 saham <p>First Agenda: Approval of the Annual Report and the Financial Statements, Approval of the Report of the Supervisory Duties of the Board of Commissioners for Fiscal Year ended on December 31, 2016;</p> <ul style="list-style-type: none"> • In Favour: 901.184.100.129.144 shares • Abstain: Nil • Against: 582,519 shares 	<ol style="list-style-type: none"> 1. Menyetujui dan menerima baik Laporan Tahunan Perseroan Tahun Buku 2016, termasuk laporan Tugas Pengawasan Dewan Komisaris Perseroan, dan mengesahkan Laporan Keuangan Perseroan Tahun Buku 2016 yang telah diaudit oleh Kantor Akuntan Publik Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan (<i>a member firm of Crowe Horwath International</i>) dengan pendapat "Wajar, dalam semua hal yang material" sebagaimana dinyatakan dalam laporannya tertanggal 28 Februari 2017. <p>To approve and accept both the Company's Annual Report for the fiscal year 2016, including the report of the supervisory duties of the Board of Commissioners, and to ratify the Company's Financial Report for the Fiscal Year 2016 audited by Public Accountant Firm Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Crowe Horwath International) with the opinion of "Fair, in all material respects" as stated in its report of February 28, 2017.</p> <ol style="list-style-type: none"> 2. Dengan disetujuinya Laporan Tahunan Perseroan Tahun Buku 2016 tersebut, maka memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>Vollediq acquit et decharge</i>) kepada para anggota Direksi Perseroan atas tindakan kepengurusan yang telah mereka jalankan selama Tahun Buku 2016, serta anggota Dewan Komisaris atas tindakan pengawasan yang telah mereka jalankan selama Tahun Buku 2016 sejauh tindakan tersebut tercermin dalam Laporan Tahunan dan Laporan Keuangan Perseroan tahun buku yang berakhir pada tanggal 31 Desember 2016. <p>Upon approval of the Company's 2016 Fiscal Year Report, <i>Vollediq acquit et decharge</i> is given to the members of the Board of Directors for the management actions they have exercised during Fiscal Year 2016, and members of the Board of Commissioners for supervisory duties which they have exercised during Fiscal Year 2016 as far as such actions are reflected in the Company's Annual Report and Financial Report of the year ending December 31, 2016.</p>	<p>Laporan Keuangan dan Laporan Tahunan Perseroan tahun buku 2016 telah disampaikan kepada Otoritas Jasa Keuangan (OJK) dan Bursa Efek Indonesia pada tanggal 9 Maret 2017.</p> <p>The Company's Financial Report and Annual Report for the fiscal year 2016 have been submitted to the Financial Services Authority (FSA) and the Indonesia Stock Exchange on March 9, 2017.</p>

Agenda dan Jumlah Suara Agenda and Voting Number	Hasil Keputusan RUPST Resolutions from the AGMS	Realisasi Keputusan RUPST Realization of Resolutions from the AGMS
<p>Agenda Kedua: Penetapan Kantor Akuntan Publik yang akan melakukan audit terhadap Laporan Keuangan Perseroan yang berakhir pada tanggal 31 Desember 2017;</p> <ul style="list-style-type: none"> • Setuju: 901.184.100.711.663 saham • Abstain: Nihil • Tidak Setuju: Nihil <p>Second Agenda: Appointing the Public Accounting Firm that will audit the Company's Financial Statements of the fiscal year ended on December 31, 2017;</p> <ul style="list-style-type: none"> • In Favour: 901,184,100,711,663 shares • Abstain: Nil • Against: Nil 	<p>Melimpahkan kewenangan RUPS kepada Dewan Komisaris untuk menetapkan KAP yang mengaudit laporan keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2017, termasuk menetapkan honorarium dan persyaratan lainnya bagi KAP tersebut, serta menetapkan KAP pengganti dalam hal KAP yang telah ditunjuk dan ditetapkan tersebut, karena sebab apapun tidak dapat menyelesaikan audit laporan keuangan Perseroan untuk tahun 2017.</p> <p>Delegating the authority of the GMS to the Board of Commissioners to determine the Firm that will audit the financial statements of the Company for the financial year ended on December 31, 2017, including the honorarium and other requirements for the said Firm, and determine the replacement of the KAP in case of the designated KAP, for any reason failed to complete the audit of the Company's financial statements for 2017.</p>	<p>Berdasarkan Surat Keputusan Dewan Komisaris No. 30.01/S-KOM/Jtrust/VIII/2017 tanggal 30 Agustus 2017 Dewan Komisaris dengan rekomendasi dari Komite Audit menunjuk kembali Kantor Akuntan Publik Kosasih, Nudiyaman, Mulyadi, Tjahjo & Rekan (member of Crowe Horwath International) untuk melakukan audit atas Laporan Keuangan Perseroan per 31 Desember 2017.</p> <p>Based on the Decision Letter of the Board of Commissioners No. 30.01/S-KOM/Jtrust/VIII/2017 dated August 30, 2017, the Board of Commissioners, with recommendations from the Audit Committee, re-appointed the Public Accounting Firm Kosasih, Nudiyaman, Mulyadi, Tjahjo & Associates to audit the Company's Financial Statements as of December 31, 2017.</p>

Agenda dan Jumlah Suara Agenda and Voting Number	Hasil Keputusan RUPST Resolutions from the AGMS	Realisasi Keputusan RUPST Realization of Resolutions from the AGMS
<p>Agenda Ketiga: Perubahan Susunan Pengurus Perseroan.</p> <ul style="list-style-type: none"> • Setuju: 901.184.100.129.144 saham • Abstain: Nihil • Tidak Setuju: 582.519 saham <p>Third Agenda: Changes of the Company's Board of Directors.</p> <ul style="list-style-type: none"> • In Favour: 901,184,100,129,144 shares • Abstain: Nil • Against: 582,519 shares 	<p>1. Mengangkat kembali Tuan Felix I. Hartadi dan Tuan Nobiru Adachi masing-masing sebagai Direktur Perseroan dan Komisaris Utama Perseroan. Pengangkatan Tuan Felix I. Hartadi dan Tuan Nobiru Adachi berlaku untuk masa jabatan sampai dengan ditutupnya RUPS Tahunan yang ke3 (tiga) terhitung sejak tanggal pengangkatan yang bersangkutan dalam Rapat ini, dengan tidak mengurangi hak RUPS untuk menghentikan anggota Direksi dan Dewan Komisaris tersebut sewaktu-waktu sebelum masa jabatannya berakhir.</p> <p>To re-appoint Mr. Felix I. Hartadi and Mr. Nobiru Adachi, as Directors of the and the President Commissioner of the Company respectively. The appointment of Mr. Felix I. Hartadi and Mr. Nobiru Adachi shall be valid for the term of office until the closing of the 3rd Annual General Meeting of Shareholders (three) from the date of the appointment of the said persons in this Meeting, without prejudice to the right of the GMS to terminate them from the Board of Directors and Board of Commissioners at any time before his term ends.</p> <p>2. Dengan demikian, susunan anggota Dewan Komisaris Perseroan dan anggota Direksi Perseroan terhitung sejak ditutupnya Rapat ini menjadi sebagai berikut:</p> <p>DEWAN KOMISARIS: Komisaris Utama: Nobiru Adachi Komisaris: Shigeyoshi Asano Komisaris: Ahmad Fajar *) Komisaris Independen: Benny Luhur Komisaris Independen: Mahdi Mahmudy Komisaris Independen: Kwik Ing Hie</p> <p>DIREKSI: Direktur Utama: Ritsuo Ando *) Direktur: Felix I. Hartadi Direktur: Yosuke Tanaka Direktur: Helmi A. Hidayat Direktur: Budi T. Halim *) Direktur: Haryanto B.Purnomo *) Direktur: Rio Lanasier *)</p> <p>*) Berlaku efektif sejak dinyatakan lulus uji kemampuan dan kepatutan oleh Otoritas Jasa Keuangan (OJK) dan memenuhi peraturan perundangundangan yang berlaku</p> <p>Accordingly, the composition of the members of the Board of Commissioners and members of the Board of Directors of the Company as of the closing of this Meeting shall be as follows:</p> <p>BOARD OF COMMISSIONERS: President Commissioner: Nobiru Adachi Commissioner: Shigeyoshi Asano Commissioner: Ahmad Fajar *) Independent Commissioner: Benny Luhur Independent Commissioner: Mahdi Mahmudy Independent Commissioner: Kwik Ing Hie</p> <p>BOARD OF DIRECTORS: President Director: Ritsuo Ando *) Director: Felix I. Hartadi Director: Yosuke Tanaka Director: Helmi A. Hidayat Director: Budi T. Halim *) Director: Haryanto B. Purnomo *) Director: Rio Lanasier *)</p> <p>*) Effective since the said persons are declared pass the Fit and Proper test by the Financial Services Authority (FSA) and meet the applicable legislation</p>	<p>Bank telah memberitahukan melalui surat kepada Tuan Felix I. Hartadi dan Tuan Nobiru Adachi terkait pengangkatan kembali masing-masing sebagai Direktur Perseroan dan Komisaris Perseroan.</p> <p>The Bank has notified by letter to Mr. Felix I. Hartadi and Mr. Nobiru Adachi, regarding their reappointment as President Director and Commissioner of the Company.</p>

Agenda dan Jumlah Suara Agenda and Voting Number	Hasil Keputusan RUPST Resolutions from the AGMS	Realisasi Keputusan RUPST Realization of Resolutions from the AGMS
	<p>3. Memberikan kuasa dan wewenang kepada Direksi Perseroan untuk menyatakan perubahan Pengurus Perseroan dalam Akta Notaris tersendiri dan menyampaikan pemberitahuan perubahan data Perseroan kepada Kementerian Hukum dan HAM Republik Indonesia.</p> <p>To grant power and authority to the Board of Directors of the Company to declare the change of the Company's Board of Directors in separate Notary Deed and submit notification of changes of the Company's data to the Ministry of Justice and Human Rights of the Republic of Indonesia.</p>	
<p>Agenda Keempat: Penetapan gaji anggota Direksi, honorarium anggota Dewan Komisaris dan tantiem serta penetapan benefit lainnya bagi segenap anggota Direksi dan anggota Dewan Komisaris; • Setuju: 901.184.100.129.144 saham • Abstain: Nihil • Tidak Setuju: 582.519 saham</p> <p>Fourth Agenda: Determination of the salaries of members of the Board of Directors, honorarium of members of the Board of Commissioners and <i>tantiem</i> as well as the determination of other benefits for all members of the Board of Directors and members of the Board of Commissioners; • In Favour: 901,184,100,129,144 shares • Abstain: Nil • Against: 582,519 shares</p>	<p>Menyetujui pemberian kuasa kepada Dewan Komisaris Perseroan untuk menetapkan besarnya gaji anggota Direksi, honorarium anggota Dewan Komisaris, tantiem serta penetapan benefit lainnya bagi segenap anggota Direksi dan anggota Dewan Komisaris Perseroan untuk Tahun Buku 2017 berdasarkan rekomendasi Komite Remunerasi dan Nominasi.</p> <p>Approve the granting of power to the Board of Commissioners of the Company to determine the salaries of members of the Board of Directors, honorarium of members of the Board of Commissioners, <i>tantiem</i> and other benefits for all members of the Board of Directors and Board of Commissioners of the Company for the Fiscal Year 2017 based on the recommendations of the Remuneration and Nomination Committee.</p>	<p>Berdasarkan hasil keputusan RUPS yang memberi kuasa kepada Dewan Komisaris Perseroan melalui rekomendasi Komite Remunerasi dan Nominasi untuk menetapkan besarnya gaji anggota Direksi, honorarium anggota Dewan Komisaris, dan tantiem serta penetapan benefit lainnya untuk Tahun Buku 2017. Pada tanggal 20 Maret 2017 telah ditetapkan Kebijakan Kompensasi dan Fasilitas Komisaris, Direksi dan EVP (Executive Vice President) yang ditujukan kepada Direktur Utama untuk ditindaklanjuti pelaksanaannya.</p> <p>Based on the resolutions of the GMS, authorizing the Board of Commissioners of the Company through the recommendation of the Remuneration and Nomination Committee to determine the salaries of members of the Board of Directors, honorarium of members of the Board of Commissioners, and <i>tantiem</i> as well as the determination of other benefits for the Fiscal Year 2017. On March 20, 2017 the compensation policy Facilities of Commissioners, Directors and EVP (Executive Vice President) addressed to the President Director for follow-up of the implementation.</p>

Agenda dan Jumlah Suara Agenda and Voting Number	Hasil Keputusan RUPST Resolutions from the AGMS	Realisasi Keputusan RUPST Realization of Resolutions from the AGMS
<p>Agenda Kelima: Persetujuan Penambahan Modal dengan Tanpa Memberikan Hak Memesan Efek Terlebih Dahulu (HMETD). • Setuju: 901.184.100.129.144 saham • Abstain: Nihil • Tidak Setuju: 582.519 saham</p> <p>Fifth Agenda: Approval of Capital Addition without Preemptive Right (HMETD). • In Favour: 901,184,100,129,144 shares • Abstain: Nil • Against: 582,519 shares</p>	<ol style="list-style-type: none"> Menyetujui Penambahan Modal Ditempatkan dan disetor Perseroan Dengan Tanpa Hak Memesan Efek Terlebih Dahulu (HMETD) sebesar Rp1 Triliun dengan mengeluarkan sebanyak 100.000.000.000.000 (seratus triliun) lembar saham Seri A dengan nilai nominal sebesar Rp0,01 (nol koma nol satu Rupiah). Approved the Addition of Authorized and Paid-in Capital of the Company Without Pre-emptive Right (HMETD) of Rp1 Trillion by issuing 100,000,000,000,000 (one hundred trillion) Series A shares with a nominal value of Rp0.01 (zero point zero one Rupiah). Sehubungan dengan keputusan nomor satu di atas, maka merubah Pasal 4 ayat (2) Anggaran Dasar Perseroan. In connection with the decision number one above, then amend the Article 4 paragraph (2) of the Company's Articles of Association. Memberi kuasa kepada Direksi Perseroan untuk menyatakan kedalam akta notaris tersendiri mengenai pelaksanaan Peningkatan Modal Tanpa HMETD tersebut termasuk perubahan susunan pemegang saham terakhir. To authorize the Board of Directors of the Company to declare in a separate notarial deed regarding the execution of Capital Enhancement Without Pre-emptive Right, including the last change of shareholders. Mendelegasikan kewenangan kepada Dewan Komisaris untuk menyatakan hasil peningkatan modal tersebut setelah selesainya pelaksanaan Penambahan Modal Tanpa HMETD termasuk perubahan susunan pemegang saham terakhir, serta memberi kuasa kepada Direksi Perseroan untuk menyatakan kedalam akta notaris tersendiri. Authorized the Board of Commissioners to declare the proceeds of such capital increase after the completion of the Capital Enhancement without any Rights, including changes to the last shareholder arrangement, and authorize the Company's Board of Directors to declare it in a separate notarial deed. 	<p>Hasil keputusan ini telah dinyatakan dalam akta Pernyataan keputusan Perubahan Anggaran Dasar Perseroan No. 118 tanggal 30 Maret 2017 yang dibuat di hadapan Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta. Susunan pemegang saham terakhir telah dinyatakan dalam Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan PT Bank JTrust Indonesia Tbk. Nomor 124 tertanggal 27 April 2017 yang dibuat dihadapan Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta.</p> <p>The result of this decision has been stated in the deed of Statement of Decision of Amendment of Company's Articles of Association. 118 dated March 30, 2017 made before Jose Dima Satria, S.H., M.Kn., Notary in Jakarta. The latest shareholder structure has been stated in the Deed of Annual General Meeting of Shareholders of PT Bank JTrust Indonesia Tbk. No. 124 dated April 27, 2017 made before Jose Dima Satria, S.H., M.Kn., Notary in Jakarta.</p>

Informasi tentang keputusan RUPS dalam 1 (satu) tahun selama tahun 2017 meliputi:

- Keputusan RUPS yang direalisasikan RUPS Tahunan (RUPST)
 - Seluruh hasil keputusan dalam RUPS Tahunan selama tahun 2017 **sudah terealisasi**.
- Keputusan RUPS yang belum/tidak terealisasi RUPS Tahunan (RUPST)
 - Selama tahun 2017 **tidak ada** keputusan yang belum terealisasi.

Information on GMS resolution in 1 (one) year during 2017 includes:

- GMS Resolutions that are realized Annual GMS (AGMS)
 - All resolutions in the AGMS in 2017 have been realized.
- GMS resolutions that have not been realized. Annual GMS (AGMS)
 - In 2017, all resolutions were realized.

Informasi tentang keputusan RUPS dalam 1 (satu) tahun selama tahun 2016 meliputi:

- a. Keputusan RUPS yang direalisasikan
1. **RUPS Tahunan (RUPST)**
 - Seluruh hasil keputusan dalam RUPS Tahunan pada tanggal 30 Juni 2016 umumnya sudah terealisasi.
 2. **RUPS Luar Biasa (RUPSLB)**
 - Seluruh hasil keputusan dalam RUPS Luar Biasa pada tanggal 23 Desember 2016 umumnya sudah terealisasi.
- b. Keputusan RUPS yang belum/tidak terealisasi
1. **RUPS Tahunan (RUPST)**
 - Selama tahun 2016 seluruh keputusan RUPS telah terealisasi dan tidak ada keputusan yang belum/tidak terealisasi.
 2. **RUPS Luar Biasa (RUPSLB)**
 - Selama tahun 2016 tidak ada keputusan yang belum/tidak terealisasi.

2.2. Kepemilikan Saham

Kepemilikan saham PT Bank JTrust Indonesia Tbk saat ini sesuai dengan yang tercantum dalam Akta Nomor 124 tertanggal 27 April 2017, maka kepemilikan saham Perseroan menjadi sebagai berikut:

No.	Pemilik Owner	Lembar Share	Nilai nominal/lembar Nominal price/share (Rp)	Persentase Percentage
1.	J Trust Co. Ltd.	963.017.061.829.166 (saham seri A series A shares)	0,01	96,185%
2.	PT J Trust Investments Indonesia	10.012.124.501.770 (saham seri A series A shares)	0,01	1,000%
3.	Group Lease Holdings PTE. Ltd.	28.154.913.669.064 (saham seri A series A shares)	0,01	2,812%
4.	Pemegang Saham Lama/ Masyarakat Previous Shareholders/Public	28.350.177.035 (saham seri B series B shares)	78,00	0,003%
			TOTAL	100%

Berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan PT Bank JTrust Indonesia Tbk. Nomor 124 tertanggal 27 April 2017, maka komposisi pemegang saham PT Bank JTrust Indonesia Tbk dengan rincian sebagai berikut:

- i. Jumlah saham sebesar 96,185% (sembilan puluh enam koma satu delapan lima persen) saham perseroan atau sebanyak 963.017.061.829.166 (sembilan ratus enam puluh tiga triliun tujuh belas miliar enam puluh satu juta delapan ratus dua puluh sembilan ribu seratus enam puluh enam) saham Seri A yang dimiliki oleh J Trust Co. Ltd.;

Information on GMS Resolutions in 1 (one) year during 2016 includes:

- a. GMS Resolutions that are realized
1. **Annual GMS (AGMS)**
 - All resolutions in the Extraordinary GMS on December 23, 2016 in general are realized.
 2. **Extraordinary GMS (EGMS)**
 - All resolutions in the Extraordinary GMS on December 23, 2016 in general were realized.
- b. GMS resolution that has not been realized
1. **Annual GMS (AGMS)**
 - In 2016 all GMS resolutions have been realized and no resolutions was left unrealized.
 2. **Extraordinary GMS (EGMS)**
 - During 2016, no resolution was unrealized.

2.2. Share Ownership

The share ownership of PT Bank JTrust Indonesia Tbk currently is in accordance with the Deed No. 124 dated April 27, 2017, the share ownership are as follows:

Based on the Deed of Shareholder Resolution of the Annual General Meeting of Shareholders of PT Bank JTrust Indonesia Tbk. Number 124 dated April 27, 2017, then the details composition of shareholders of PT Bank JTrust Indonesia Tbk as follows:

- i. 96.185% (ninety six point one eight five percent) or 963,017,061,829,166 (nine hundred sixty three trillion seventy billion sixty one million eight hundred twenty nine thousand one hundred sixty six) of Series A shares are owned by J Trust Co. Ltd.;

- ii. Jumlah saham sebesar 1.000% (satu koma nol persen) saham Perseroan atau sebanyak 10.012.124.501.770 (sepuluh triliun dua belas miliar seratus dua puluh empat juta lima ratus satu ribu tujuh ratus tujuh puluh) saham Seri A yang dimiliki oleh PT J Trust Investments Indonesia (JTII);
- iii. Jumlah saham sebesar 2,812% (dua koma delapan satu dua persen) saham Perseroan atau sebanyak 28.154.913.669.064 (dua puluh delapan triliun seratus lima puluh empat miliar sembilan ratus tiga belas juta enam ratus enam puluh sembilan ribu enam puluh empat) saham Seri A yang dimiliki oleh Group Lease Holdings PTE. Ltd.;
- iv. Jumlah saham sebesar 0,003% (nol koma nol tiga persen) saham Perseroan atau sebanyak 28.350.177.035 saham (dua puluh delapan miliar tiga ratus lima puluh juta seratus tujuh puluh tujuh ribu tiga puluh lima) saham Seri B yang dimiliki oleh Pemegang Saham Publik.

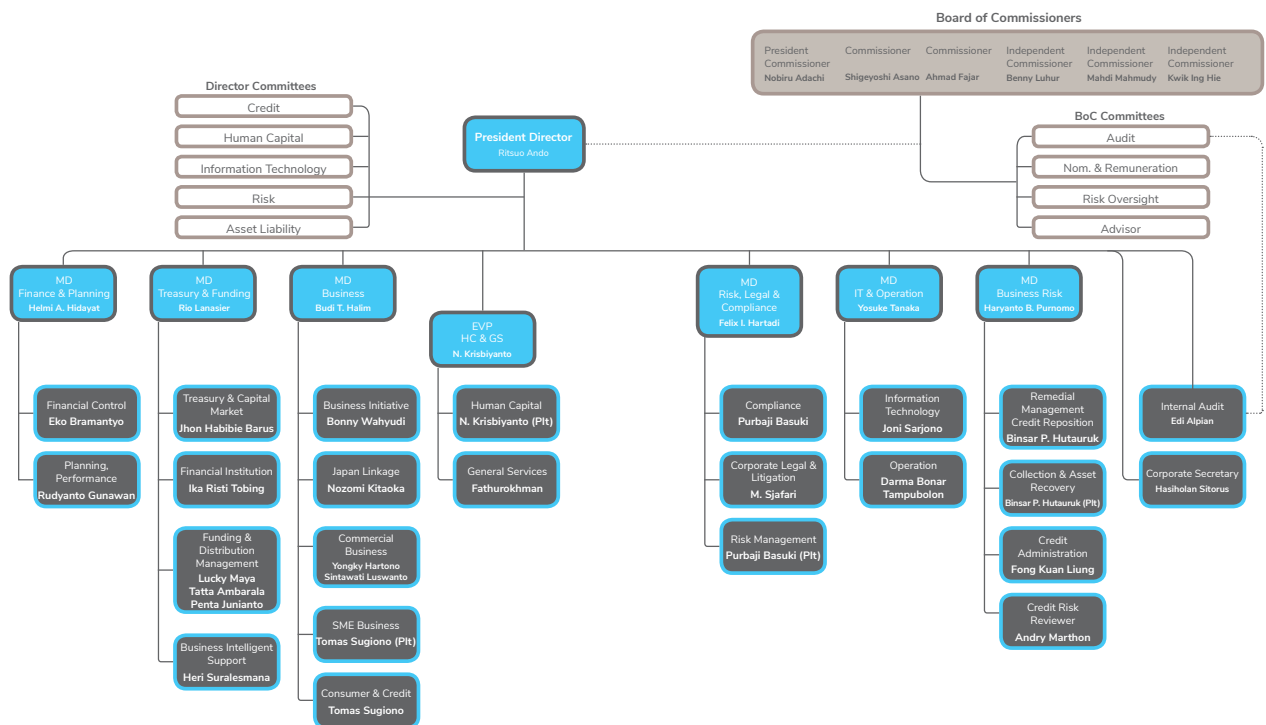
- ii. 1,000% (one point zero percent) or 10,012,124,501,770 (ten trillion twelve billion one hundred twenty four million five hundred one thousand seven hundred seventy) of Series A shares are owned by PT J Trust Investments Indonesia (JTII);
- iii. 2.812% (two point eight one two percent) or 28,154,913,669,064 (twenty eight trillion one hundred fifty four billion nine hundred and thirteen million six hundred sixty nine thousand sixty four) of Series A shares are owned by PTE Group Lease Holdings. Ltd.;
- iv. 0.003% (zero point zero zero three percent) or 28,350,177,035 shares (twenty eight billion three hundred fifty million one hundred seventy seven thousand thirty five) of Series B shares are owned by Public.

2.3. Struktur Organisasi PT Bank JTrust Indonesia Tbk.

Dalam rangka menyesuaikan struktur organisasi Bank terhadap adanya perubahan peraturan yang berlaku dari regulator dan menyesuaikan kondisi bisnis bank saat ini, maka Struktur Organisasi PT Bank JTrust Indonesia Tbk yang terakhir berlaku berdasarkan Surat Keputusan Direksi PT Bank JTrust Indonesia Tbk Nomor 05.12/S.Kep-Dir-HCD/JTRUST/I/2017 tertanggal 05 Januari 2017 tentang Struktur Organisasi PT Bank JTrust Indonesia Tbk, adalah sebagai berikut:

2.3. The Organizational Structure of PT Bank JTrust Indonesia Tbk.

In order to adjust the organizational structure of the Bank with the change of prevailing laws issued by the regulator and to adjust with the current business condition of the bank, then the latest Organizational Structure of PT Bank JTrust Indonesia Tbk was based on the Decision Letter of the Board of Directors of PT Bank JTrust Indonesia Tbk No. 05.12/S.Kep-Dir-HCD/JTRUST/I/2017 dated January 5, 2017 concerning the Organizational Structure of PT Bank JTrust Indonesia Tbk, are as follows:



Susunan anggota Dewan Komisaris dan Direksi PT Bank JTrust Indonesia Tbk per 31 Desember 2017 berdasarkan hasil keputusan RUPST tanggal 30 Maret 2017 sebagai berikut:

Dewan Komisaris beranggotakan 6 (enam) orang terdiri dari:

Komisaris Utama	: Nobiru Adachi
Komisaris	: Shigeyoshi Asano
Komisaris	: Ahmad Fajar
Komisaris (Independen)	: Benny Luhur
Komisaris (Independen)	: Mahdi Mahmudy
Komisaris (Independen)	: Kwik Ing Hie

Direksi beranggotakan 7 (tujuh) orang terdiri dari:

Direktur Utama	: Ritsuo Ando
Direktur	: Felix Istyono Hartadi Tiono
Direktur	: Yosuke Tanaka
Direktur	: Helmi Arief Hidayat
Direktur	: Rio Lanasier
Direktur	: Haryanto Budi Purnomo
Direktur	: Budi Tjahja Halim *)

*) Pengangkatan tersebut berlaku efektif sejak dinyatakan lulus uji kemampuan dan kepatutan oleh Otoritas Jasa Keuangan (OJK) dan memenuhi peraturan perundang-undangan yang berlaku.

2.4. Dewan Komisaris

Dewan Komisaris PT Bank JTrust Indonesia Tbk memiliki peran dan tugas sangat penting dalam pelaksanaan tata kelola perusahaan yang baik, dengan tugas utama adalah mengawasi kebijakan dan keputusan oleh Direksi dalam menjalankan Perseroan, termasuk melaksanakan tugas-tugas lain sesuai dengan keputusan-keputusan yang telah diambil dalam RUPS dan tugas-tugas yang ditentukan di dalam Anggaran Dasar PT Bank JTrust Indonesia Tbk, Peraturan Bank Indonesia (PBI), Peraturan Otoritas Jasa Keuangan (POJK), Peraturan Bursa Efek Indonesia (BEI) dan peraturan-peraturan terkait lainnya.

1. Tugas dan Tanggung Jawab Dewan Komisaris

Dewan Komisaris melaksanakan tugas dan tanggung jawab sebagai berikut:

1. Dewan Komisaris wajib menyediakan waktu yang cukup untuk melaksanakan tugas dan tanggung jawabnya secara optimal.
2. Dewan Komisaris wajib memastikan terselenggaranya pelaksanaan tata kelola perusahaan yang baik dalam setiap kegiatan usaha Bank pada seluruh tingkatan atau jenjang organisasi.
3. Dewan Komisaris wajib melaksanakan pengawasan terhadap pelaksanaan tugas dan tanggung jawab Direksi, serta memberikan nasihat kepada Direksi.
4. Melakukan Pengawasan aktif terhadap Fungsi Kepatuhan dengan:

The composition of members of the Board of Commissioners and Board of Directors of PT Bank JTrust Indonesia Tbk as of December 31, 2017 based on the decision of EGM on March 30, 2017 are as follows:

The Board of Commissioners consists of 6 (six) members consisting of:

President Commissioner	: Nobiru Adachi
Commissioner	: Shigeyoshi Asano
Commissioner	: Ahmad Fajar
Commissioner (Independent)	: Benny Luhur
Commissioner (Independent)	: Mahdi Mahmudy
Commissioner (Independent)	: Kwik Ing Hie

The Board of Directors consists of 7 (seven) members consisting of:

President Director	: Ritsuo Ando
Director	: Felix Istyono Hartadi Tiono
Director	: Yosuke Tanaka
Director	: Helmi Arief Hidayat
Director	: Rio Lanasier
Director	: Haryanto Budi Purnomo
Director	: Budi Tjahja Halim *)

*) The appointment will be effective after he or she passed the fit and proper test by the Financial Services Authority (FSA) and meet the requirements of applicable legislation.

2.4. Board of Commissioners

The Board of Commissioners of PT Bank JTrust Indonesia Tbk's roles and duties are crucial for the implementation of Good Corporate Governance (GCG), with its main duty to oversee policy and its implementation by the Board of Directors in managing the Company, carrying out other duties in accordance with resolutions of the GMS and tasks specified in the Articles of Association of PT Bank JTrust Indonesia Tbk, Bank Indonesia Regulation (PBI), Regulation of the Financial Services Authority (FSA), Indonesian Stock Exchange regulations (IDX) and other relevant regulations.

1. Duties and Responsibilities of the Board of Commissioners

The Board of Commissioners perform their duties and responsibilities as follows:

1. The Board of Commissioners must provide sufficient time to carry out their duties and responsibilities optimally.
2. The Board of Commissioners shall ensure the implementation of Good Corporate Governance in each business activity of the Bank at all levels of the organization.
3. The Board of Commissioners shall supervise the performance of duties and responsibilities, as well as advising the Board of Directors.
4. Conduct active supervision on the compliance function by:

- a. Mengevaluasi pelaksanaan Fungsi Kepatuhan Bank paling kurang 2 (dua) kali dalam satu tahun;
 - b. Memberikan saran-saran dalam rangka peningkatan kualitas pelaksanaan Fungsi Kepatuhan Bank.
5. Dewan Komisaris memberikan saran-saran dalam rangka peningkatan kualitas pelaksanaan Fungsi Kepatuhan kepada Direktur Utama dengan tembusan Direktur yang membawahkan Fungsi Kepatuhan.
 6. Dalam melakukan pengawasan, Komisaris wajib mengarahkan, memantau dan mengevaluasi pelaksanaan kebijakan strategis Bank.
 7. Dalam melakukan pengawasan, Dewan Komisaris dilarang terlibat dalam pengambilan keputusan kegiatan operasional bank, kecuali:
 - a. Penyediaan dana kepada pihak terkait sebagaimana diatur dalam ketentuan Otoritas Jasa Keuangan (OJK)/Bank Indonesia tentang Batas Maksimum Pemberian Kredit Bank Umum; dan
 - b. Hal-hal lain yang ditetapkan dalam Anggaran Dasar Bank atau peraturan perundang-undangan yang berlaku.
 8. Pengambilan keputusan oleh Dewan Komisaris sebagaimana dimaksud di atas tidak meniadakan tanggung jawab Direksi atas pelaksanaan pengurusan Bank.
 9. Dewan Komisaris wajib memastikan bahwa Direksi telah menindaklanjuti semua audit dan rekomendasi dari satuan kerja audit intern bank, auditor eksternal, hasil pengawasan Otoritas Jasa Keuangan (OJK)/Bank Indonesia dan/atau hasil pengawasan otoritas lain.
 10. Dewan Komisaris wajib memberitahukan kepada Otoritas Jasa Keuangan (OJK)/Bank Indonesia paling lambat 7 (tujuh) hari kerja sejak ditemukannya:
 - a. Pelanggaran peraturan perundang-undangan di bidang keuangan dan perbankan; dan
 - b. Keadaan atau perkiraan keadaan yang dapat membahayakan kelangsungan usaha Bank.
 11. Dalam rangka mendukung efektivitas pelaksanaan tugas dan tanggung jawabnya, Dewan Komisaris wajib membentuk paling kurang:
 - a. Komite Audit;
 - b. Komite Pemantau Risiko;
 - c. Komite Nominasi dan Remunerasi.
 12. Pengangkatan anggota Komite dilakukan oleh Direksi berdasarkan keputusan rapat Dewan Komisaris.
 13. Dewan Komisaris wajib memastikan bahwa Komite yang telah dibentuk menjalankan tugasnya secara efektif.
 14. Dewan Komisaris wajib memiliki pedoman dan tata tertib kerja yang bersifat mengikat bagi
 - a. Evaluating the implementation of Bank Compliance Function at least 2 (two) times a year;
 - b. Provide suggestions in order to improve the quality of Bank Compliance Function.
5. The Board of Commissioners provides suggestions in order to improve the quality of the implementation of the compliance function to the President Director with copy of the suggestions to the Director in charge of the Compliance Function.
 6. When conducting supervision, the Commissioner shall direct, monitor and evaluate the implementation of the Bank's strategic policy.
 7. When conducting supervision, the Board of Commissioners is not allowed to be involved in the decision-making of bank operations, except for:
 - a. Provision of funds to related parties as stipulated in the provisions of the Financial Services Authority (FSA)/Bank Indonesia on Legal Lending Limit for Commercial Banks; and
 - b. Other matters specified in the Articles of Association of the Bank or the prevailing regulations.
 8. Decision-making by the Board of Commissioners as mentioned above does not negate the responsibility of the Board of Directors on the implementation of the bank management.
 9. The Board of Commissioners shall ensure that the Board of Directors has followed up all audit and the recommendations of the internal audit unit of the bank, external auditors, monitoring reports from the Financial Services Authority (FSA)/Bank Indonesia and/or other authorities supervisory result.
 10. The Board of Commissioners shall inform the Financial Services Authority (FSA)/Bank Indonesia no later than 7 (seven) days as of the discovery of the following matters:
 - a. Infringement of finance and banking regulation; and
 - b. Circumstances or prediction of circumstances that may jeopardize the business of the Bank.
 11. In order to support the effectiveness of the execution of its duties and responsibilities, the Board of Commissioners must establish, at least:
 - a. Audit Committee;
 - b. Risk Monitoring Committee;
 - c. Nomination and Remuneration Committee.
 12. Appointment of members of the Committee is carried out by the Board of Directors based on the resolutions of the Board of Commissioners Meeting.
 13. The Board of Commissioners shall ensure that the established Committee performs their duties effectively.
 14. The Board of Commissioners is required to own work guidelines and code of conduct that are binding every member of the Board of Commissioners

setiap anggota Dewan Komisaris, paling kurang mencantumkan pengaturan etika kerja, waktu kerja dan pengaturan rapat.

15. Memimpin Rapat Umum Pemegang Saham (RUPS).
16. Menetapkan sistem Remunerasi dan Evaluasi Kinerja Direksi dan Komisaris.
17. Dewan Komisaris wajib menjalankan tugas dan tanggung jawab secara independen.

2. Piagam Dewan Komisaris (BOC Charter)

Tugas dan tanggung jawab Dewan Komisaris telah dituangkan dalam "Panduan Pelaksanaan Tugas Dewan Komisaris dan Direksi" serta ketentuan-ketentuan lainnya yang menjelaskan penerapan tugas dan tanggung jawabnya. Panduan Pelaksanaan Tugas Dewan Komisaris dan Direksi terakhir dimutakhirkan pada tanggal 29 Januari 2013 akan segera ditinjau kembali dan disesuaikan dengan kondisi saat ini, selanjutnya akan ditinjau secara berkala dan apabila dianggap perlu dengan memperhatikan ketentuan perundangan yang berlaku.

3. Jumlah dan Komposisi Dewan Komisaris

Mengacu kepada Peraturan Otoritas Jasa Keuangan (POJK) Nomor 55/POJK.03/2016 tanggal 7 Desember 2016 tentang Penerapan Tata Kelola Bagi Bank Umum:

- Jumlah anggota Dewan Komisaris sekurang-kurangnya 3 (tiga) orang dan paling banyak sama dengan jumlah anggota Direksi.
- Sekurang-kurangnya 1 (satu) anggota Dewan Komisaris berdomisili di Indonesia.
- Dewan Komisaris wajib dipimpin oleh Presiden Komisaris atau Komisaris Utama.
- Dewan Komisaris wajib terdiri dari Komisaris Independen dan Komisaris Non Independen, paling kurang 50% (lima puluh persen) dari jumlah anggota Dewan Komisaris adalah Komisaris Independen.

Pada periode tahun 2017, jumlah dan komposisi Dewan Komisaris PT Bank JTrust Indonesia Tbk telah sesuai kriteria POJK di atas, sebagai berikut:

- ✓ Anggota Dewan Komisaris sebanyak 6 (enam) orang, termasuk 3 (tiga) orang Komisaris Independen, 2 (dua) orang Komisaris, dan 1 (satu) orang Komisaris Utama.
- ✓ Anggota Dewan Komisaris yang berkewarganegaraan dan berdomisili di Indonesia sebanyak 4 (empat) orang, 1 (satu) orang berkewarganegaraan Jepang namun berdomisili di Indonesia, dan 1 (satu) orang berkewarganegaraan dan berdomisili di Jepang.
- ✓ Jumlah Komisaris Independen sebanyak 50% dari jumlah anggota Dewan Komisaris.

which, at the least, governs the work ethics, work time and meeting arrangements.

15. To chair the General Meeting of Shareholders (GMS).
16. To establish a system of Remuneration and Performance Evaluation of Board of Directors and Board of Commissioners.
17. The Board of Commissioners must perform its duties and responsibilities independently.

2. Charter of the Board of Commissioners (BOC Charter)

Duties and responsibilities of the Board of Commissioners have been stipulated in the "Guidelines for the Duties of the Board of Commissioners and the Board of Directors" as well as any other provisions that clarify the implementation of duties and responsibilities. The Guidelines for the Board of Commissioners and the Board of Directors are last updated on January 29, 2013, and will be reviewed immediately to reflect the current conditions and will be reviewed periodically and where deemed necessary by observing the applicable laws and regulations.

3. The total members and composition of the Board of Commissioners

In reference to the Regulation of the Financial Services Authority (FSA) No. 55/POJK.03/2016 dated December 7, 2016 concerning Governance Implementation for Commercial Banks:

- Members of the Board of Commissioners is at least 3 (three) persons and shall not exceed the number of members of the Board of Directors.
- At least one (1) person of the Board of Commissioners is domiciled in Indonesia.
- The President Commissioner shall chair the Board of Commissioners.
- The Board of Commissioners shall consist of Independent and non-Independent Commissioners, at least 50% (fifty percent) of the total number of Board of Commissioners is Independent Commissioner.

In 2017, the number and composition of the Board of Commissioners of PT Bank JTrust Indonesia Tbk is in accordance with the above criteria from FSA:

- ✓ Members of the Board of Commissioners are 6 (six) persons, including 3 (three) Independent Commissioners, 2 (two) Commissioners and 1 (one) President Commissioner.
- ✓ Members of the Board of Commissioners who are Indonesian citizens and domiciled in Indonesia are 4 (four) persons, 1 (one) is Japanese citizen but domiciled in Indonesia, and 1 (one) Japanese citizen and domiciled in Japan.
- ✓ Number of Independent Commissioners is 50% of the total members of the Board of Commissioners.

Jumlah dan susunan anggota Dewan Komisaris tersebut adalah:

The number and composition of the Board of Commissioners are as follow:

No	Nama Name	Jabatan Position	Warganegara/Domisili Citizenship/Domicile	Tanggal Pengangkatan & Persetujuan Date of Appointment & Approval	
				RUPS GMS	BI/OJK BI/FSA
1.	Nobiru Adachi	Komisaris Utama President Commissioner	Jepang/Jepang Japanese/Japan	- RUPSLB tgl. 20 November 2014 - RUPSLB tgl. 30 Desember 2014 - RUPS Tahunan tgl. 30 Maret 2017 - EO-GMS on November 2014 - EO-GMS on December 30, 2014 - AGMS on March 30, 2017	14 April 2015 April 14, 2015
2.	Shigeyoshi Asano	Komisaris Commissioner	Jepang/Indonesia Japan/Indonesia	- RUPS Tahunan tgl. 30 Juni 2016 - AGMS on June 30, 2016	27 Oktober 2016 October 27, 2016
3.	Ahmad Fajar	Komisaris Commissioner	Indonesia	- RUPSLB tgl. 23 Desember 2016 - EO-GMS on December 23, 2016	23 November 2017 November 23, 2017
4.	Benny Luhur	Komisaris Independen Independent Commissioner	Indonesia	- RUPS Tahunan tgl. 23 Juni 2015 - AGMS on June 23, 2015	24 Agustus 2015 August 24, 2015
5.	Mahdi Mahmudy	Komisaris Independen Independent Commissioner	Indonesia	- RUPS Tahunan tgl. 30 Juni 2016 - AGMS on June 30, 2016	28 September 2016 September 28, 2016
6.	Kwik Ing Hie	Komisaris Independen Independent Commissioner	Indonesia	- RUPS Tahunan tgl. 30 Juni 2016 - AGMS on June 30, 2016	2 November 2016 November 2, 2016

Adapun ringkasan profil anggota Dewan Komisaris dapat dilihat pada bagian Profil Perusahaan, Profil Dewan Komisaris dalam buku Laporan Tahunan ini.

The summarized profile of the Board of Commissioners can be found in the Corporate Profile chapter, Board of Commissioners profile in this Annual Report.

4. Rangkap Jabatan

Sesuai ketentuan dalam POJK tentang Penerapan Tata Kelola Bagi Bank Umum, Anggota Dewan Komisaris dilarang melakukan rangkap jabatan sebagai anggota Direksi, anggota Dewan Komisaris atau Pejabat Eksekutif pada lembaga keuangan/perusahaan keuangan baik Bank maupun bukan Bank, juga pada > 1 (satu) lembaga bukan keuangan atau perusahaan bukan keuangan, baik yang berkedudukan di dalam maupun di luar negeri, kecuali:

- Merangkap jabatan sebagai anggota Direksi, anggota Dewan Komisaris atau Pejabat Eksekutif pada 1 (satu) lembaga/perusahaan bukan lembaga keuangan, atau
- Merangkap jabatan sebagai anggota Direksi, anggota Dewan Komisaris atau Pejabat Eksekutif yang melaksanakan fungsi pengawasan pada 1 (satu) perusahaan anak bukan Bank yang dikendalikan oleh Bank.
- Komisaris Non Independen menjalankan tugas fungsional dari Pemegang Saham Bank yang berbentuk badan hukum pada kelompok usaha Bank, dan/atau

4. Concurrent Position

In accordance with the FSA provisions on the Implementation of Good Corporate Governance for Commercial Banks, members of the Board of Commissioners are prohibited from assuming concurrent positions as members of the Board of Directors, Board of Commissioners or Executive Officers of financial institutions/financial companies, whether Bank or non-Bank, financial or non-financial corporation, whether located at home or abroad, except:

- To concurrently serve as a member of the Board of Directors, members of the Board of Commissioners or Executive Officers at 1 (one) non-financial institution/company, or
- To concurrently serve as a member of Board of Directors, Board of Commissioners or Executive Officer performing supervisory functions on 1 (one) non-bank subsidiary which was controlled by the Bank.
- Non-Independent Commissioner shall perform functional duties of the Bank's Shareholders which has a legal entity in the Bank's business group, and/or

d) Anggota Dewan Komisaris menduduki jabatan pada organisasi/lembaga nirlaba.

d) Member of the Board of Commissioners holding position at nonprofit organizations/institutions.

Pada periode tahun 2017, rangkap jabatan anggota Dewan Komisaris sebagai berikut:

In 2017, the dual position of the Board of Commissioners is as follows:

No	Nama Name	Jabatan Position	Jabatan Lain Other Position
1.	Nobiru Adachi	Komisaris Utama President Commissioner	Representative Director and Senior Managing Director untuk Corporate Management Dept., J Trust Co., Ltd. Representative Director and Senior Managing Director in charge of Corporate Management Dept. of J Trust Co., Ltd.
2.	Shigeyoshi Asano	Komisaris Commissioner	<ul style="list-style-type: none"> • Komisaris pada PT JTrust Investments Indonesia Commissioner at PT JTrust Investments Indonesia • Direktur dan Pejabat Eksekutif di J Trust Co., Ltd., Director and Executive Officer at J Trust Co., Ltd., • Komisaris di PT Group Lease Finance Indonesia Commissioner at PT Group Lease Finance Indonesia • Direktur di J Trust Asia PTE. LTD Director at J Trust Asia PTE. LTD
3.	Ahmad Fajar	Komisaris Commissioner	Tidak ada None
4.	Benny Luhur	Komisaris Independen Independent Commissioner	Komisaris Utama Produsen & Exportir Karet Serpih SIR 20 President Commissioner of Manufacturer & Exporter of SIR 20 Rubber Flake
5.	Mahdi Mahmudy	Komisaris Independen Independent Commissioner	Tidak ada None
6.	Kwik Ing Hie	Komisaris Independen Independent Commissioner	Tidak ada None

5. Kriteria Dewan Komisaris

Kriteria dalam pemilihan anggota Dewan Komisaris antara lain adalah:

- 1) Memenuhi persyaratan dimaksud dalam POJK Nomor 33/POJK.04/2014 tanggal 8 Desember 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, yaitu:
 - a. Mempunyai akhlak, moral, dan integritas yang baik.
 - b. Cakap melakukan perbuatan hukum.
 - c. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
 - i. Tidak pernah dinyatakan pailit.
 - ii. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit.
 - iii. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan; dan
 - iv. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat:

5. Criteria of the Board of Commissioners

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

- 1) Meet the requirements referred to in Regulation of Financial Services Authority No. 33/POJK.04/2014 dated December 8, 2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, namely:
 - a. Having good moral and integrity.
 - b. Proficient in performing legal actions.
 - c. Within 5 (five) years before appointment and during the term of office:
 - i. Never been declared bankrupt.
 - ii. Never become member of the Board of Directors and/or of the Board of Commissioners who is found guilty of causing a company to be declared bankrupt.
 - iii. Never been punished for committing a criminal offense that is detrimental to state finances and/or relating to the financial sector; and
 - iv. Never been a member of the Board of Directors and/or members of the Board of Commissioners who, during their term of office:

- Pernah tidak menyelenggarakan RUPS tahunan;
 - Pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS; dan
 - Pernah menyebabkan perusahaan yang memperoleh izin, persetujuan, atau pendaftaran dari Otoritas Jasa Keuangan tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada Otoritas Jasa Keuangan.
- d. Memiliki komitmen untuk mematuhi peraturan perundang-undangan.
 - e. Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan perusahaan.
- 2) Memenuhi persyaratan integritas, reputasi keuangan dan kompetensi yang dimaksud dalam POJK Nomor 27/POJK.03/2016 tanggal 22 Juli 2016 tentang Penilaian Kemampuan dan Kepatutan Bagi Pihak Utama Lembaga Jasa Keuangan, dan SEOJK Nomor 39/SEOJK.03/2016 tanggal 13 September 2016 tentang Penilaian Kemampuan dan Kepatutan Bagi calon Pemegang Saham Pengendali, Calon Anggota Direksi, dan Calon Anggota Dewan Komisaris Bank.

Persyaratan Integritas meliputi:

- a. Cakap melakukan perbuatan hukum.
- b. Memiliki akhlak dan moral yang baik, paling sedikit ditunjukkan dengan sikap mematuhi ketentuan yang berlaku, termasuk tidak pernah dihukum karena terbukti melakukan tindak pidana dalam jangka waktu 20 (dua puluh) tahun terakhir sebelum dicalonkan.
- c. Memiliki komitmen untuk mematuhi peraturan perundang-undangan dan mendukung kebijakan OJK.
- d. Memiliki komitmen terhadap pengembangan Bank yang sehat; dan
- e. Tidak termasuk sebagai pihak yang dilarang untuk menjadi Pihak Utama.

Persyaratan reputasi keuangan meliputi:

- a. Tidak memiliki kredit dan/atau pembiayaan macet; dan
- b. Tidak pernah dinyatakan pailit dan/atau tidak pernah menjadi pemegang saham, Pengendali Perusahaan Perasuransian yang bukan merupakan pemegang saham, anggota Direksi, atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu

- Never held an annual GMS;
 - His/her accountability as member of the Board of Directors and/or the Board of Commissioners was not accepted by the GMS or has not provide accountability as a member of the Board of Directors and/or members of the Board of Commissioners to the General Meeting of Shareholders; and
 - Never cause a company which obtaining permit, approval or registration from the Financial Services Authority to be failed to comply with the obligation to submit annual reports and/or financial statements to the Financial Services Authority.
- d. Have a commitment to comply with laws and regulations.
 - e. Having knowledge and/or expertise in the field required by the company.
- 2) Meet the requirements of integrity, financial reputation and competence as referred to in the Regulation of Financial Services Authority No. 27/POJK.03/2016 dated July 22, 2016 regarding the Assessment of Ability and Payables of Major Financial Institutions, and Circular Letter of the Financial Services Authority No. 39/SEOJK.03/2016 dated September 13, 2016 on Capacity and Compliance Assessment for candidate of Controlling Shareholder, Member of Board of Directors, and Member of Board of Commissioners of Bank.

Integrity requirements include:

- a. Proficient in conducting legal action.
- b. Having good character and morals, at least indicated by attitudes in compliance with applicable provisions, including never being convicted of a criminal offense within the last 20 (twenty) years before being nominated.
- c. Having a commitment to comply with laws and regulations and support OJK policy.
- d. Committed to the development of a sound Bank; and
- e. Not included as a party prohibited to become a Principal Party.

Financial reputation requirements include:

- a. Does not have credit and/or non-performing financing; and
- b. Has never been declared bankrupt and/or has never been a shareholder, Insurance Company Controller who is not a shareholder, member of the Board of Directors or member of the Board of Commissioners found guilty of causing a

perusahaan dinyatakan pailit dalam waktu 5 (lima) tahun terakhir sebelum dicalonkan.

Persyaratan kompetensi paling sedikit meliputi pengetahuan dan/atau pengalaman yang mendukung pengelolaan Bank.

6. Pengangkatan dan Masa Jabatan

- 1) Setiap usulan pengangkatan dan/atau penggantian anggota Dewan Komisaris telah memperhatikan rekomendasi dari Komite Nominasi dan Remunerasi serta harus disetujui oleh pemegang saham melalui Rapat Umum Pemegang Saham (RUPS) sejalan dengan kriteria utama dengan mempertimbangkan integritas, kompetensi, profesionalisme dan reputasi keuangan yang memadai sesuai dengan persyaratan penilaian uji kemampuan dan kepatutan (*Fit and Proper Test*) yang telah ditetapkan oleh Otoritas Jasa Keuangan (OJK).
- 2) Masa jabatan seorang anggota Dewan Komisaris sesuai Anggaran Dasar adalah efektif sejak tanggal yang ditentukan dalam RUPS dan berakhir pada saat RUPS Tahunan ke-3 (ketiga) setelah tanggal pengangkatan tersebut.
- 3) Anggota Dewan Komisaris yang telah habis masa jabatannya dapat diangkat kembali oleh RUPS.

Sesuai dengan Hasil Keputusan RUPST tanggal 30 Maret 2017 yang menyetujui tentang penetapan/pengangkatan kembali masa jabatan seorang anggota Komisaris, maka masa jabatan anggota Dewan Komisaris PT Bank JTrust Indonesia Tbk tidak ada yang lebih dari 2 (dua) periode berturut-turut yang diperhitungkan sejak pengangkatan pada RUPSLB tahun 2014.

7. Kriteria Komisaris Independen

Kriteria Komisaris Independen PT Bank JTrust Indonesia Tbk telah sesuai dengan definisi POJK Nomor 55/POJK.03/2016 tentang Penerapan Tata Kelola Bagi Bank Umum dan POJK Nomor 33/POJK.04/2014 tanggal 8 Desember 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik Pasal 21, sebagai berikut:

- a. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Bank tersebut dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen pada periode berikutnya.

company to be declared bankrupt within the last 5 (five) years before being nominated.

Competence requirements at least include knowledge and/or experience that support the Bank's management.

6. Appointment and Term of Office

- 1) Any proposal for the appointment and/or replacement of members of the Board of Commissioners has taken into consideration the recommendations from the Nomination and Remuneration Committee and must be approved by the shareholders through the General Meeting of Shareholders (GMS) in line with the main criteria by considering the integrity, competence, professionalism and adequate financial reputation in accordance with the requirements of the Fit and Proper Test that have been stipulated by the Financial Services Authority (FSA).
- 2) The term of office of member of the Board of Commissioners according to the Articles of Association shall be effective from the date specified in the GMS and ending at the 3rd (third) Annual General Meeting of Shareholders after the date of the appointment.
- 3) Member of the Board of Commissioners whose term of office has expired may be re-appointed by the GMS.

In accordance with the Resolutions of the AGMS on March 30, 2017 which approved the reappointment of the term of office of member of the Board of Commissioners, the Board of Commissioners of PT Bank JTrust Indonesia Tbk shall not be more than 2 (two) consecutive periods since the date of appointment at the EGMS 2014.

7. Criteria of Independent Commissioners

Criteria for Independent Commissioner of PT Bank JTrust Indonesia Tbk has been in conformity with the definition stipulated in the Regulation of Financial Services Authority No. 55/POJK.03/2016 on the Implementation of Good Corporate Governance for Commercial Banks and Regulation of Financial Services Authority No. 33/POJK.04/2014 dated December 8, 2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies Article 21, as follows:

- a. Not a person who is employed or has the authority and responsibility to plan, lead, control or supervise the Bank's activities within the last 6 (six) months, except for re-appointment as an Independent Commissioner in the following period.

- | | |
|---|--|
| <ul style="list-style-type: none"> b. Tidak mempunyai saham baik langsung maupun tidak langsung pada Bank. c. Tidak mempunyai hubungan afiliasi dengan Bank anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Bank. d. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Bank. | <ul style="list-style-type: none"> b. Has no shares either directly or indirectly at the Bank. c. Has no affiliation with the Bank, member of the Board of Commissioners, member of the Board of Directors, or the Principal Shareholder of the Bank. d. Has no direct or indirect business relationship related to the Bank's business activities. |
|---|--|

Pernyataan tentang Independensi Komisaris Independen

Statement of Independency of Independent Commissioner

Aspek Independensi Aspect of Independency	Benny Luhur	Mahdi Mahmudy	Kwik Ing Hie
<p>Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan atau mengawasi kegiatan PT Bank JTrust Indonesia Tbk dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen PT Bank JTrust Indonesia Tbk pada periode berikutnya.</p> <p>Not a person who is employed or has the authority and responsibility to plan, lead, control or supervise the activities of PT Bank JTrust Indonesia Tbk within the last 6 (six) months, except for re-appointment as Independent Commissioner of PT Bank JTrust Indonesia Tbk in the following period.</p>	√	√	√
<p>Tidak mempunyai saham baik langsung maupun tidak langsung pada PT Bank JTrust Indonesia Tbk.</p> <p>Has no shares, directly or indirectly, at PT Bank JTrust Indonesia Tbk.</p>	√	√	√
<p>Tidak mempunyai hubungan Afiliasi dengan PT Bank JTrust Indonesia Tbk, anggota Dewan Komisaris, Direksi atau pemegang saham utama PT Bank JTrust Indonesia Tbk.</p> <p>Not affiliated with PT Bank JTrust Indonesia Tbk, member of the Board of Commissioners, Board of Directors or major shareholder of PT Bank JTrust Indonesia Tbk.</p>	√	√	√
<p>Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha PT Bank JTrust Indonesia Tbk.</p> <p>Has no direct or indirect business relationship relating to the activities of PT Bank JTrust Indonesia Tbk.</p>	√	√	√

Sebagai bagian dalam melakukan proses uji kemampuan dan kepatutan (*Fit and Proper Test*) di Otoritas Jasa Keuangan (OJK), anggota Komisaris Independen telah membuat dan menandatangani Surat Pernyataan Independensi serta telah disampaikan kepada Otoritas Jasa Keuangan (OJK) dengan redaksional sebagaimana di bawah ini:

As a part of the fit and proper test process at the FSA, member of the Independent Commissioner, with acknowledgement of the President Director, has prepared a Statement of Independency for submission to the FSA, with the following text content:



SURAT PERNYATAAN INDEPENDENSI

Yang bertanda tangan di bawah ini:

Nama :
Tempat/Tanggal Lahir :
Alamat :
Nomor Identitas :
Nama perusahaan :

Dengan ini menyatakan bahwa saya tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris, Direksi dan/atau Pemegang Saham Pengendali atau hubungan lain yang dapat mempengaruhi kemampuan saya untuk bertindak secara independen.

Demikian pernyataan ini saya buat dengan sebenar-benarnya.

Jakarta,.....

Yang Membuat Pernyataan

Materai Rp6.000,-

(Nama Jelas/Tanda tangan)



STATEMENT OF INDEPENDENCY

The undersigned below:

Name :
Place/Date of Birth :
Address :
Identity Number :
Name of Company :

I hereby declare that I have no financial, management, share ownership and/or family relationship with any member of the Board of Commissioners, the Board of Directors and/or Controlling Shareholders or any other relationship that may affect my ability to act independently.

So this statement I made with the truth.

Jakarta,.....

Who make a statement

Stamp Duty Rp6,000

(Name/Signature)

8. Hubungan Afiliasi

Anggota Dewan Komisaris PT Bank JTrust Indonesia Tbk telah membuat dan menandatangani surat pernyataan terkait beberapa hal sebagai berikut:

- Anggota Dewan Komisaris memiliki saham yang mencapai $\geq 5\%$ (lima persen) dari modal disetor pada Bank yang bersangkutan, Bank Lain, Lembaga keuangan bukan Bank, dan perusahaan lain yang berkedudukan baik di dalam maupun di luar negeri.

Transparansi Kepemilikan Saham Anggota Dewan Komisaris yang Mencapai 5% atau Lebih dari Modal Disetor

8. Affiliation

Members of the Board of Commissioners of PT Bank JTrust Indonesia Tbk has issued and signed a statement letter related to the following matters:

- Members of the Board of Commissioners do not have shares that reached $\geq 5\%$ (five percent) of the paid up capital of J Trust Bank or at other Bank and companies (domestic and overseas).

Transparency of Share Ownership of the Board of Commissioners Achieving 5% or More of Paid-in Capital

No	Nama Name	J Trust Bank	Bank Lain Other Bank	Lembaga Keuangan Bukan Bank Non Bank Financial Institution	Perusahaan Lain Other Company	%
1.	Nobiru Adachi	-	-	-	-	-
2.	Shigeyoshi Asano	-	-	-	-	-
3.	Ahmad Fajar	-	-	-	-	-
4.	Benny Luhur	-	-	-	· PT Mega Indopacific Sejati · PT Suryayudha Investindo Cipta	25,00 47,57
5.	Mahdi Mahmudy	-	-	-	-	-
6.	Kwik Ing Hie	-	-	-	-	-

- Hubungan Keuangan dan Hubungan Keluarga Anggota Dewan Komisaris dengan Anggota Dewan Komisaris Lainnya, Direksi dan/atau Pemegang Saham Pengendali Bank
- Financial Relationships and Family Relationships of the Members of the Board of Commissioners with Other Members of Boards of Commissioners, Directors and/or Controlling Shareholder of Bank

Transparansi Hubungan Keuangan

Transparency of Financial Relationship

No	Nama Name	Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Pengendali Controlling Shareholders	
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
1.	Nobiru Adachi		√		√		√
2.	Shigeyoshi Asano		√		√		√
3.	Ahmad Fajar		√		√		√
4.	Benny Luhur		√		√		√
5.	Mahdi Mahmudy		√		√		√
6.	Kwik Ing Hie		√		√		√

Transparansi Hubungan Keluarga

Transparency of Family Relationship

No	Nama Name	Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Pengendali Controlling Shareholders	
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
1.	Nobiru Adachi		√		√		√
2.	Shigeyoshi Asano		√		√		√
3.	Ahmad Fajar		√		√		√
4.	Benny Luhur		√		√		√
5.	Mahdi Mahmudy		√		√		√
6.	Kwik Ing Hie		√		√		√

9. Kebijakan dan Pelaksanaan Rapat Dewan Komisaris

1) Kebijakan Rapat Dewan Komisaris

- Dewan Komisaris wajib mengadakan rapat Dewan Komisaris paling kurang 1 (satu) kali dalam 2 (dua) bulan dan rapat bersama Direksi paling kurang 1 (satu) kali dalam 4 (empat) bulan.
- Dewan Komisaris harus menjadwalkan rapat untuk tahun berikutnya sebelum berakhirnya tahun buku.
- Pada rapat yang telah dijadwalkan, bahan rapat disampaikan kepada peserta paling lambat 5 (lima) hari sebelum rapat diselenggarakan. Dalam hal terdapat rapat yang diselenggarakan di luar jadwal yang telah disusun, bahan rapat disampaikan kepada peserta rapat paling lambat sebelum rapat diselenggarakan.

9. Policy and Implementation of the Board of Commissioners Meeting

1) Board of Commissioners' Meeting Policy

- The Board of Commissioners shall hold a meeting of the Board of Commissioners at least once in 2 (two) months and meetings with the Board of Directors at least once in 4 (four) months.
- The Board of Commissioners shall schedule meetings for the following year before the end of the fiscal year.
- At the scheduled meeting, the material for the meeting shall be submitted to the participants no later than 5 (five) days prior to the meeting. In the event that the meeting is held out of the schedule, then the meeting material shall be submitted to the participants at least before the meeting is held.

- d. Dewan Komisaris wajib menghadiri setidaknya 2 (dua) rapat, baik secara fisik atau melalui *video conference*.
- e. Pengambilan keputusan rapat Dewan Komisaris telah dilakukan berdasarkan musyawarah untuk mufakat, dan/atau suara terbanyak dalam hal tidak terjadi keputusan musyawarah untuk mufakat.
- f. Hasil rapat Dewan Komisaris wajib dituangkan dalam risalah rapat/notulen, ditandatangani oleh anggota Dewan Komisaris yang hadir, disampaikan kepada seluruh anggota Dewan Komisaris dan didokumentasikan dengan baik, termasuk pencantuman *dissenting opinions* (apabila ada).
- 2) Selama periode tahun 2017, Dewan Komisaris telah menyelenggarakan rapat dengan frekuensi rapat dan tingkat kehadiran anggota Dewan Komisaris sebagai berikut:
- a. **Rapat Bersama anggota Dewan Komisaris dengan anggota Direksi**
selama tahun 2017 sebanyak 8 (delapan) kali, di mana jumlah kehadiran rapat dihadiri secara fisik oleh seluruh anggota Dewan Komisaris yang telah lulus uji kemampuan dan kepatutan (*Fit and Proper Test*) oleh OJK berdasarkan 'periode menjabat' adalah:
- d. The Board of Commissioners shall attend at least 2 (two) meetings, either physically or through video conference.
- e. The decision of the Board of Commissioners' shall be made based on deliberation for consensus, and/or through voting in the event that no decision based on deliberation for consensus had been reached.
- f. The results of the Board of Commissioners' meetings shall be set forth in minutes of meetings, signed by members of the Board of Commissioners attending the meeting, distributed to all members of the Board of Commissioners and properly documented, including inclusion of dissenting opinions (if any).
- 2) In 2017, the Board of Commissioners has held meetings with the frequency of meetings and attendance of members of the Board of Commissioners as follows:
- a. **Joint Meeting of the Board of Commissioners with the Board of Directors**
In 2017, The Board of Commissioners held 8 (eight) joint meetings with members of the Board of Directors, in which the number of physical attendance by all members of the Board of Commissioners who have passed the Fit and Proper Test by FSA, based on the terms of office is as follow:

Nama Name	Periode Menjabat (Sejak Lulus F & P) Serving Period (After passing the F & P)	Jumlah Kehadiran Attendance	% Kehadiran % Attendance
Rapat Bersama Dewan Komisaris dengan Direksi Board of Commissioners - Board of Directors Meeting			
Nobiru Adachi Komisaris Utama President Commissioner	1 Januari s/d 31 Desember 2017 January 1 until December 31, 2017	7	87,5%
Shigeyoshi Asano Komisaris Commissioner	1 Januari s/d 31 Desember 2017 January 1 until December 31, 2017	8	100%
Ahmad Fajar Komisaris Commissioner ¹⁾	23 November s/d 31 Desember 2017 November 23 until December 31, 2017	1	100%
Benny Luhur Komisaris Independen Independent Commissioner	1 Januari s/d 31 Desember 2017 January 1 until December 31, 2017	6	75%
Mahdi Mahmudy Komisaris Independen Independent Commissioner	1 Januari s/d 31 Desember 2017 January 1 until December 31, 2017	8	100%
Kwik Ing Hie Komisaris Independen Independent Commissioner	1 Januari s/d 31 Desember 2017 January 1 until December 31, 2017	8	100%

¹⁾ Efektif tanggal 23 November 2017 sejak lulus fit and proper test oleh OJK, apabila mengikuti rapat sebelum efektif sebagai Komisaris, hanya berlaku sebagai pemantau rapat (6 kali hadir sebagai pemantau rapat).
Effective date on November 23, 2017 since passing the fit and proper test by the FSA, when attending a meeting before effectively as a Commissioner, only applies as observers meetings (6 times attend as observers).

Tabel kehadiran rapat untuk masing-masing anggota Dewan Komisaris adalah:

The table of meeting attendance of each member of the Board of Commissioners is as follow:

Nama Komisaris Commissioners Name	1	2	3	4	5	6	7	8	Σ Jumlah Kehadiran Attendance
	Tgl Date 25/1/17	Tgl Date 06/4/17	Tgl Date 24/5/17	Tgl Date 21/6/17	Tgl Date 21/7/17	Tgl Date 21/10/17	Tgl Date 22/11/17	Tgl Date 21/12/17	
Nobiru Adachi	√	√	√	√	X	√	√	√	7
Shigeyoshi Asano	√	√	√	√	√	√	√	√	8
Ahmad Fajar	-	-	-	-	-	-	-	√	1
Benny Luhur	√	x	√	√	x	√	√	√	6
Mahdi Mahmudy	√	√	√	√	√	√	√	√	8
Kwik Ing Hie	√	√	√	√	√	√	√	√	8

Keterangan | Note:

√ : Hadir | Present

X : Absen | Absent

- : Belum efektif | Not effective in position

b. Agenda Rapat Bersama Dewan Komisaris dengan Direksi (Radirkom)

b. The Agenda of the Joint Meeting of the Board of Commissioners with the Board of Directors (Radirkom)

Tanggal Date	Jenis Rapat Types of Meeting	Agenda Rapat Meeting Agenda
25 Januari 2017 January 25, 2017	Radirkom Meeting of BOD and BOC	<ol style="list-style-type: none"> Pemaparan tentang rencana Bisnis Bank untuk 2017 - 2019 yang akan didiskusikan dengan OJK. Exposure of the Bank Business plan for 2017 - 2019 to be discussed with FSA. Pemaparan tentang pencapaian kinerja keuangan Bank per Desember 2016 dibandingkan dengan target yang ditetapkan, termasuk pemaparan tentang laporan Bank jika tersedia. Exposure of the Bank's financial performance achievement as of December 2016 compared to the target set, including the exposure of the Bank report if available. Pemaparan tentang komitmen Bank kepada OJK dengan: <ol style="list-style-type: none"> Surat OJK No. SR-139/PB-31/2016 tertanggal 6 Desember 2016 tentang Laporan Hasil Pemeriksaan (LHP) Umum Bank Saudara posisi 30 April 2016. Surat OJK No. SR-06/PB-3112/2016 tertanggal 30 Desember 2016 tentang Action Plan Penyelesaian Pelampauan BMPK Bank Saudara. Pemaparan dan penjelasan tentang peningkatan kesehatan Bank per 31 Desember 2016 dan Risk Profile. Exposure of the Bank's commitment to FSA by: <ol style="list-style-type: none"> FSA Letter No. SR-139/PB-31/2016 dated December 6, 2016 regarding the Report of Examination Result (LHP) of Commercial Bank on April 30, 2016. FSA Letter No. SR-06/PB-3112/2016 dated December 30, 2016 concerning the Action Plan for the Completion of the Extraordinary Lending Limit. Exposure and explanation of Bank health improvement as of 31 December 2016 and Risk Profile.

Tanggal Date	Jenis Rapat Types of Meeting	Agenda Rapat Meeting Agenda
6 April 2017 April 6, 2017	Radirkom Meeting of BOD and BOC	<p>1. Presentasi tentang kinerja keuangan Bank yang terkini (jika dibandingkan dengan RBB/anggaran Bank untuk tahun 2017).</p> <p>Presentation of the Bank's current financial performance (compared to RBB/Bank budget for 2017).</p> <p>2. Presentasi/penjelasan Direksi terkait beberapa inisiatifnya yang sedang berjalan, yaitu:</p> <ul style="list-style-type: none"> - <i>Progress</i> rencana Bank dalam mengisi kekosongan pada posisi-posisi kunci Bank (khususnya setelah selesainya ERP), seperti: posisi Kepala SKMR, Kepala SKAI, Kepala AFD, dan lain-lain. - Kesiapan Bank dalam melaksanakan perubahan/migrasi ke sistem <i>corebanking</i> yang baru (yang ditargetkan akan <i>Go Live</i> di bulan Juli 2017). <p>Presentation/explanation of the Board of Directors regarding some of its ongoing initiatives, namely:</p> <ul style="list-style-type: none"> - Progress of the Bank's plan in filling vacancies in key Bank positions (especially after the completion of ERP), such as: position of Head of SKMR, Head of SKAI, Head of AFD, and others. - The Bank's readiness to implement changes/migration to the new corebanking system (targeted to Go Live in July 2017).
24 Mei 2017 May 24, 2017	Radirkom Meeting of BOD and BOC	<p>1. Strategi ke depan, pemaparan tentang waktu/bagaimana Bank akan merumuskan strateginya (termasuk rincian <i>action plan</i>, KPI, dan PIC).</p> <p>Future strategy, exposure on when/how the Bank will formulate its strategy (including details of action plan, KPI, and PIC).</p> <p>2. Kinerja Keuangan, pemaparan tentang kinerja keuangan Bank per 30 April 2017 (dengan perbandingan terhadap RBB/anggaran Bank); dan tentang laporan keuangan yang telah diaudit per 31 Maret 2017.</p> <p>Financial Performance, exposure on Bank's financial performance as of April 30, 2017 (with comparison to RBB/Bank budget); and on audited financial statements as of March 31, 2017.</p> <p>3. JLink - sebuah pengantar tentang Japanese Linkage (dengan gambaran singkat tentang pencapaian segmen yang bersangkutan per April 2017).</p> <p>Jlink - an introduction to Japanese Linkage (with a brief overview of the achievement of segments as per April 2017).</p> <p>4. Tanggapan singkat Direksi terhadap surat OJK – tindak lanjut Bank atas beberapa hal yang menjadi perhatian dalam surat OJK sbb:</p> <ul style="list-style-type: none"> - S-93/PB.311/2017 tgl. 27 April 2017 tentang Laporan Perhitungan KPMM sesuai Profil Risiko Bank per 31 Des 2016. - S-39/PB.311/2017 tgl. 27 April 2017 tentang Hasil Kaji Ulang Pihak Ekstern terhadap SKAI Bank. - S-92/PB.311/2017 tgl. 27 April 2017 tentang Laporan Kepatuhan Semester II 2016. <p>Brief response from the Board of Directors to FSA letter - Bank's follow up on several matters of concern in FSA letter as follows:</p> <ul style="list-style-type: none"> - S-93/PB.311/2017 dated April 27, 2017 on Report of KPMM Calculation as per Bank Risk Profile as of December 31, 2016. - S-39/PB.311/2017 dated April 27, 2017 on External Review Results of the Bank SKAI. - S-92/PB.311/2017 dated April 27, 2017 on Compliance Report of Second Semester 2016.
21 Juni 2017 June 21, 2017	Radirkom Meeting of BOD and BOC	<p>Revisi RBB 2017 – 2019. Revised RBB 2017 - 2019.</p>

Tanggal Date	Jenis Rapat Types of Meeting	Agenda Rapat Meeting Agenda
21 Juli 2017 July 21, 2017	Radirkom Meeting of BOD and BOC	<ol style="list-style-type: none"> Presentasi tentang kinerja keuangan Bank yang terkini (jika dibandingkan dengan RBB anggaran Bank untuk tahun 2017). Presentation of the Bank's current financial performance (as compared to the RBB of the Bank's budget for 2017). Presentasi/penjelasan Direksi terkait beberapa surat masuk OJK. Presentation/explanation from the Board of Directors on several incoming letters from the FSA. Penjelasan tentang rencana <i>Corporate Action</i> Bank di masa yang akan datang Description of the Bank's Corporate Action plan in the future.
21 Oktober 2017 October 21, 2017	Radirkom Meeting of BOD and BOC	<ol style="list-style-type: none"> <i>Progress</i> dari proyek migrasi <i>corebanking</i> system. Progress on corebanking system migration project. Presentasi tentang laporan publikasi Bank per 30 September 2017. Presentation of the Bank's publication report per September 30, 2017. Presentasi tentang kinerja keuangan Bank yang terkini (jika dibandingkan dengan RBB/anggaran Bank untuk tahun 2017). Presentation on the Bank's current financial performance (if compared to RBB/ Bank's budget for 2017). Presentasi tentang Tingkat Kesehatan Bank. Presentation on Bank Soundness.
22 November 2017 November 22, 2017	Radirkom Meeting of BOD and BOC	Rencana Bisnis Bank 2018-2020. Bank Business Plan 2018-2020.
21 Desember 2017 December 21, 2017	Radirkom Meeting of BOD and BOC	Rencana Internal Bank untuk tahun 2018 sebagai fondasi bagi Rencana Bisnis Bank untuk 3 tahun ke depan (Strategi Bisnis Bank 2018 dan ke depan). The Bank's Internal Plan for 2018 as the foundation for Bank Business Plan for the next 3 years (Bank Business Strategy 2018 and forward).

10. Penilaian (Assessment) Kinerja Dewan Komisaris

- **Pihak yang melakukan penilaian**
PT Bank JTrust Indonesia Tbk melaksanakan proses evaluasi kinerja Dewan Komisaris untuk menilai efektivitas pelaksanaan tugas Dewan Komisaris.
- **Prosedur pelaksanaan penilaian Kinerja**
Pelaksanaan penilaian kinerja Dewan Komisaris dilakukan melalui *self assessment* penerapan tata kelola Bank di mana Dewan Komisaris mengisi Kertas Kerja *Self Assessment* untuk faktor penilaian pelaksanaan tugas dan tanggung jawab Dewan Komisaris yang disampaikan Bank kepada OJK dengan menyampaikan Laporan hasil *self assessment* penerapan tata kelola Bank

10. Assessment of the performance of the Board of Commissioners

- **The party conducting the assessment**
PT Bank JTrust Indonesia Tbk conducts an evaluation on the performance of the Board of Commissioners in order to assess the effectiveness of the implementation of duties of the Board of Commissioners.
- **Performance appraisal procedures**
The evaluation on the performance of the Board of Commissioners is conducted through self assessment on the implementation of the Bank's governance whereby the Board of Commissioners shall fill out the Self Assessment Working Paper for 49 actors of assessment on the implementation of the duties and responsibilities of the Board of Commissioners to be submitted by the Bank to FSA, by submitting the self assessment report on the implementation of the Bank's governance as

sebagaimana diatur pada Surat Edaran Otoritas Jasa Keuangan Nomor 13/SEOJK.03/2017 tanggal 17 Maret 2017 Tentang Penerapan Tata Kelola Bagi Bank Umum.

- **Kriteria yang digunakan**

Kriteria/Indikator yang digunakan mencakup 3 (tiga) aspek *Governance*:

a. **Penilaian *Governance Structure***

Menilai kecukupan struktur dan infrastruktur tata kelola Bank agar proses penerapan prinsip Tata Kelola yang baik menghasilkan *outcome* yang sesuai dengan harapan Pemangku Kepentingan Bank.

b. **Penilaian *Governance Process***

Menilai efektivitas proses penerapan prinsip Tata Kelola yang didukung oleh kecukupan struktur dan infrastruktur Tata Kelola Bank sehingga menghasilkan *outcome* yang sesuai dengan harapan Pemangku Kepentingan Bank.

c. **Penilaian *Governance Outcome***

Menilai kualitas *outcome* yang memenuhi harapan Pemangku Kepentingan Bank yang merupakan hasil proses penerapan prinsip Tata Kelola yang baik yang didukung oleh kecukupan struktur dan infrastruktur Tata Kelola Bank.

Penilaian kinerja Dewan Komisaris juga dilakukan pada saat pertanggungjawaban laporan tahunan Bank dalam RUPS Tahunan kepada pemegang saham (*shareholder*) mayoritas, yaitu J Trust Co., Ltd., di mana RUPS Tahunan di tahun 2018 ini akan diselenggarakan dalam jangka waktu paling lambat 6 (enam) bulan setelah tahun buku 2017 berakhir. Sebagai gambaran untuk pelaksanaan RUPS pertanggungjawaban laporan tahun buku 2016 termasuk laporan Tugas Pengawasan Dewan Komisaris Perusahaan pada tanggal 30 Maret 2017 merupakan laporan tahunan perusahaan tahun buku 2016 yang menerangkan tentang keadaan jalannya perusahaan dan hasil yang telah dicapai selama tahun 2016. Selanjutnya menyatakan serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*vollediq acquit et decharge*) kepada anggota Dewan Komisaris atas tindakan pengawasan yang telah mereka jalankan selama tahun buku 2016.

stipulated in the Circular Letter of the Financial Services Authority No. 13/SEOJK.03/2017 dated March 17, 2017 on the Implementation of Good Corporate Governance for Commercial Banks.

- **Criteria**

The criteria/Indicator used for the assessment include 3 (three) aspects of *Governance*:

a. **Governance Structure Assessment**

Assessing the adequacy of the Bank's governance structure and infrastructure so that the process of applying the Good Governance principles results in an outcome that is consistent with the expectations of the Bank's Stakeholders.

b. **Governance Process Assessment**

Assessing the effectiveness of the process in applying the GCG principles which was supported by the adequacy of Bank Governance structure and infrastructure so as to produce an outcome that is in line with the expectations of the Bank's Stakeholders.

c. **Assessment on the Governance Outcome**

Assessing the quality of the outcome that meet the expectations of the Bank's Stakeholders as the result of the process in applying the Good Governance principles, which is supported by the adequacy of the Bank's structure and infrastructure.

The assessment on the performance of the Board of Commissioners was also conducted during the accountability of the annual report of the Bank in the Annual General Meeting of Shareholders to the majority shareholder, namely J Trust Co., Ltd., whereby the AGMS in 2018 will be held within no later than 6 (six) months after the end of fiscal year 2017. As an illustration for the implementation of the GMS for the accountability of the 2016 fiscal year report, including the Supervisory report of the Board of Commissioners of the Company as of March 30, 2017, is the annual report of the company for the fiscal year 2016 explaining the state of the company and the results achieved during 2016. Furthermore, declared and granted full *vollediq acquit et decharge* to the members of the Board of Commissioners for the supervisory actions they have exercised during the fiscal year 2016.

11. Program Pelatihan Anggota Dewan Komisaris

Untuk meningkatkan kompetensi dan penyelarasan dengan perkembangan dunia usaha dalam mendukung pelaksanaan tugas dan tanggung jawabnya, selama tahun 2017 anggota Dewan Komisaris PT Bank JTrust Indonesia Tbk telah mengikuti berbagai program pelatihan, *workshop*, konferensi, seminar, antara lain:

11. Training Program for Members of the Board of Commissioners

To improve the competence and to align with the development of the business world in support of the implementation of duties and responsibilities, in 2017, members of the Board of Commissioners of PT Bank JTrust Indonesia Tbk attended various training programs, workshops, conferences, seminars, among others:

Nama Name	Periode Menjabat (Sejak Lulus F & P) Serving Period (After Passing the F & P)	Pelatihan, Workshop, Konferensi, Seminar Training, Workshop, Conference, Seminar	Penyelenggara Organizer	Tempat & Waktu Venue & Time
Benny Luhur Komisaris Independen Independent Commissioner	1 Januari s/d 31 Desember 2017 January 1 until December 31, 2017	<ul style="list-style-type: none"> Penilaian Kemampuan Dan Kepatuhan Assessment on the Competence and Compliance Indonesia Banking Expo (catatan: merupakan refreshing course sertifikasi manajemen risiko) Indonesia Banking Expo (Note: a refreshing course on the Risk Management Certification) 	LPPi LPPi	Jakarta, 13-28 Februari 2017 Jakarta, February 13-28, 2017 Jakarta, 19-20 September 2017 Jakarta, September 19-20, 2017
Mahdi Mahmudy Komisaris Independen Independent Commissioner	1 Januari s/d 31 Desember 2017 January 1 until December 31, 2017	<ul style="list-style-type: none"> Economic And Banking Outlook Economic And Banking Outlook Indonesia Banking Expo (catatan: merupakan refreshing course sertifikasi manajemen risiko) Indonesia Banking Expo (note: a refreshing course for the Risk Management Certification) 	Lembaga Perbankan Indonesia LPPi	Jakarta, 5 Oktober 2017 Jakarta, October 5, 2017 Jakarta, 19-20 September 2017 Jakarta, September 19-20, 2017
Ahmad Fajar Komisaris Commissioner	23 November s/d 31 Desember 2017 November 23 until December 31, 2017	<ul style="list-style-type: none"> Sertifikasi Advance Treasury Dealer Certification for Advance Treasury Dealer Indonesia Banking Expo (catatan: merupakan refreshing course sertifikasi manajemen risiko) Indonesia Banking Expo (note: a refreshing course for the Risk Management Certification) 	ACI Indonesia LPPi	Jakarta, 11 Maret 2017 Jakarta, March 11, 2017 Jakarta, 19-20 September 2017 Jakarta, September 19-20, 2017

12. Pengawasan dan Rekomendasi Dewan Komisaris

Dewan Komisaris berperan aktif dalam melakukan fungsi pengawasan, memberikan masukan dan rekomendasi melalui pembahasan pada Rapat Dewan Komisaris dan Direksi maupun pembahasan dalam Komite-Komite di bawah Dewan Komisaris yang membantu kelancaran tugas dan fungsi oleh Dewan Komisaris. Adapun topik-topik pembahasan pada Rapat Dewan Komisaris dan Direksi yang menjadi pengawasan dan rekomendasi Dewan Komisaris selama tahun 2017 antara lain:

12. Supervision and Recommendation from the Board of Commissioners

The Board of Commissioners played active role in providing inputs and recommendations through discussions at Meetings of the Board of Commissioners and Board of Directors as well as the discussion in the Committees under the Board of Commissioners, which supports in facilitating the monitoring duties of the Board of Commissioners. The topics of discussion at the Board of Commissioners and Board of Directors meetings and recommendations of the Board of Commissioners in 2017 included:

- a. Evaluasi atas Rencana Bisnis Bank (RBB) 2017-2019 beserta revisinya serta realisasi RBB setiap triwulannya.
- b. Evaluasi atas Strategi Bank ke depan.
- c. Evaluasi atas kinerja keuangan Bank serta pencapaiannya jika dibandingkan target dan upaya Bank dalam menanggapi deviasi yang ada.
- d. Evaluasi atas Tingkat Kesehatan Bank serta upaya Bank untuk mempertahankan peringkat yang ada.
- e. Evaluasi atas *progress* perkembangan proyek migrasi *corebanking system* Bank.
- f. Evaluasi atas tindak lanjut Bank dalam upaya mengisi *key position* setelah pelaksanaan *Early Retirement Program* di awal tahun.
- g. Pembahasan tentang pemberitaan negatif maupun kasus-kasus hukum yang sedang berjalan serta tindak lanjut Bank.
- h. Evaluasi atas tanggapan serta komitmen Bank kepada regulator terkait dengan surat-surat pembinaan maupun terkait tindak lanjut hasil pemeriksaan tahunan regulator atas Bank.
- i. Pembahasan tentang Rencana Bisnis Bank (RBB) 2018-2020.
- j. Pembahasan tentang Strategi Bank 2018-2020

13. Kebijakan Remunerasi dan Fasilitas Bagi Dewan Komisaris

RUPS menyetujui pemberian kuasa kepada Dewan Komisaris Perseroan untuk menetapkan besarnya Remunerasi (honorarium, *tantiem* serta penetapan fasilitas/benefit/tunjangan lainnya) bagi anggota Dewan Komisaris Perseroan berdasarkan rekomendasi dari Komite Remunerasi dan Nominasi.

Prosedur Penetapan Remunerasi Dewan Komisaris

- **Tahap 1**
Komite Remunerasi dan Nominasi menyusun dan mengusulkan rekomendasi remunerasi Direksi dan Dewan Komisaris kepada Dewan Komisaris.
- **Tahap 2**
Dewan Komisaris mengkaji usulan Komite Remunerasi dan Nominasi serta mengusulkan kepada RUPS untuk menetapkan remunerasi Dewan Komisaris berdasarkan rekomendasi Komite Remunerasi dan Nominasi.
- **Tahap 3**
RUPS yang bertindak mewakili pemegang saham mayoritas menyetujui pemberian kuasa kepada Dewan Komisaris Perseroan untuk menetapkan besarnya Remunerasi bagi anggota Dewan Komisaris Perseroan berdasarkan rekomendasi dari Komite Remunerasi dan Nominasi.

- a. Evaluation on the Bank Business Plan (RBB) 2017-2019 along with its revision and realization of RBB on quarterly basis.
- b. Evaluation on the Bank's Strategy for the future.
- c. Evaluation on the Bank's financial performance as well as its achievement when compared to the Bank's targets and its efforts in responding the existing deviation.
- d. Evaluation of the Bank's Soundness and its efforts to maintain existing ratings.
- e. Evaluation on the progress of the Bank's corebanking migration project.
- f. Evaluation of Bank's follow-up to fill the key positions following the Early Retirement Program at the beginning of the year
- g. Discussion on negative reporting as well as ongoing legal cases, along with the Bank's follow-up action.
- h. Evaluate the response and commitment of the Bank to the regulator regarding the letters or related to the follow-up of the results from the regulator's annual audit of the Bank.
- i. Discussion on the Bank Business Plan (RBB) 2018-2020.
- j. Discussion on the Bank's Strategy 2018-2020

13. Remuneration Policy and Facilities for the Board of Commissioners

The GMS approved to grant the authority to the Board of Commissioners to determine the amount of Remuneration (honorarium, *tantiem* and establishment of facilities/benefits/other benefits) for the members of the Board of Commissioners based on the recommendation of the Remuneration and Nomination Committee.

Procedure for the Determination of the Remuneration of the Board of Commissioners

- **Stage 1**
The Remuneration and Nomination Committee prepares and recommends the remuneration of the Board of Directors and Board of Commissioners to the Board of Commissioners.
- **Stage 2**
The Board of Commissioners reviews the proposals submitted by the Remuneration and Nomination Committee and proposes to the GMS to determine the remuneration of BOC based on the recommendations of the Remuneration and Nomination Committee.
- **Stage 3**
The GMS acts on behalf of the majority shareholders in approving the grant of power to BOC to determine the amount of Remuneration for the members of BOC based on the recommendation of the Remuneration and Nomination Committee.

Struktur Remunerasi dan Fasilitas Bagi Dewan Komisaris

Structure of Remuneration and Facilities for the BOC

No	Jenis Penghasilan Type of Income	Ketentuan Terms
1	Honorarium/Gaji Honorarium/Salary	Sesuai kebijakan kompensasi, benefit & fasilitas BOC, BOD & EVP As compensation policies, benefits and facilities BOC, BOD & EVP
2	Tunjangan Rutin Routine Allowance	Sesuai kebijakan kompensasi, benefit & fasilitas BOC, BOD & EVP As compensation policies, benefits and facilities BOC, BOD & EVP

Besarnya Remunerasi Masing-Masing Anggota Dewan Komisaris

The Amount of Remuneration of Each Member of the Board of Commissioners

Rincian pemberian remunerasi Dewan Komisaris pada tanggal 31 Desember 2017 yaitu:

Details of remuneration of the Board of Commissioners as of December 31, 2017 are as follows:

Nama Name	Honorarium Honorarium	Tunjangan Rutin ¹⁾ Routine Allowance	Tantiem	Santunan Benefits	Jumlah Remunerasi Per Orang Per Tahun Total Remuneration Per Person per Year	
					> Rp2 miliar > Rp2 billion	≤ Rp2 miliar ≤ Rp2 billion
Nobiru Adachi	-	-	-	-	-	-
Shigeyoshi Asano	-	-	-	-	-	-
Ahmad Fajar	√	√	-	-	-	√
Benny Luhur	√	√	-	-	-	√
Mahdi Mahmudy	√	√	-	-	-	√
Kwik Ing Hie	√	√	-	-	-	√
Total (dalam jutaan Rp)	Rp3.918	Rp3.684	-	-	-	-

¹⁾ Tunjangan Rutin ---> Fasilitas Kendaraan, Tunjangan BBM & Supir, Tunjangan *Handphone*, Tunjangan Hari Raya (THR), Tunjangan Cuti, Tunjangan Pajak PPh 21
Routine Allowance ---> Vehicle Facilities, Fuel Support & Drivers, Mobile Benefits, Holiday Allowances (THR), Leave Allowances, Income Tax Benefit 21

2.5 Direksi

Direksi adalah Organ Bank yang bertanggung jawab penuh terhadap kegiatan operasional, pengembangan bisnis dan pengelolaan risiko Bank secara profesional dengan mengedepankan prinsip kehati-hatian Bank (*prudential banking principle*) untuk meningkatkan *shareholders value*, mewakili Bank baik di dalam maupun di luar pengadilan sesuai dengan ketentuan Anggaran Dasar serta senantiasa berpedoman pada peraturan perundang-undangan dan ketentuan yang berlaku, baik yang diterbitkan oleh Regulator perbankan seperti Otoritas Jasa Keuangan (OJK), Bank Indonesia, Bursa Efek Indonesia (BEI), Lembaga Penjamin Simpanan (LPS) dan/atau otoritas berwenang lainnya. Direksi bertanggung jawabkan tindakan mereka dalam memimpin Bank kepada pemegang Saham di dalam RUPS. Pemegang Saham/Pemilik Modal tidak diperkenankan mencampuri kegiatan operasional Bank yang menjadi tanggung jawab Direksi sesuai dengan Anggaran Dasar Bank dan Peraturan Perundang-undangan yang berlaku.

2.5. Board of Directors

The Board of Directors is the Bank Organ responsible for the Bank's operational activities, business development and risk management in a professional manner by upholding prudential banking principles in order to enhance *shareholders value*, representing the Bank inside and outside of the court of justice, in accordance with the provisions of the Articles of Association, always guided by the prevailing laws and regulations issued by regulators such as the Financial Services Authority (OJK), Bank Indonesia, the Indonesia Stock Exchange (IDX), the Deposit Insurance Corporation (LPS) and/or other authorities. The Board of Directors is accountable to Shareholders in the GMS for their actions in leading the Bank. Shareholders/Capital Owners are not permitted to interfere with the operations of the Bank which is the responsibility of the Board of Directors in accordance with the Bank's Articles of Association and the prevailing laws and regulations.

Dalam menjalankan kegiatan usaha Bank, Direksi dapat menggunakan jasa penasehat profesional independen dan atau membentuk komite-komite sesuai dengan prosedur yang digunakan.

1. Tugas dan Tanggung Jawab Direksi

Pada periode per 31 Desember 2017 jumlah anggota Direksi terdiri dari 7 (tujuh) orang yang diantara salah satunya sebagai Direktur Utama dan 1 (satu) orang sebagai Direktur Kepatuhan, yang secara bersama-sama melaksanakan tugas dan tanggung jawab kepada Bank sebagai berikut:

1. Direksi bertanggung jawab penuh dalam melaksanakan tugasnya untuk kepentingan Perseroan dalam mencapai maksud dan tujuannya;
2. Direksi berkewajiban memiliki itikad baik dan sesuai dengan kewenangan dan tanggung jawabnya menjalankan tugas sebagaimana diatur dalam Anggaran Dasar Perseroan dengan mengindahkan peraturan perundang-undangan yang berlaku;
3. Direksi berkewajiban menjalankan prinsip-prinsip/asas Tata Kelola yang baik dalam setiap kegiatan usaha Bank pada seluruh tingkatan atau jenjang organisasi;
4. Direksi berkewajiban menindaklanjuti temuan audit dan rekomendasi dari Satuan Kerja Audit Intern (SKAI), auditor eksternal, hasil pengawasan Otoritas Jasa Keuangan (OJK), Bank Indonesia, dan/ atau hasil pengawasan otoritas lainnya;
5. Dalam rangka melaksanakan prinsip-prinsip/asas Tata Kelola yang baik, Direksi wajib membentuk komite dibawahnya seperti ALCO, Komite Manajemen Risiko, Komite Kredit, Komite Pengarah Teknologi Informasi, Komite Human Capital, Komite Produk & Aktivitas Baru, dan Komite *Internal Control*;
6. Direksi wajib mempertanggungjawabkan pelaksanaan tugasnya kepada pemegang saham melalui RUPS Tahunan;
7. Direksi berkewajiban mengungkapkan kepada pegawai tentang kebijakan Bank yang bersifat strategis di bidang kepegawaian;
8. Direksi berkewajiban menyediakan data dan informasi yang akurat, relevan dan tepat waktu kepada Dewan Komisaris, pemegang saham dan pihak regulator;
9. Direksi berkewajiban memiliki pedoman dan tata tertib kerja yang bersifat mengikat bagi setiap anggota Direksi, paling kurang mencantumkan pengaturan etika kerja, waktu kerja dan pengaturan rapat;
10. Direksi berkewajiban menyusun rencana strategis dalam bentuk rencana korporasi (*corporate plan*) dan rencana bisnis (*business plan*). Penyampaian rencana korporasi dan penyusunan/penyampaian rencana bisnis berpedoman pada ketentuan Otoritas Jasa Keuangan (OJK);

In conducting the Bank's business activities, the Board of Directors may use independent professional advisory services and/or establish committees in accordance with the procedures used.

1. Duties and Responsibilities of the Board of Directors

As of December 31, 2017, member of the Board of Directors consisted of 7 (seven) persons, including President Director and 1 (one) person as Compliance Director, jointly carrying out the duties and responsibilities as follows:

1. The Board of Directors is fully responsible in performing their duties for the interest of the Company in achieving its objectives and goals;
2. The Board of Directors shall have good faith and act in accordance with their authority and responsibility in performing their duties as stipulated in the Company's Articles of Association in accordance with the prevailing laws and regulations;
3. The Board of Directors is obligated to implement the principles of Good Governance in every Bank's business activities at all levels of the organization;
4. The Board of Directors is obligated to follow up the audit findings and recommendations from the Internal Audit Unit (SKAI), external auditors, the results of supervision by the Financial Services Authority (OJK), Bank Indonesia and/or other authorities;
5. In order to implement the principles of Good Governance, the Board of Directors shall establish committees, such as ALCO, Risk Management Committee, Credit Committee, Information Technology Steering Committee, Human Capital Committee, New Product & Activity Committee, and Internal Control Committee;
6. The Board of Directors is responsible for carrying out its duties to shareholders through the Annual GMS;
7. The Board of Directors is obliged to disclose the Bank's strategic employment policies to the employee;
8. The Board of Directors shall provide accurate, relevant and timely data and information to the Board of Commissioners, shareholders and regulators;
9. The Board of Directors is obliged to have binding guidelines and work rules for each member of the Board of Directors, at least stipulating the work ethic, working time and meeting arrangements;
10. The Board of Directors shall formulate a strategic plan in the form of corporate and business plan. Submission of corporate plan and the preparation/ submission of business plans shall be referred to the provisions of the Financial Services Authority (FSA);

11. Direksi harus menyelenggarakan RUPS berdasarkan permintaan pemegang saham yang mempunyai hak suara yang sah;
12. Direksi berkewajiban membuat dan memelihara daftar Pemegang Saham dan Daftar khusus yang berisi Daftar Kepemilikan Saham yang dimiliki oleh Direksi dan Komisaris termasuk keluarga mereka dalam Bank dan di perusahaan lain (bila ada);
13. Menetapkan Visi, Misi dan Nilai-nilai Budaya Kerja Bank;
14. Membuat rencana kerja dan anggaran tahunan dan rencana lain yang berhubungan dengan usaha Bank. Rencana tersebut harus diberikan kepada Komisaris dan Pemegang saham untuk disahkan dalam RUPS dan dikomunikasikan kepada segenap pegawai Bank.

Tugas dan tanggung jawab dari masing-masing anggota Direksi (sesuai *job description* dalam Struktur Organisasi Bank), sebagai berikut:

1. Direktur Utama (*President Director*)

1. Memimpin dan mengkoordinasikan pelaksanaan pengurusan Perseroan sebagaimana ditetapkan dalam Anggaran Dasar dan keputusan RUPS Perseroan dengan berdasarkan ketentuan yang berlaku.
2. Memimpin, mengkoordinasikan, mengarahkan dan mensupervisi Direktorat-Direktorat dan Divisi-Divisi di bawah supervisi langsung *President Director* sesuai bidangnya masing-masing dalam mencapai tujuan Perseroan, termasuk memastikan dilaksanakannya rencana strategis (Rencana Bisnis Bank) dan pencapaian target kinerjanya, pelaksanaan kepatuhan pada regulasi, peraturan perundangan-undangan, dan ketentuan internal Perseroan.
3. Mengarahkan proses-proses perubahan yang diperlukan di seluruh bidang untuk mencapai tujuan dan kelangsungan usaha Perseroan.
4. Mengembangkan dan memperkuat *image* Perseroan dan membangun *relationship* dengan bank-bank koresponden, lembaga keuangan, nasabah, institusi-institusi bisnis, otoritas keuangan, dan seluruh *stakeholder* Perseroan.
5. Mengambil tindakan untuk dan atas nama Direksi serta mewakili Perseroan, dan untuk perbuatan tertentu atas tanggung jawabnya sendiri, untuk mengangkat seorang atau lebih sebagai wakil atau kuasanya, dengan memberikan kepadanya atau kepada mereka kekuasaan untuk perbuatan tertentu tersebut yang diatur dalam surat kuasa.
6. Memimpin dan mengkoordinasikan pelaksanaan kegiatan Direktur-Direktur Bidang (*Managing Director*) dalam mengarahkan dan membina

11. The Board of Directors shall convene the General Meeting of Shareholders upon request by shareholders with valid voting rights;
12. The Board of Directors is obliged to create and maintain a list of Shareholders and a Special Register containing the Share Ownership List owned by the Board of Directors and Commissioners including their families within the Bank and in other companies (if any);
13. Establish the Bank's Vision, Mission and Values of Work;
14. Create work plans and annual budgets and other plans related to the Bank's business. The plan shall be given to the Board of Commissioners and Shareholders for ratification in the GMS and shall be communicated to all Bank employees.

The duties and responsibilities of each member of BOD (according to the job description in the Bank Organization Structure), as follows:

1. President Director

1. To lead and coordinate the implementation of the Company's management as stipulated in the Articles of Association and resolutions of the General Meeting of Shareholders of the Company based on applicable regulations.
2. To lead, coordinate, direct and supervise the Directorates and Divisions in their respective fields under direct supervision from the President Director in order to achieve the Company's objectives, including ensuring the implementation of the Bank's business plan and the achievement of its performance targets, compliance to rules, legislation and internal regulations of the Company.
3. Directing change processes deemed necessary across the field to achieve the objectives and business viability of the Company.
4. Develop and strengthen the image of the Company and build relationships with correspondent banks, financial institutions, clients, business institutions, financial authorities and all stakeholders of the Company.
5. To take action for and on behalf of the Board of Directors and to represent the Company, and for certain acts of its own responsibility, to appoint one or more as representative or proxy, by granting them power for certain acts as governed by the power of attorney.
6. To lead and coordinate the implementation of the activities of the Directors in directing and fostering the distribution network (Regional

jaringan distribusi (*Regional Office* dan *Branch*) dalam pencapaian target kinerja Perseroan.

7. Memastikan pengembangan dan penerapan strategi Perseroan yang memadai di seluruh bidang kerja sesuai dengan tujuan Perseroan, dan memastikan tercapainya aliansi lintas bidang Direktorat dan pemanfaatan seluruh sumber daya Perseroan.
 8. Memimpin dan mengarahkan penyusunan dan penerapan kebijakan pada bidang langsung di bawah *President Director (Internal Audit, dan Corporate Secretary)*.
 9. Memimpin, mengarahkan penyusunan dan melakukan supervisi pelaksanaan rencana kerja pada bidang langsung di bawah *President Director (Internal Audit, dan Corporate Secretary)*.
 10. Melaksanakan supervisi dan koordinasi Direktorat-Direktorat dalam menerapkan pembinaan dan pengembangan sumber daya Perseroan dan memastikan penerapan pengembangan pegawai berbasis kompetensi, sistem manajemen kinerja dan manajemen berbasis nilai (*performance management system* dan *value based management*) yang efektif.
 11. Memimpin dan mengarahkan Direktorat-Direktorat dalam kebijakan pengembangan dan pembinaan Sumber Daya Manusia (SDM).
 12. Ketua BCC
 - a. Menetapkan bahwa Bank berada dalam kondisi krisis likuiditas dan mengaktifkan fungsi BCC serta menyusun strategi penanganan yang segera, sistematis, pragmatis dan terintegrasi.
 - b. Memutuskan strategi penanggulangan kesulitan atau krisis likuiditas, antara lain menetapkan metode, jumlah dan *pricing* atas pendanaan yang diperlukan, serta hal-hal terkait lainnya.
 - c. Memastikan kemungkinan bantuan yang dapat diperoleh dari Bank Indonesia.
 - d. Menugaskan Direktur dan atau Kepala divisi tertentu untuk menjalankan tugas sebagai upaya pencegahan dan penanggulangan kondisi krisis atau kesulitan likuiditas.
 - e. Menetapkan bahwa Bank telah kembali berada dalam kondisi normal.
- 2. Direktur Risiko, Hukum & Kepatuhan (*Risk, Legal & Compliance Director*)**
1. Kebijakan dan Strategi
 - a. Memastikan pengembangan dan penerapan strategi yang memadai dalam bidang *Compliance & Legal, Human Capital* dan *Risk Management* sesuai dengan tujuan

and Branch Offices) in achieving the Company's performance targets.

7. Ensure the development and implementation of an adequate strategy in all areas of work in accordance with the objectives of the Company, and to ensure the achievement of cross-sectoral alliances of Directorate and utilization of all Company's resources.
 8. Lead and direct the preparation and implementation of policies in the sectors directly under the President Director (Internal Audit, and Corporate Secretary).
 9. To lead, direct the preparation and supervision of the implementation of the work plan in the sectors directly under the President Director (Internal Audit and Corporate Secretary).
 10. To supervise and coordinate the Directorates in implementing the development of the Company's resources and to ensure efficient implementation of competent employee development, performance management system and value based management.
 11. To lead and direct the Directorates regarding the policy and Human Resources (HR) development.
 12. Head of BCC
 - a. Determine that the Bank is in a liquidity crisis and activate the function of BCC and develop an immediate, systematic, pragmatic and integrated management strategy.
 - b. Decide the strategy to overcome the adversity or liquidity crisis, among others by determining the method, amount and pricing of the required funding, as well as other related matters.
 - c. Ensure any possible assistance that can be obtained from Bank Indonesia.
 - d. Assigns the Director and/or the Head of a particular division to perform the duties as an effort to prevent and overcome the conditions of crisis or liquidity difficulties.
 - e. Determine that the Bank has returned to normal condition.
- 2. Risk, Legal & Compliance Director**
1. Policy and Strategy
 - a. Ensure the development and implementation of appropriate strategies in the areas of Compliance & Legal, Human Capital and Risk Management in accordance with the

Perseroan dan memanfaatkan seluruh sumber daya Perseroan.

- b. Memimpin dan mengarahkan penyusunan dan penerapan kebijakan pada seluruh bidang di bawah Direktorat *Risk & Compliance* (*Compliance & Legal, Human Capital* dan *Risk Management*) sesuai dengan rencana dan tujuan Perseroan.
 - c. Memimpin, mengarahkan penyusunan dan melakukan supervisi pelaksanaan rencana kerja Direktorat *Risk & Compliance* dan seluruh bidang di bawahnya dalam mendukung pelaksanaan fungsi, tugas dan tanggung jawab Direktur Utama dan Direktorat-Direktorat bisnis, dengan menjaga standar kepatuhan, *good corporate governance*, meminimalkan risiko-risiko terkait hukum, kebijakan risiko operasional dan tersedianya sumber daya manusia yang kompeten dan produktif.
 - d. Melaksanakan pembinaan dan pengembangan sumber daya Perseroan di seluruh unit kerja di bawah Direktorat *Risk & Compliance*, dan memastikan penerapan pengembangan pegawai berbasis kompetensi, sistem manajemen kinerja dan manajemen berbasis nilai (*performance management system* dan *value based management*) yang efektif.
2. Kegiatan Operasional
- a. Memimpin, mengarahkan, dan melaksanakan koordinasi serta supervisi penerapan kebijakan dan strategi yang berhubungan dengan kegiatan bidang *Compliance & Legal, Human Capital* dan *Risk Management* untuk mendukung Direktorat-Direktorat bisnis menghasilkan benefit bagi Perseroan, dan memastikan Perseroan tetap menjaga kepatuhan dan memenuhi seluruh peraturan, regulasi, dan undang-undang yang berlaku, kedudukan hukum yang kuat, dan penyediaan sumber daya manusia yang memadai serta pelaksanaan kebijakan risiko.
 - b. Memimpin dan mengarahkan proses-proses perubahan yang diperlukan, serta memastikan seluruh kegiatan bidang *Risk & Compliance* mengimplementasikan dan memenuhi kaidah-kaidah, regulasi, peraturan perundang-undangan, dan standar *best practice* terkini, termasuk ketentuan internal Perseroan.
 - c. Memimpin dan mengarahkan pengembangan dan penerapan kebijakan sistem perekrutan, penempatan, rotasi dan pengembangan pegawai.
- objectives of the Company and utilize all of the Company's resources.
- b. To lead and direct the preparation and implementation of policies in all areas under the Directorate of Risk & Compliance (*Compliance & Legal, Human Capital and Risk Management*) in accordance with the Company's plans and objectives.
 - c. To lead, direct the preparation and supervision of the implementation of the work plan of the Risk & Compliance Directorate and all sectors under his control in order to support the implementation of the functions, duties and responsibilities of the President Director and the Business Directorates, by maintaining compliance standards, good corporate governance, minimizing legal risks, operational risk policies and the availability of competent and productive human resources.
 - d. Carry out the development of the Company's resources in all work units under the Risk & Compliance Directorate, and ensure an efficient implementation of competency-based employee development, performance management system and value based management.
2. Operational Activities
- a. To lead, direct, coordinate and supervise the implementation of policies and strategies related to the activities of Compliance & Legal, Human Capital and Risk Management fields to support the Business Directorates to generate benefits for the Company, and to ensure the Company maintaining compliance with all applicable rules, regulations, and law, strong legal standing, and the provision of adequate human resources and the implementation of risk policies.
 - b. To lead and direct the necessary change processes, and to ensure that all Risk & Compliance field activities implement and comply with the latest principles, regulations, laws and best practice standards, including the internal requirements of the Company.
 - c. To lead and direct the development and implementation of policies for recruitment, placement, rotation and staff development systems.

- d. Memastikan ketersediaan manajemen *human capital* yang memadai (antara lain standar jabatan, kalibrasi *job grading*, sistem remunerasi dan kompensasi) dan menerapkan standar *best practice* yang sesuai dengan kondisi Perseroan.
- e. *Communication Function*
- Merumuskan materi komunikasi yang relevan yang harus disampaikan kepada pihak-pihak internal dan eksternal, termasuk *timing*, modus komunikasi dan dampak yang diharapkan.
 - Melaksanakan rencana komunikasi yang telah dipersiapkan secara matang kepada pihak internal dan eksternal. Di mana pihak internal terdiri dari manajemen dan pegawai, sedangkan pihak eksternal terdiri dari regulator (otoritas jasa keuangan), antarbank dan media massa.
 - Menentukan alur komunikasi internal dan eksternal, di mana alur komunikasi kepada pihak internal maupun eksternal akan dilakukan oleh *Corporate Secretary Division*.
 - Melakukan kajian atas informasi dan opini publik yang dapat berdampak negatif terhadap kondisi likuiditas Bank.
 - Melaksanakan tindakan-tindakan yang telah diputuskan oleh Ketua BCC maupun ketua *Team Support*.
 - Melaksanakan tugas-tugas lain yang diberikan oleh Direktur Utama & Pemegang Saham Perseroan, sepanjang tidak bertentangan dengan Anggaran Dasar, ketentuan internal, regulasi dan undang-undang yang berlaku.
3. Sumber Daya Manusia
Memimpin, mengkoordinasikan dan mengarahkan kebijakan dan pembinaan Sumber Daya Manusia (SDM) dibawah koordinasi dan supervisi Direktorat *Risk & Compliance (Compliance & Legal, Human Capital dan Risk Management)* dan Direktorat-Direktorat lainnya, termasuk mengusulkan dan mengambil bagian (sebagai anggota *Human Capital Committee* dan *Board of Directors*) dalam keputusan dan kebijakan rekrutmen, promosi, demosi, rotasi, pembinaan dan pelatihan.
3. **Direktur Bisnis (*Business Director*)**
1. Kebijakan dan Strategi
 - a. Memimpin pengembangan inisiatif baru untuk produk-produk dan jasa perbankan yang belum ada di bank baik di bidang *lending, funding* maupun *transactional*
- d. Ensure the availability of adequate human capital management (including standard position, job grading calibration, remuneration system and compensation) and applying best practice standards in accordance with the conditions of the Company.
- e. *Communication Function*
- Formulate relevant communication materials that must be communicated to internal and external parties, including timings, communication modes and expected results.
 - Implement a well-prepared communication plan to internal and external parties. Where the internal party consists of management and employees, while the external party consists of regulators (financial services authorities), interbank and mass media.
 - Determine the flow of internal and external communications, where the flow of communication to internal and external parties will be conducted by the Corporate Secretary Division.
 - Reviewing public information and opinion that may adversely affect the Bank's liquidity condition.
 - Implement actions that have been decided by the Chairman of BCC and the Supporting Team.
 - Carries out other duties granted by the President Director & Shareholders of the Company, as long as they are not contradictory to the Articles of Association, internal regulations, regulations and applicable laws.
3. Human Resources
To lead, coordinate and direct the policies and development of Human Resources under the coordination and supervision of the Directorate of Risk & Compliance (Compliance & Legal, Human Capital and Risk Management) and other Directorates, including proposing and taking part (as a member of the Human Capital Committee and Board of Directors) in decisions and policies of recruitment, promotion, demotion, rotation, coaching and training.
3. **Business Director**
1. Policy and Strategy
 - a. To lead the development of new initiatives for banking products and services that do not yet exist in banks in the areas of lending, funding and transactional based business

based business (Cards, Fee Based Income), sesuai dengan tujuan Perseroan dalam rangka mencapai tujuan pemenuhan bisnis seperti yang digariskan di Rencana Bisnis Bank.

- b. Mengembangkan *Bisnis Treasury & International* melalui aliansi strategik dengan pihak lain dengan tujuan untuk pengembangan bisnis perseroan khususnya yang berkaitan dengan pengembangan pendapatan bunga kredit, *fee based income*/pendapatan di luar bunga kredit dalam rangka mencapai tujuan pemenuhan bisnis Perseroan.
 - c. Memformulasikan serta mengimplementasikan strategi pada bidang bisnis yang diharapkan bisa menjadi salah satu mesin utama pertumbuhan bisnis masa depan perseroan, khususnya di bidang perkreditan.
 - d. Menginisiasikan *Japan Business* dengan tujuan menjalin aliansi dan menggali potensi bisnis yang terkait dengan perusahaan-Perusahaan Jepang yang ada di Indonesia dan jaringan bisnisnya.
 - e. Memimpin, mengarahkan penyusunan dan melakukan supervisi pelaksanaan rencana kerja Direktorat Bisnis serta bidang di bawahnya (*Business Development, Micro & Retail, Corporate Business* dan *Treasury*).
 - f. Memimpin, mengarahkan dan melaksanakan supervisi pelaksanaan rencana kerja dan target-target bersama yang terkait Direktorat lainnya untuk kepentingan dan tujuan Perseroan dalam memanfaatkan kompetensi sumber daya Direktorat Bisnis.
 - g. Melaksanakan pembinaan dan pengembangan sumber daya Perseroan di seluruh unit kerja di bawah Direktorat Bisnis dan memastikan penerapan pengembangan pegawai berbasis kompetensi, sistem manajemen kinerja dan manajemen berbasis nilai (*performance management system* dan *value based management*) yang efektif dan efisien.
2. Kegiatan Operasional
- a. Memimpin, melaksanakan koordinasi dan supervisi penerapan kebijakan dan strategi yang berhubungan dengan kegiatan operasional Direktorat Bisnis dan bidang-bidang di bawahnya.

(Cards, Fee Based Income), in accordance with the objectives of the Company in order to achieve the objectives of business fulfillment as outlined in the Bank's Business Plan.

- b. Developing the Treasury & International Business through strategic alliances with other parties with the aim of developing the business of the Company, especially those related to the development of interest-based income, fee based income in the framework of achieving the Company's business fulfillment objectives.
- c. Formulating and implementing strategies in the field of Business is expected to be one of the main engines of future business growth of the Company, especially in the field of credit.
- d. Initiate Japan Business with the aim of forging alliances and exploring the business potential associated with Japanese companies in Indonesia and its business network.
- e. To lead, direct the preparation and supervision of the implementation of the Business Directorate work plan, and the sectors under its control (Business Development, Micro & Retail, Corporate Business and Treasury).
- f. To lead, direct and supervise the implementation of the work plan and shared targets related to other Directorates for the interests and objectives of the Company in utilizing the competence of the Business Directorate's resources.
- g. Carry out the development of the Company's resources in all work units under the Business Directorate and to ensure an efficient and effective implementation of competency-based human resource development, performance management system, and value based management.

2. Operational Activities

- a. To lead, coordinate and supervise the implementation of policies and strategies related to the operational activities of the Directorate of Business and the areas under it.

- b. Memimpin, mengarahkan dan mengkoordinasikan pelaksanaan fungsi, tugas dan tanggung jawab seluruh bidang di bawah Direktorat Bisnis (*Business Development, Micro & Retail, Corporate Business dan Treasury*) dalam mendukung fungsi, tugas, tanggung jawab Direktur Bisnis, dan memastikan Perseroan mencapai standar *best practices* layanan yang berkualitas.
 - c. Memimpin dan mengarahkan proses-proses perubahan yang diperlukan, serta memastikan seluruh kegiatan operasional bidang di bawah Direktorat Bisnis mengimplementasikan seluruh rencana strategis yang ditetapkan secara tepat guna dan tepat sasaran.
 - d. Melaksanakan supervisi dan memastikan seluruh unit di bawah Direktorat Bisnis mematuhi ketentuan regulasi, kebijakan dan ketentuan internal Perseroan.
 - e. Memimpin, mengarahkan dan melaksanakan pengelolaan hubungan nasabah khususnya di *Business Development, Micro & Retail, Corporate Business dan Treasury* yang terkait dengan cakupan tugas dan tanggung jawab Direktorat Bisnis dan unit kerja di bawahnya.
 - f. Melaksanakan tugas-tugas lain yang diberikan oleh Direktur Utama, Dewan Komisaris serta Pemegang Saham Perseroan, sepanjang tidak bertentangan dengan Anggaran Dasar, ketentuan internal, regulasi dan peraturan perundang-undangan yang berlaku.
3. Sumber Daya Manusia
Memimpin dan mengarahkan kebijakan dan pembinaan Sumber Daya Manusia (SDM) dibawah koordinasi dan supervisi Direktorat (sebagai anggota *Human Capital Committee dan Board of Directors*) dalam keputusan dan kebijakan perekrutan, promosi, demosi, rotasi, pembinaan dan pelatihan dengan koordinasi *Managing Director Risk & Compliance* yang membidangi *Human Capital*.
4. **Direktur Information Technology & Operasi (Information Technology & Operation Director)**
 1. Kebijakan dan Strategi
 - a. Memastikan pengembangan dan penerapan strategi pemanfaatan teknologi informasi yang memadai sesuai dengan tujuan dan memanfaatkannya dalam operasional Perseroan.
- b. To lead, direct and coordinate the implementation of the functions, duties and responsibilities of all fields under the Business Directorate (*Business Development, Micro & Retail, Corporate Business and Treasury*) in supporting the functions, duties, responsibilities of the Business Director, and ensuring the Company achieves best practices standards quality.
 - c. To lead and direct the necessary change processes, and to ensure that all operational activities of the field under the Directorate of Business implement all strategic plans that are appropriately and right on target.
 - d. Carry out supervision and ensure all units under the Business Directorate complying with the Company's regulatory requirements, internal policies and regulations.
 - e. To lead, directing and executing customer relationship management especially in Business Development, Micro & Retail, Corporate Business and Treasury related to the scope of duties and responsibilities of the Business Directorate and its subordinate work units.
 - f. Carries out other duties granted by the President Director, the Board of Commissioners and the Shareholders of the Company, as long as they are not contradictory to the Articles of Association, the internal regulations, regulations and prevailing laws and regulations.
3. Human Resources
Leading and directing human resource policies and development under the coordination and supervision of the Directorate (as a member of the Human Capital Committee and Board of Directors) in decisions and policies on recruitment, promotion, demotion, rotation, coaching and training, in coordination with the Managing Director of Risk & Compliance who is in charge of Human Capital.
4. **Information Technology & Operation Director**
 1. Policy and Strategy
 - a. Ensure the development and implementation of appropriate information technology in line with the objectives and utilize them for the operations of the Company.

- b. Memimpin dan mengarahkan penyusunan dan penerapan kebijakan pada seluruh bidang di bawah Direktorat *Information Technology & Operation (Operation Division, Information Technology Division)* sesuai dengan rencana dan tujuan Perseroan.
 - c. Memimpin, mengarahkan penyusunan dan melakukan supervisi pelaksanaan rencana kerja *Information Technology & Operation* dan seluruh bidang di bawahnya dalam mendukung pelaksanaan fungsi, tugas dan tanggung jawab Direktur Utama dan Direktorat-Direktorat bisnis.
 - d. Melaksanakan pembinaan dan pengembangan sumber daya Perseroan di seluruh unit kerja di bawah Direktorat *Information Technology & Operation (Operation Division, Information Technology Division)*, dan memastikan penerapan pengembangan pegawai berbasis kompetensi, sistem manajemen kinerja dan manajemen berbasis nilai (*performance management system* dan *value based management*) yang efektif.
 2. Kegiatan Operasional
 - a. Memimpin, mengarahkan, dan melaksanakan koordinasi serta supervisi penerapan kebijakan dan strategi yang berhubungan dengan kegiatan *Operation* dan *Information Technology* untuk mendukung Direktorat-Direktorat lainnya dalam menghasilkan *benefit* bagi Perseroan.
 - b. Memimpin dan mengarahkan proses-proses perubahan yang diperlukan, serta memastikan seluruh kegiatan bidang *operation* dan teknologi informasi mengimplementasikan standar IT terkini sesuai dengan kemampuan maksimum sumber daya Perseroan.
 - c. Melaksanakan supervisi dan memastikan seluruh unit di bawah Direktorat *Information Technology & Operation (Operation Division, Information Technology Division)* mematuhi ketentuan regulasi, kebijakan dan ketentuan internal Perseroan.
 - d. Melaksanakan tugas-tugas lain yang diberikan oleh Direktur Utama & Pemegang Saham Perseroan, sepanjang tidak bertentangan dengan Anggaran Dasar, ketentuan internal, regulasi dan undang-undang yang berlaku.
 3. Sumber Daya Manusia

Memimpin dan mengarahkan kebijakan dan pembinaan Sumber Daya Manusia (SDM) dibawah koordinasi dan supervisi Direktorat
- b. To lead and direct the preparation and implementation of policies in all fields under the Directorate of Information Technology and Operations (*Operation Division, Information Technology Division*) in accordance with the plans and objectives of the Company.
 - c. To lead, to direct the preparation and supervision of the implementation of the *Information Technology & Operation* work plan and all the fields under its supervision in support of the implementation of the functions, duties and responsibilities of the President Director and the Business Directorates.
 - d. Carry out the development of the Company's resources in all work units under the Directorate of Information Technology & Operations (*Operation Division, Information Technology Division*), and ensure the implementation of competency-based HR development, performance management system and value based management.
 2. Operational Activities
 - a. To lead, direct and coordinate and supervise the implementation of policies and strategies related to *Operation* and *Information Technology* activities to support other Directorates in generating benefits for the Company.
 - b. To lead and directing the necessary change processes, ensuring all operations and information technology operations, implementing the latest IT standards in line with the Company's maximum resource capabilities.
 - c. Carry out supervision and ensure all units under the Directorate of Information Technology & Operations (*Operation Division, Information Technology Division*) to comply with the regulations, policies and internal regulations of the Company.
 - d. Carries out other duties given by the President Director & Shareholders of the Company, to the extent not contradict the Articles of Association, internal regulations, regulations and applicable laws.
 3. Human Resources

To lead and directing policies and development of Human Resources under the coordination and supervision of the Directorate of

Information Technology & Operation (Operation Division, Information Technology Division), termasuk mengusulkan dan mengambil bagian (sebagai anggota Human Capital Committee dan Board of Directors) dalam keputusan dan kebijakan rekrutmen, promosi, demosi, rotasi, pembinaan dan pelatihan, dengan koordinasi Managing Director Compliance & Legal yang membidangi Human Capital.

5. Direktur Keuangan & Perencanaan (*Finance & Planning Director*)

1. Kebijakan dan Strategi
 - a. Memastikan pengembangan, perencanaan dan penerapan strategi Perseroan, sistem manajemen kinerja, pengendalian keuangan, dan operasional Perseroan yang memadai sesuai dengan tujuan Perseroan dan memanfaatkan seluruh sumber daya Perseroan.
 - b. Memimpin dan mengarahkan penyusunan dan penerapan kebijakan pada seluruh bidang di bawah Direktorat *Finance (Planning & Performance, Financial Control)*, sesuai dengan rencana dan tujuan Perseroan.
 - c. Memimpin, mengarahkan penyusunan dan melakukan supervisi pelaksanaan rencana kerja Direktorat *Finance* dan seluruh bidang di bawahnya dalam mendukung pelaksanaan fungsi, tugas dan tanggung jawab Direktur Utama dan Direktorat-Direktorat bisnis.
 - d. Melaksanakan pembinaan dan pengembangan sumber daya Perseroan di seluruh unit kerja di bawah Direktorat *Finance*, dan memastikan penerapan pengembangan pegawai berbasis kompetensi, sistem manajemen kinerja dan manajemen berbasis nilai (*performance management system* dan *value based management*) yang efektif.
2. Kegiatan Operasional
 - a. Memimpin, mengarahkan, dan melaksanakan koordinasi serta supervisi penerapan kebijakan yang berhubungan dengan kegiatan *Planning & Performance, Financial Control* untuk mendukung Direktorat-Direktorat bisnis menghasilkan benefit bagi Perseroan melalui perencanaan, sistem manajemen kinerja, pengendalian keuangan dan sistem operasional yang memadai.

Information Technology and Operations (Operation Division, Information Technology Division), including proposing and taking part (as members of the Human Capital Committee and Board of Directors) in decisions and policies recruitment, promotion, demotion, rotation, coaching and training, under the Coordination of Managing Director of Compliance & Legal in Human Capital.

5. Finance & Planning Director

1. Policy and Strategy
 - a. Ensure the Company's development, planning and implementation of the Company's strategy, performance management system, financial control and operational adequacy in accordance with the objectives of the Company and utilize all of the Company's resources.
 - b. To lead and direct the preparation and implementation of policies in all areas under Directorate of Finance (*Planning & Performance, Financial Control*), in accordance with the Company's plans and objectives.
 - c. To lead, direct the preparation and conduct supervision on the implementation of the work plan of the Directorate of Finance and all the areas under its supervision in support of the implementation of the functions, duties and responsibilities of the President Director and the Business Directorates.
 - d. Carry out the development of the Company's resources in all work units under the Directorate of Finance, and ensure an effective implementation of competency-based employee development (*performance management system* and *value based management*).
2. Operational Activities
 - a. To lead, direct, and coordinate and supervise the implementation of policies related to *Planning & Performance, Financial Control* activities to support the Business Directorates in generating benefits for the Company through planning, performance management system, financial control and adequate operational system.

- b. Memimpin dan mengarahkan proses-proses perubahan yang diperlukan, serta memastikan kegiatan bidang di bawah *Direktorat Finance* mengimplementasikan standar *best practice* terkini sesuai dengan kemampuan maksimum sumber daya Perseroan.
 - c. Melaksanakan supervisi dan memastikan seluruh unit kerja di bawah *Direktorat Finance* mematuhi ketentuan regulasi, kebijakan dan ketentuan internal Perseroan.
 - d. Melaksanakan tugas-tugas lain yang diberikan oleh Direktur Utama dan Pemegang Saham Perseroan, sepanjang tidak bertentangan dengan Anggaran Dasar, ketentuan internal, regulasi dan undang-undang yang berlaku.
 3. Sumber Daya Manusia
Memimpin dan mengarahkan kebijakan dan pembinaan Sumber Daya Manusia (SDM) dibawah koordinasi dan supervisi *Direktorat Finance (Planning & Performance, Financial Control)*, termasuk mengusulkan dan mengambil bagian (sebagai anggota *Human Capital Committee* dan *Board of Directors*) dalam keputusan dan kebijakan rekrutmen, promosi, demosi, rotasi, pembinaan dan pelatihan, dengan koordinasi *Managing Director Compliance & Legal* yang membidangi *Human Capital*.
6. **Direktur Treasury & Pendanaan (*Treasury & Funding Director*)**
 - a. Melaksanakan strategi yang telah ditetapkan Direksi melalui Rencana Bisnis Bank (RBB).
 - b. Berkoordinasi dengan Direksi mengenai pengembangan dan pelaksanaan dibidang *Treasury & Institutional* dan *regional office*.
 - c. Memastikan pengembangan dan penerapan strategi *treasury management, treasury related trading, marketing* dan *sales treasury transactional product* dan *institutional relationship/correspondent* yang memadai sesuai dengan tujuan Perseroan dan memanfaatkan seluruh sumber daya Perseroan.
 - d. Memimpin dan mengarahkan penyusunan dan penerapan kebijakan pada seluruh bidang di bawah *Direktorat Treasury (Treasury & Institutional, Regional Offices)*.
 - e. Memimpin, mengarahkan penyusunan dan melakukan supervisi pelaksanaan rencana kerja *Direktorat Treasury* dan seluruh bidang di bawahnya (*Treasury, Institutional Banking, Regional Offices*) khususnya dibidang *treasury*
- b. To lead and directing the necessary change processes, and ensuring the field activities under the Directorate of Finance implements the latest best practice standards in line with the Company's maximum resource capabilities.
 - c. Carry out supervision and ensure all work units under the Directorate of Finance comply with the Company's regulatory requirements, policies and internal regulations.
 - d. Carries out other duties given by the President Director and the Shareholders of the Company, as long as it is not contrary to the Articles of Association, internal regulations, regulations and applicable laws.
 3. Human Resources
To lead and direct Human Resources policies and development under the coordination and supervision of the Directorate of Finance (Planning & Performance, Financial Control), including proposing and taking part (as member of the Human Capital Committee and Board of Directors) in making decision and policy of recruitment, promotion, demotion, rotation, coaching and training, with the coordination of Managing Director of Compliance & Legal in Human Capital.
6. **Treasury & Funding Director**
 - a. Implement the strategy established by the Board of Directors through the Bank Business Plan (RBB).
 - b. Coordinate with the Board of Directors regarding the development and implementation of Treasury & Institutional and regional offices.
 - c. Ensure the development and implementation of treasury management strategy, treasury related trading, marketing and sales of treasury transactional product and institutional relationship/correspondent in accordance with the objectives of the Company and utilize all of the Company's resources.
 - d. To lead and direct the preparation and implementation of policies in all fields under the Treasury & Institutional, Regional Offices.
 - e. To lead, to direct the preparation and supervision of the implementation of the work plan of the Treasury Directorate and all the fields under it (Treasury, Institutional Banking, Regional Offices) especially in the field of treasury management both banking

- management* baik *banking* maupun *trading book*, *institutional relationship* dan transaksional lainnya, pencapaian bisnis dari *Regional Offices* dalam mendukung pelaksanaan fungsi, tugas dan tanggung jawab Direktur Utama.
- f. Memimpin, mengarahkan dan melaksanakan supervisi pelaksanaan rencana kerja dan target-target bersama yang terkait Direktorat lainnya untuk kepentingan dan tujuan Perseroan dalam memanfaatkan seluruh jaringan distribusi di bawah Direktorat *Treasury (Treasury & Institutional, Regional Offices)* khususnya pengembangan bisnis dan turunannya.
 - g. Melaksanakan pembinaan dan pengembangan sumber daya Perseroan di seluruh unit kerja di bawah Direktorat *Treasury, Regional Offices* dan memastikan penerapan pengembangan pegawai berbasis kompetensi, sistem manajemen kinerja dan manajemen berbasis nilai (*performance management system* dan *value based management* yang efektif).
 - h. Memimpin, melaksanakan koordinasi dan supervisi penerapan kebijakan dan strategi yang berhubungan dengan kegiatan operasional *Treasury & Institutional Division, Regional Offices*.
 - i. Memimpin, mengarahkan dan melaksanakan koordinasi dan supervisi fungsi *marketing* dan *sales* seluruh produk Bank (pendanaan, perkreditan, dan transaksional) dan pelaksanaan aliansi strategis internal yang menghasilkan benefit optimum bagi Perseroan.
 - j. Mengarahkan dan mengkoordinasikan pelaksanaan fungsi, tugas dan tanggung jawab *Treasury & Institutional Banking, Regional Offices* dalam meningkatkan daya saing di bidang pendanaan (produk, *marketing* dan *sales*) dan kualitas layanan seluruh jaringan distribusi.
 - k. Memimpin dan mengarahkan proses-proses perubahan yang diperlukan, serta memastikan seluruh kegiatan operasional bidang di bawah Direktorat *Treasury (Treasury & Institutional, Regional Offices)* mengimplementasikan seluruh rencana strategis yang ditetapkan.
 - l. Melaksanakan supervisi dan memastikan seluruh unit di bawah Direktorat *Treasury (Treasury & Institutional, Regional Offices)* mematuhi ketentuan regulasi, kebijakan dan ketentuan internal Perseroan.
 - m. Memimpin, mengarahkan dan melaksanakan pengelolaan hubungan nasabah yang terkait dengan cakupan tugas dan tanggung jawab Direktorat *Treasury (Treasury & Institutional, Regional Offices)* dan unit-unit kerja di bawahnya.
 - n. Wakil Ketua BCC (*Business Command Center*) and trading book, institutional relationship and other transactional, business achievement from Regional Offices in supporting implementation functions, duties and responsibilities of the President Director.
 - f. To lead, direct and supervise the implementation of the work plan and shared targets of other Directorates for the interest and objectives of the Company in utilizing the entire distribution network under the Treasury & Institutional, Regional Offices, especially business development and derivatives.
 - g. Carry out the development of the Company's resources in all work units under the Treasury Directorate, Regional Offices and ensure the effective implementation of competency-based employee development, performance management system and value-based effective management.
 - h. To lead, coordinate and supervise the implementation of policies and strategies related to the operational activities of Treasury & Institutional Division, Regional Offices.
 - i. To lead, direct and coordinate and supervise the marketing and sales functions of all Bank products (funding, credit and transactional) and the implementation of internal strategic alliances that generate optimum benefits for the Company.
 - j. To direct and coordinate the implementation of functions, duties and responsibilities of Treasury & Institutional Banking, Regional Offices in enhancing the competitiveness in the field of financing (product, marketing and sales) and the quality of services throughout the distribution network.
 - k. To lead and directing the necessary change processes, as well as ensuring all operational activities of the fields under the Treasury & Institutional, Regional Offices implement all the defined strategic plans.
 - l. Carry out supervision and ensure that all units under the Directorate of Treasury (Treasury & Institutional, Regional Offices) comply with the regulations, policies and internal regulations of the Company.
 - m. To lead, direct and manage customer relationships related to the scope of duties and responsibilities of Directorate of Treasury (Treasury & Institutional, Regional Offices and subordinate units).
 - n. Vice Chairman of BCC (Business Command Center)

- Melaksanakan fungsi sebagai Ketua dalam hal Ketua BCC berhalangan.
 - Menetapkan bahwa Bank berada dalam kondisi krisis likuiditas dan mengaktifkan fungsi BCC serta menyusun strategi penanganan yang segera, sistematis, pragmatis dan terintegrasi.
 - Memastikan kemungkinan bantuan yang dapat diperoleh dari Bank Indonesia.
 - Menugaskan Direktur dan atau Kepala divisi tertentu untuk menjalankan tugas sebagai upaya pencegahan dan penanggulangan kondisi krisis atau kesulitan likuiditas.
 - Melaporkan hasil pelaksanaan strategi penanggulangan yang telah ditetapkan dalam menghadapi krisis atau kesulitan likuiditas kepada ketua BCC.
- o. Melaksanakan tugas-tugas lain yang diberikan oleh Direktur Utama & Pemegang Saham Perseroan, sepanjang tidak bertentangan dengan Anggaran Dasar, ketentuan internal, regulasi dan undang-undang yang berlaku.
- Carry out the functions as Chairman in case the Chairman of BCC is unavailable.
 - Declare the Bank is under liquidity crisis and activate the function of BCC and develop an immediate, systematic, pragmatic and integrated management strategy.
 - Ensure the possibility to gain assistance from Bank Indonesia.
 - Assign the Director and/or Head of a particular division to carry out the tasks as an effort to prevent and overcome the conditions of crisis or liquidity difficulties.
 - Reporting the results of implementation of the mitigation strategy that has been set in coping with the crisis or liquidity difficulties to the BCC chairman.
- o. Carry out other duties given by the President Director & Shareholders of the Company, to the extent not contradict the Articles of Association, internal regulations, regulations and applicable laws.

Sumber Daya Manusia

Merekendasikan mengenai kebijakan dan pembinaan Sumber Daya Manusia (SDM) dibawah koordinasi dan supervisi Direktorat *Treasury (Treasury & Institutional, Regional Offices)*, termasuk mengusulkan kebijakan rekrutmen, promosi, demosi, rotasi, pembinaan dan pelatihan, dengan koordinasi *Managing Director Compliance & Legal* yang membidangi *Human Capital Division*.

Human Resources

Recommend the policy and development of Human Resources under the coordination and supervision of the Directorate of Treasury (*Treasury & Institutional, Regional Offices*), Regional Offices, including proposing recruitment, promotion, demotion, rotation, coaching and training policies, in coordination with the Managing Director of Compliance & Legal Human Capital Division.

7. Direktur Risiko Bisnis (*Business Risk Director*)

1. Kebijakan dan Strategi
 - a. Memastikan pengembangan dan penerapan strategi dalam bidang *Credit Risk Reviewer, Credit Risk* dan *Special Asset Management*, sesuai dengan tujuan Perseroan dan memanfaatkan seluruh sumber daya Perseroan.
 - b. Memimpin dan mengarahkan penyusunan dan penerapan kebijakan pada bidang di bawah Direktorat *Commercial Risk*.
 - c. Memimpin, mengarahkan penyusunan dan melakukan supervisi pelaksanaan rencana kerja Direktorat *Commercial Risk* dan bidang di bawahnya (*Credit Risk Reviewer, Credit Risk* dan *Special Asset Management*) khususnya dibidang pengembangan kredit dan *transactional business*.
 - d. Memimpin, mengarahkan dan melaksanakan supervisi pelaksanaan rencana kerja dan target-target bersama yang terkait Direktorat lainnya untuk kepentingan dan tujuan Perseroan dalam memanfaatkan kompetensi sumber daya

7. Business Risk Director

1. Policy and Strategy
 - a. Ensure the development and implementation of strategy in the field of Credit Risk Reviewer, Credit Risk and Special Asset Management, in accordance with the objectives of the Company and utilize all resources of the Company.
 - b. To lead and direct the preparation and implementation of policies in the sectors under the Commercial Risk Directorate.
 - c. To lead, direct the preparation and supervision of the work plan of the Commercial Risk Directorate and the sectors under it (*Credit Risk Reviewer, Credit Risk* and *Special Asset Management*), especially in the sector of credit development and transactional business.
 - d. To lead, direct and supervise the implementation of the work plan and shared targets of other Directorates for the interests and objectives of the Company in utilizing the competency of resources of the

- Direktorat *Commercial Risk* khususnya dibidang *loan business*.
- e. Melaksanakan pembinaan dan pengembangan sumberdaya Perseroan di seluruh unit kerja di bawah Direktorat *Commercial Risk* dan memastikan penerapan pengembangan pegawai berbasis kompetensi, sistem manajemen kinerja dan manajemen berbasis nilai (*performance management system* dan *value based management*) yang efektif.
2. Kegiatan Operasional
 - a. Memimpin, melaksanakan koordinasi dan supervisi penerapan kebijakan dan strategi yang berhubungan dengan kegiatan di bidang operasional *Commercial Risk* dan bidang-bidang di bawahnya.
 - b. Memimpin, mengarahkan dan mengkoordinasikan pelaksanaan fungsi, tugas dan tanggung jawab seluruh bidang di bawah Direktorat *Commercial Risk* (*Credit Risk Reviewer*, *Credit Risk* dan *Special Asset Management*) dalam mendukung fungsi, tugas, tanggung jawab Direktur Utama, dan memastikan Perseroan mencapai standar *best practice* layanan.
 - c. Memimpin dan mengarahkan proses-proses perubahan yang diperlukan, serta memastikan seluruh kegiatan operasional bidang di bawah Direktorat *Commercial Risk* mengimplementasikan seluruh rencana strategis yang ditetapkan.
 - d. Melaksanakan supervisi dan memastikan seluruh unit di bawah Direktorat *Commercial Risk* mematuhi ketentuan regulasi, kebijakan dan ketentuan internal Perseroan.
 - e. Memimpin, mengarahkan dan melaksanakan pengelolaan hubungan dengan internal, dengan cakupan tugas dan tanggung jawab Direktorat *Commercial Risk* dan unit kerja di bawahnya.
 - f. Melaksanakan tugas-tugas lain yang diberikan oleh Direktur Utama & Pemegang Saham Perseroan, sepanjang tidak bertentangan dengan Anggaran Dasar, ketentuan internal, regulasi dan undang-undang yang berlaku.
 3. Sumber Daya Manusia
Memimpin dan mengarahkan kebijakan dan pembinaan Sumber Daya Manusia (SDM) di bawah koordinasi dan supervisi Direktorat *Commercial Risk* dalam memberikan masukan
- Commercial Risk Directorate, especially in the field of business loan.
- e. Carry out the development of the Company's resources in all work units under the Commercial Risk Directorate and ensure an effective implementation of competency-based HR development, performance management system and value based management.
2. Operational Activities
 - a. To lead, coordinate and supervise the implementation of policy and strategy related to Commercial Risk operations and the areas below.
 - b. To lead, direct and coordinate the implementation of the functions, duties and responsibilities of all fields under the Commercial Risk Directorate (*Credit Risk Reviewer*, *Credit Risk* and *Special Asset Management*) in supporting the functions, duties, responsibilities of the President Director, and ensuring the Company achieves best practice service standards.
 - c. To lead and direct the necessary change processes, as well as to ensure that all operational activities of the field under the Commercial Risk Directorate implements all established strategic plans.
 - d. Carry out supervision and ensure all units under the Commercial Risk Directorate comply with the Company's regulatory requirements, internal policies and regulations.
 - e. To lead, direct and manage internal relationships, with the scope of duties and responsibilities of the Commercial Risk Directorate and its subordinate working units.
 - f. Carries out other duties given by the President Director & Shareholder of the Company, to the extent not contradict the Articles of Association, internal regulations, regulations and applicable laws.
 3. Human Resources
To lead and direct human resources policies and guidance under the coordination and supervision of the Commercial Risk Directorate in providing feedback on recruitment, promotion, demotion,

dalam kebijakan perekrutan, promosi, demosi, rotasi, pembinaan dan pelatihan, dengan koordinasi *Managing Director Risk & Compliance* yang membidangi Human Capital.

2. Piagam Direksi (*BOD Charter*)

Tugas dan tanggung jawab anggota Direksi telah dituangkan dalam "Panduan Pelaksanaan Tugas Dewan Komisaris dan Direksi" serta ketentuan-ketentuan lainnya yang menjelaskan penerapan tugas dan tanggung jawabnya. Panduan Pelaksanaan Tugas Dewan Komisaris dan Direksi terakhir dimutakhirkan pada tanggal 29 Januari 2013 akan segera ditinjau kembali dan disesuaikan dengan kondisi saat ini, selanjutnya akan ditinjau secara berkala dan apabila dianggap perlu dengan memperhatikan ketentuan perundangan yang berlaku.

3. Jumlah dan Komposisi Direksi

Mengacu kepada Peraturan Otoritas Jasa Keuangan (POJK) Nomor 55/POJK.03/2016 tanggal 7 Desember 2016 tentang Penerapan Tata Kelola Bagi Bank Umum:

- Jumlah anggota Direksi paling sedikit 3 (tiga) orang.
- Seluruh anggota Direksi sebagaimana dimaksud, wajib berdomisili di Indonesia.
- Anggota Direksi wajib dipimpin oleh Presiden Direktur atau Direktur Utama dan 1 (satu) orang menjabat sebagai Direktur Kepatuhan.

Pada periode tahun 2017, jumlah dan komposisi Direksi PT Bank JTrust Indonesia Tbk telah sesuai kriteria POJK di atas, sebagai berikut:

- Anggota Direksi sebanyak 7 (tujuh) orang, termasuk 1 (satu) orang Direktur Utama, 1 (satu) orang Direktur Kepatuhan, dan 5 (lima) orang Direktur.
- Seluruh anggota Direksi telah berdomisili di Indonesia, dengan telah dibuktikan bagi anggota Direksi yang berkewarganegaraan asing telah memiliki KITAS (Kartu Izin Tinggal Terbatas) & IMTA (izin Mempekerjakan Tenaga Kerja Asing) dari lembaga terkait.

Jumlah dan susunan anggota Direksi tersebut adalah:

No	Nama Name	Jabatan Position	Warganegara/ Domisili Citizenship/ Domiciled	Tanggal Pengangkatan & Persetujuan Date of Appointment & Approval	
				RUPS GMS	BI/OJK BI/FSA
1.	Ritsuo Ando	Direktur Director	Jepang/Indonesia Japanese/Indonesia	- RUPSLB tgl. 28 Desember 2015 EGMS on December 28, 2015	26 Februari 2016 February 26, 2016
		Direktur Utama President Director		-RUPSLB tgl. 23 Desember 2016 EGMS on December 23, 2016	26 Oktober 2017 October 26, 2017

rotation, guidance and training policies, with the coordination of Managing Director Risk & Compliance in Human Capital.

2. Charter of the Board of Directors (*BOD Charter*)

The duties and responsibilities of members of the Board of Directors have been set forth in the "Implementation Guidelines for Board of Commissioners and Board of Directors" and other provisions explaining the implementation of their duties and responsibilities. The Board of Commissioners and the Board of Directors Guidelines which has been updated on January 29, 2013 will be reviewed and adjusted to the current conditions and will be reviewed periodically and whenever deemed necessary by observing the prevailing laws and regulations.

3. Number and Composition of the Board of Directors

Referring to the Regulation of Financial Services Authority No. 55/POJK.03/2016 dated December 7, 2016 on the Implementation of Good Corporate Governance for Commercial Banks:

- Members of the Board of Directors shall be at least 3 (three) persons.
- All members of the Board of Directors shall be domiciled in Indonesia
- The Board of Directors shall be chaired by the President Director and one serving as Director of Compliance.

In 2017, the number and composition of the Board of Directors of PT Bank JTrust Indonesia Tbk has been in accordance with the above POJK criteria, as follows:

- Members of the Board of Directors are 7 (seven) persons, including 1 (one) President Director, 1 (one) Director of Compliance, and 5 (five) Directors.
- All members of the Board of Directors are domiciled in Indonesia, proven by members of BOD who hold KITAS (Limited Stay Permit Card) & IMTA (permission to Hire Foreign Workers) from relevant institutions.

The number and composition of the members of the Board of Directors are as follows:

No	Nama Name	Jabatan Position	Warganegara/ Domisili Citizenship/ Domiciled	Tanggal Pengangkatan & Persetujuan Date of Appointment & Approval	
				RUPS GMS	BI/OJK BI/FSA
2.	Felix Istyono Hartadi Tiono	Direktur Director	Indonesia	- RUPSLB LPS tgl. 26 Februari 2014 EGMS on February 26, 2014 - RUPST tgl. 30 Maret 2017 AGMS on March 30, 2017	22 April 2014 April 22, 2014
3.	Yosuke Tanaka	Direktur Director	Jepang/Indonesia Japanese/Indonesia	- RUPST tgl. 30 Juni 2016 AGMS on June 30, 2016	26 Agustus 2016 August 26, 2016
4.	Helmi Arief Hidayat	Direktur Director	Indonesia	- RUPST tgl. 30 Juni 2016 AGMS on June 30, 2016	5 September 2016 September 5, 2016
5.	Rio Lanasier	Direktur Director	Indonesia	- RUPSLB tgl. 23 Desember 2016 EGMS on December 23, 2016	3 Oktober 2017 October 3, 2017
6.	Haryanto Budi Purnomo	Direktur Director	Indonesia	- RUPSLB tgl. 23 Desember 2016 AGMS on December 23, 2017	24 November 2017 November 24, 2017
7.	Budi Tjahja Halim	Direktur Director	Indonesia	- RUPSLB tgl. 23 Desember 2016 EGMS on December 23, 2017	*)

*) Masih dalam proses Fit & Proper Test untuk pengangkatan sebagai Direktur oleh OJK
Fit & Proper Test process for appointment as Director by FSA

Adapun ringkasan profil anggota Direksi dapat dilihat pada bagian *Corporate Profile*, Profil Direksi dalam buku Laporan Tahunan ini.

4. Rangkap Jabatan

Sesuai ketentuan dalam POJK tentang Penerapan Tata Kelola Bagi Bank Umum, Anggota Direksi dilarang merangkap jabatan sebagai anggota Direksi, anggota Dewan Komisaris, atau Pejabat Eksekutif pada Bank, perusahaan, dan/atau lembaga lain, kecuali Direksi yang bertanggung jawab terhadap pengawasan atas penyertaan Bank pada perusahaan anak, menjalankan tugas fungsional menjadi anggota Dewan Komisaris pada perusahaan anak bukan Bank yang dikendalikan oleh Bank, sepanjang tidak mengakibatkan yang bersangkutan mengabaikan pelaksanaan tugas dan tanggung jawab sebagai anggota Direksi Bank.

Pada periode tahun 2017 seluruh anggota Direksi PT Bank JTrust Indonesia Tbk tidak merangkap jabatan sebagai anggota Dewan Komisaris, anggota Direksi atau Pejabat Eksekutif pada perusahaan pemegang saham pengendali, bank lain, perusahaan dan/atau lembaga lain. Selain itu anggota Direksi tidak ada yang menjadi anggota Komite-komite Di bawah Dewan Komisaris.

5. Kriteria Direksi

Kriteria dalam pemilihan anggota Direksi antara lain adalah:

1. Memenuhi persyaratan dimaksud dalam POJK Nomor 33/POJK.04/2014 tanggal 8 Desember 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, yaitu:

The summarized profile of the Board of Directors can be found in the Corporate Profile chapter, Board of Directors profile in this Annual Report.

4. Concurrent Position

To comply with the provisions from the Regulation of Financial Services Authority on the Implementation of Good Corporate Governance for Commercial Banks, the members of BOD are prohibited from serving concurrently as members of the BOD, or BOC, or Executive Officers at Banks, companies and/or other institutions, except as member of BOD responsible for supervising the Bank's participation in a subsidiary company, performing functional duties as member of BOC of a non-Bank subsidiary controlled by the Bank, so long as it does not result in neglecting of the implementation of duties and responsibilities as a member of BOD of the Bank.

In 2017, none of members of the Board of Directors of PT Bank JTrust Indonesia Tbk hold concurrent positions as members of BOC, BOD or Executive Officers in controlling shareholder companies, other banks, companies and/or other institutions. In addition, none of BOD members serves as member of the Committees Under BOC.

5. Criteria of the Board of Directors

Criteria for the selection of members of the Board of Directors are:

1. Meet the requirements referred to in Regulation of Financial Services Authority No. 33/POJK.04/2014 dated December 8, 2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies, namely:

- a. Mempunyai akhlak, moral, dan integritas yang baik.
 - b. Cakap melakukan perbuatan hukum.
 - c. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
 - i. Tidak pernah dinyatakan pailit.
 - ii. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit.
 - iii. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan; dan
 - iv. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat:
 - Pernah tidak menyelenggarakan RUPS tahunan;
 - Pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS; dan
 - Pernah menyebabkan perusahaan yang memperoleh izin, persetujuan, atau pendaftaran dari Otoritas Jasa Keuangan tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada Otoritas Jasa Keuangan.
 - d. Memiliki komitmen untuk mematuhi peraturan perundang-undangan.
 - e. Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perusahaan.
2. Memenuhi persyaratan integritas, reputasi keuangan dan kompetensi yang dimaksud dalam POJK Nomor 27/POJK.03/2016 tanggal 22 Juli 2016 tentang Penilaian Kemampuan dan Kepatutan Bagi Pihak Utama Lembaga Jasa Keuangan, dan SEOJK Nomor 39/SEOJK.03/2016 tanggal 13 September 2016 tentang Penilaian Kemampuan dan Kepatutan Bagi calon Pemegang Saham Pengendali, Calon Anggota Direksi, dan Calon Anggota Dewan Komisaris Bank.

Persyaratan Integritas meliputi:

- a. Cakap melakukan perbuatan hukum.
- b. Memiliki akhlak dan moral yang baik, paling sedikit ditunjukkan dengan sikap mematuhi ketentuan yang berlaku, termasuk tidak pernah

- a. Have good morals, and integrity.
- b. Proficient in performing legal actions.
- c. Within 5 (five) years prior to the appointment and during the term of office:
 - i. Never been declared bankrupt.
 - ii. Never become a member of the Board of Directors and/or a member of the Board of Commissioners who is found guilty of causing a company to be declared bankrupt.
 - iii. Never been punished for committing a criminal offense that is detrimental to state finances and/or relating to the financial sector; and
 - iv. Never been a member of the Board of Directors and/or members of the Board of Commissioners who, during their term of office:
 - Never held an annual GMS;
 - His/Accountability as a member of the Board of Directors and/or a member of the Board of Commissioners once was not accepted by the GMS or never been accountable as a member of the Board of Directors and/or members of the Board of Commissioners to the General Meeting of Shareholders; and
 - Never cause a company, which obtaining permit, approval or registration from the Financial Services Authority, fail to comply with the obligation to submit annual reports and/or financial statements to the Financial Services Authority.
- d. Have a commitment to comply with laws and regulations.
- e. Possessing knowledge and/or expertise in the field required by the Company.

2. Meet the requirements of integrity, financial reputation and competence referred to in the Regulation of Financial Services Authority No. 27/POJK.03/2016 dated July 22, 2016 on the Assessment of Ability and Fit for Main Parties of Financial Services Institutions, and Circular Letter of the Financial Services Authority Number 39/SEOJK.03/2016 dated September 13, 2016 on Capacity and Compliance Assessment for Potential Controlling Shareholder, Candidate Member of Board of Directors, and Candidate Member of Board of Commissioners of Bank.

Integrity requirements include:

- a. Proficient in performing legal actions.
- b. Having good character and morals, at least as indicated by complying applicable provisions, including never being convicted for criminal

dihukum karena terbukti melakukan tindak pidana dalam jangka waktu 20 (dua puluh) tahun terakhir sebelum dicalonkan.

- c. Memiliki komitmen untuk mematuhi peraturan perundang-undangan dan mendukung kebijakan OJK.
- d. Memiliki komitmen terhadap pengembangan Bank yang sehat; dan
- e. Tidak termasuk sebagai pihak yang dilarang untuk menjadi Pihak Utama.

Persyaratan reputasi keuangan meliputi:

- a. Tidak memiliki kredit dan/atau pembiayaan macet; dan
- b. Tidak pernah dinyatakan pailit dan/atau tidak pernah menjadi pemegang saham, Pengendali Perusahaan Perasuransian yang bukan merupakan pemegang saham, anggota Direksi, atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit dalam waktu 5 (lima) tahun terakhir sebelum dicalonkan.

Persyaratan kompetensi paling sedikit meliputi pengetahuan dan/atau pengalaman yang mendukung pengelolaan Bank.

6. Pengangkatan dan Masa Jabatan

1. Setiap usulan pengangkatan dan/atau penggantian anggota Direksi telah memperhatikan rekomendasi dari Komite Nominasi dan Remunerasi serta harus disetujui oleh pemegang saham melalui Rapat Umum Pemegang Saham (RUPS) sejalan dengan kriteria utama mempertimbangkan integritas, kompetensi, profesionalisme dan reputasi keuangan yang memadai sesuai dengan persyaratan penilaian uji kemampuan dan kepatutan (*Fit and Proper Test*) yang telah ditetapkan oleh Otoritas Jasa Keuangan (OJK).
2. Calon yang memenuhi syarat akan diajukan oleh Pemegang Saham yang dalam praktiknya pemilihan dilakukan oleh Komite Nominasi dan Remunerasi.
3. Komite Nominasi dan Remunerasi harus mempertimbangkan baik calon dari Internal maupun Eksternal.
4. Calon dari Internal maupun Eksternal harus memenuhi kriteria pemilihan, seperti yang ditetapkan oleh Komite Nominasi dan Remunerasi, di mana terdapat syarat-syarat khusus yang harus diambil.
5. Komite Nominasi dan Remunerasi akan memilih 2 (dua) calon untuk setiap posisi, semua calon diajukan kepada Otoritas Jasa Keuangan dan Pemegang Saham.

offense within the last 20 (twenty) years prior being nominated.

- c. Having commitment to comply with laws and regulations and support FSA policy.
- d. Committed to the development of a sound Bank; and
- e. Not included as a party that is prohibited to become a Principal Party.

Financial reputation requirements include:

- a. Does not have credit and/or non-performing financing; and
- b. Never been declared bankrupt and/or never become a shareholder or Controller of Insurance Company who is not a shareholder, member of the Board of Directors or a member of the Board of Commissioners found guilty of causing a company to be declared bankrupt within the last 5 (five) years before being nominated.

Competence requirements at least include knowledge and/or experience that support the management of the Bank.

6. Appointment and Term of Office

1. Any proposal for appointment and/or replacement of members of the Board of Directors should be taken into consideration the recommendations from the Nomination and Remuneration Committee and must be approved by the shareholders through the General Meeting of Shareholders (AGM) in line with the main criteria such as integrity, competence, professionalism and financial reputation in accordance with the requirements of the Fit and Proper Test as decided by the Financial Services Authority (FSA).
2. Eligible candidates will be proposed by Shareholders who in practice are elected by the Nomination and Remuneration Committee.
3. The Nomination and Remuneration Committee should consider both Internal and External candidates.
4. Internal as well as External Candidates must meet the criteria stipulated by the Nomination and Remuneration Committee, which include some special requirements that should be met.
5. The Nomination and Remuneration Committee shall elect 2 (two) candidates for each position, all candidates shall be submitted to the Financial Services Authority and Shareholders.

6. Bank akan merekomendasikan kepada Otoritas Jasa Keuangan selanjutnya Otoritas Jasa Keuangan akan melakukan penilaian kemampuan dan kepatutan (*fit and proper test*) bagi para calon.
7. Masa jabatan seorang anggota Direksi sesuai Anggaran Dasar adalah efektif sejak tanggal yang ditentukan dalam RUPS dan berakhir pada saat RUPS Tahunan ke-3 (ketiga) setelah tanggal pengangkatan tersebut.
8. Anggota Direksi yang telah habis masa jabatannya dapat diangkat kembali oleh RUPS.
9. Sesuai dengan Hasil Keputusan RUPST tanggal 30 Maret 2017 yang menyetujui tentang penetapan/pengangkatan kembali masa jabatan seorang anggota Direksi, maka masa jabatan anggota Direksi PT Bank JTrust Indonesia Tbk tidak ada yang lebih dari 2 (dua) periode berturut-turut yang diperhitungkan sejak pengangkatan pada RUPSLB tahun 2014.
10. Sampai dengan periode tanggal 31 Desember 2017 masih terdapat 1 (satu) anggota Direksi yang masih belum mendapatkan persetujuan dari OJK atas Penilaian Uji Kemampuan dan Kepatutan (*Fit and Proper Test*) dan pemenuhan atas peraturan perundang-undangan yang berlaku.
11. Mayoritas Anggota Direksi telah memiliki pengalaman paling sedikit 5 (lima) tahun di bidang Operasional dan paling rendah sebagai Pejabat Eksekutif Bank.

7. Status Independensi Direksi

1. Seluruh anggota Direksi PT Bank JTrust Indonesia Tbk merupakan Direksi Independen, artinya tidak saling memiliki hubungan keuangan, kepengurusan, kepemilikan saham, dan/atau hubungan keluarga sampai dengan derajat kedua dengan sesama anggota Direksi dan/atau dengan anggota Dewan Komisaris dan/atau Pemegang Saham Pengendali Bank yang dapat mempengaruhi kemampuannya untuk bertindak tidak independen.
2. Anggota Direksi baik secara sendiri-sendiri atau bersama-sama tidak memiliki saham melebihi 25% (dua puluh lima persen) dari modal disetor pada perusahaan lain.
3. Anggota Direksi tidak memberikan kuasa umum kepada pihak lain yang mengakibatkan pengalihan tugas dan fungsi Direksi.

8. Hubungan Afiliasi

Anggota Direksi telah membuat dan menandatangani surat pernyataan terkait hal-hal meliputi:

- Anggota Direksi baik secara sendiri-sendiri maupun bersama-sama tidak memiliki saham melebihi 25% (dua puluh lima persen) dari modal disetor pada perusahaan lain.

6. The Bank will submit its recommendation to Financial Services Authority then the later will conduct a fit and proper test for candidates.
7. The term of office of a member of the Board of Directors in accordance with the Articles of Association is effective from the date specified in the GMS and ends at the 3rd (third) Annual General Meeting of Shareholders after the date of the appointment.
8. Member of the Board of Directors whose term of office has expired may be re-appointed by the GMS.
9. In accordance with the Resolutions of the AGMS on March 30, 2017 which agreed the reappointment of member of the Board of Directors, none of the term of office of the Board of Directors of PT Bank JTrust Indonesia Tbk exceeded 2 (two) consecutive periods since the appointment at EGM 2014.
10. As of December 31, 2017, there was still 1 (one) member of the Board of Directors who has not received FSA approval on the Fit and Proper Test and compliance with applicable laws and regulations.
11. Majority of members of the Board of Directors have at least 5 (five) years of experience in the Operational field and the lowest position was Executive Officer of the Bank.

7. Independency of BOC

1. All members of the Board of Directors of PT Bank JTrust Indonesia Tbk are independent, meaning that they have no financial, management, share ownership and/or family relationship up to the second degree with other members of the Board of Directors and/or with members of the Board of Commissioners and/or Controlling Shareholders Banks that may affect their ability to act are not independent.
2. Members of the Board of Directors, either individually or jointly, do not own shares exceeding 25% (twenty five percent) of paid up capital in other companies
3. Members of the Board of Directors do not grant the general authority to any other party resulting in the transfer of duties and functions of the Board of Directors.

8. Affiliation

Members of the Board of Directors have made and signed a statement letter relating to the matters mentioned below:

- Members of the Board of Directors, either individually or jointly, do not own shares exceeding 25% (twenty five percent) of paid up capital in other companies.

- Anggota Direksi memiliki saham yang mencapai $\geq 5\%$ (lima persen) dari modal disetor, baik pada PT Bank JTrust Indonesia Tbk maupun pada Bank dan Perusahaan Lain, yang berkedudukan di dalam dan di luar negeri.

- Member of the Board of Directors who hold shares of $\geq 5\%$ (five percent) of paid up capital, either on PT Bank JTrust Indonesia Tbk or at Banks and Other Companies, in and outside the country.

Transparansi Kepemilikan Saham Anggota Direksi yang Mencapai $\geq 5\%$ dari Modal Disetor

Transparency of Directors Share Ownership up to $\geq 5\%$ of Paid-in Capital

No	Nama Name	J Trust Bank	Bank Lain Other Bank	Lembaga Keuangan Bukan Bank Non Bank Financial Institution	Perusahaan Lain Other Company	%
1.	Ritsuo Ando	-	-	-	J-Net Travel	5,00
2.	Felix Istyono Hartadi Tiono	-	-	-	-	-
3.	Yosuke Tanaka	-	-	-	-	-
4.	Helmi Arief Hidayat	-	-	-	-	-
5.	Rio Lanasier	-	-	-	-	-
6.	Haryanto Budi Purnomo	-	-	-	-	-
7.	Budi Tjahja Halim	-	-	-	-	-

- Hubungan Keuangan dan Hubungan Keluarga Anggota Direksi dengan Anggota Direksi Lain, Anggota Dewan Komisaris dan/atau Pemegang Saham Pengendali Bank.

- Financial and Family Relationships of Members of the Board of Directors with other Members of Board of Directors, Members of the Board of Commissioners and/or Controlling Shareholders of the Bank.

Transparansi Hubungan Keuangan

Transparency of Financial Relationship

No	Nama Name	Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Pengendali Controlling Shareholders	
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
1.	Ritsuo Ando		√		√		√
2.	Felix Istyono Hartadi Tiono		√		√		√
3.	Yosuke Tanaka		√		√		√
4.	Helmi Arief Hidayat		√		√		√
5.	Rio Lanasier		√		√		√
6.	Haryanto Budi Purnomo		√		√		√
7.	Budi Tjahja Halim		√		√		√

Transparansi Hubungan Keluarga

Transparency of Family Relationship

No	Nama Name	Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Pengendali Controlling Shareholders	
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
1.	Ritsuo Ando		√		√		√
2.	Felix Istyono Hartadi Tiono		√		√		√
3.	Yosuke Tanaka		√		√		√
4.	Helmi Arief Hidayat		√		√		√
5.	Rio Lanasier		√		√		√
6.	Haryanto Budi Purnomo		√		√		√
7.	Budi Tjahja Halim		√		√		√

9. Kebijakan dan Pelaksanaan Rapat Direksi

1. Kebijakan Rapat Direksi

- Rapat Direksi dapat diadakan setiap waktu bilamana dipandang perlu atas permintaan Direktur Utama atau oleh seorang atau lebih anggota Direksi atas permintaan tertulis dari seorang atau lebih anggota Komisaris atau pemegang saham yang memiliki sedikitnya 1/10 (satu persepuluh) bagian dari jumlah seluruh saham dengan hak suara yang sah.
- Pemanggilan Rapat Direksi dilakukan oleh Direktur Utama, dan apabila Direktur Utama berhalangan dilakukan oleh Direksi yang ditunjuk oleh Direktur Utama.
- Pemanggilan Rapat Direksi harus disampaikan dengan surat tercatat atau dengan surat yang disampaikan langsung kepada setiap anggota Direksi dengan mendapat tanda terima, sekurang-kurangnya 3 (tiga) hari sebelum Rapat diadakan, dengan tidak memperhitungkan tanggal pemanggilan dan tanggal Rapat.
- Direksi wajib mengadakan rapat Direksi paling kurang 1 (satu) kali dalam 1 (satu) bulan dan rapat bersama Dewan Komisaris paling kurang 1 (satu) kali dalam 4 (empat) bulan. Rapat harus mencantumkan acara, tanggal, waktu dan tempat Rapat.
- Rapat Direksi diadakan di tempat kedudukan Perseroan atau tempat kegiatan usaha utama Perseroan. Apabila semua anggota Direksi hadir dan/atau diwakili, pemanggilan terlebih dahulu tersebut tidak disyaratkan dan Rapat Direksi dapat diadakan dimanapun juga dan berhak mengambil keputusan yang sah dan mengikat.
- Rapat dipimpin oleh Direktur Utama, dan dalam hal Direktur Utama berhalangan atau tidak hadir, Rapat Direksi akan dipimpin oleh salah seorang Direksi lainnya yang dipilih dari anggota Direksi yang hadir.

9. Policies and Implementation of the Board of Directors Meeting

1. Board of Directors' Meeting Policy

- Meetings of the Board of Directors may be held at any time whenever deemed necessary upon request of the President Director or by one or more members of the Board of Directors on the written request of one or more members of the Board of Commissioners or shareholders holding at least 1/10 (one tenth) part of the total number of shares with valid voting rights.
- The summon of the Board of Directors' Meeting shall be conducted by the President Director, and in the absent of the President Director, by the Board of Directors appointed by the President Director.
- The summons of the Meeting of the Board of Directors shall be submitted by registered mail or by letter submitted directly to each member of the Board of Directors and get receipt from at least 3 (three) days before the Meeting is held, excluding the date of summon and date of the Meeting.
- The Board of Directors shall hold Board of Directors meeting at least once every 1 (one) month and meeting with the Board of Commissioners at least once in 4 (four) months. The minutes of meeting must put the event, date, time and place of the Meeting.
- Meetings of the Board of Directors should be held in the domicile of the Company or the principal business activities of the Company. If all members of the Board of Directors are present and/or represented, summon is not required and the Board of Directors' Meeting may be held elsewhere and shall have the right to make informed and binding decisions.
- The Meeting shall be chaired by the President Director, and in the event the President Director is unavailable or absent, then the Meeting of the Board of Directors shall be chaired by one of the other Directors elected from the members of the Board of Directors present.

- g. Setiap kebijakan dan keputusan strategis wajib diputuskan melalui rapat Direksi.
- h. Pengambilan keputusan rapat Direksi telah dilakukan berdasarkan musyawarah untuk mufakat, dan/atau suara terbanyak dalam hal tidak terjadi keputusan musyawarah untuk mufakat.
- i. Semua keputusan Direksi yang diambil sesuai dengan Anggaran Dasar Bank dan Panduan Pelaksanaan Tugas Direksi dan Komisaris yang mengikat dan menjadi tanggung jawab seluruh anggota Direksi.
- j. Hasil rapat Direksi wajib dituangkan dalam risalah rapat/notulen, ditanda-tangani oleh anggota Direksi yang hadir, disampaikan kepada seluruh anggota Direksi dan didokumentasikan dengan baik, termasuk pencantuman *dissenting opinions* (apabila ada).
- g. Every strategic policy and decision must be decided through the Board of Directors meeting.
- h. Decision-making of the Board of Directors meeting has been conducted based on deliberations for consensus, and/or majority vote in the event that no consensus decision was made.
- i. All decisions of the Board of Directors are taken in accordance with the Bank's Articles of Association and the Implementation Guidelines of the Board of Directors and Commissioners which are binding and are the responsibility of all members of the Board of Directors.
- j. The results of the Board of Directors' meeting shall be set forth in minutes of meeting, signed by members of the Board of Directors attended the meeting, submitted to all members of the Board of Directors and properly documented, including inclusion of dissenting opinions (if any).
2. Selama tahun 2017 telah diselenggarakan 41 (empat puluh satu) kali rapat yang dilaksanakan oleh anggota Direksi, baik rapat Direksi maupun rapat Direksi dengan Kepala Divisi, dan unit kerja lainnya, dalam membahas segenap persoalan dan/atau strategi pengelolaan Perseroan.
- a. Frekuensi tingkat kehadiran rapat anggota Direksi pada tahun 2017 berdasarkan 'periode menjabat' adalah sebagai berikut:
2. In 2017, 41 (forty-one) meetings were held by the Board of Directors, both Board of Directors meetings and Board of Directors meetings with Division Heads and other work units, in discussing all issues and/or management strategies of the Company.
- a. The frequency of attendance of members of the Board of Directors meeting in 2017 based on 'term of office' is as follows:

No	Nama Direksi Name of Directors	Periode Menjabat (Sejak Lulus F & P) Terms of Office (After Passing F&P Test)	Jumlah Kehadiran Attendance	% Kehadiran % Attendance
1.	Ritsuo Ando (Direktur Utama President Director) ¹⁾	<ul style="list-style-type: none"> • 1 Januari s/d 25 Oktober 2017 (Direktur/Pt. Direktur Utama) January 1 until October 25, 2017 (Director/Acting President Director) • 26 Oktober s/d 31 Desember 2017 (Direktur Utama) October 26 until December 31, 2017 (President Director) 	35 5	85% 12%
2.	Felix Istyono Hartadi Tiono (Direktur Director)	1 Januari s/d 31 Desember 2017 January 1 until December 31, 2017	38	93%
3.	Yosuke Tanaka (Direktur Director)	1 Januari s/d 31 Desember 2017 January 1 until December 31, 2017	38	93%
4.	Helmi Arief Hidayat (Direktur Director)	1 Januari s/d 31 Desember 2017 January 1 until December 31, 2017	40	97%

No	Nama Direksi Name of Directors	Periode Menjabat (Sejak Lulus F & P) Terms of Office (After Passing F&P Test)	Jumlah Kehadiran Attendance	% Kehadiran % Attendance
5.	Rio Lanasier (Direktur Director) ²⁾	3 Oktober s/d 31 Desember 2017 October 3 until December 31, 2017	7	87%
6.	Haryanto Budi Purnomo (Direktur Director) ³⁾	24 November s/d 31 Desember 2017 November 24 until December 31, 2017	2	67%
7.	Budi Tjahja Halim (Direktur) ⁴⁾	-	-	0%

- Efektif tanggal 26 Februari 2016 sebagai Direktur sejak lulus **fit and proper test** oleh OJK, efektif tanggal 1 Januari 2017 ditunjuk sebagai Plt. Direktur Utama, dan efektif tanggal 26 Oktober 2017 sebagai Direktur Utama sejak lulus **fit and proper test** oleh OJK. Effective February 26, 2016 as Director since pass fit and proper test by OJK, effective January 1, 2017 appointed as Plt. President Director and effective on October 26, 2017 as President Director since passing the fit and proper test by OJK.
- Efektif tanggal 3 Oktober 2017 sebagai Direktur sejak lulus **fit and proper test** oleh OJK, apabila mengikuti rapat sebelum efektif sebagai Direktur, hanya berlaku sebagai pemantau rapat (32 kali hadir sebagai pemantau rapat). Effective October 3, 2017 as Director since pass fit and proper test by OJK, if attending the meeting before effective as Director, only valid as meeting monitors (32 times present as meeting monitors).
- Efektif tanggal 24 November 2017 sebagai Direktur sejak lulus **fit and proper test** oleh OJK, apabila mengikuti rapat sebelum efektif sebagai Direktur, hanya berlaku sebagai pemantau rapat (35 kali hadir sebagai pemantau rapat). Effective November 24, 2017 as Director since pass fit and proper test by OJK, if attending before effective meeting as Director, only valid as meeting monitors (35 times present as meeting monitors).
- Masih dalam proses **fit and proper test** oleh OJK, apabila mengikuti rapat sebelum efektif sebagai Direktur, hanya berlaku sebagai pemantau rapat (38 kali hadir sebagai pemantau rapat). Still in fit and proper test process by OJK, if following the meeting before being effective as Director, only valid as meeting monitors (38 times present as meeting monitors).

The table of meeting attendance of each member of the Board of Directors is as follow:

Tabel kehadiran rapat untuk masing-masing anggota Direksi adalah:

Nama Direksi Name of BOD	1	2	3	4	5	6	7	8	9	10	11
	Tgl Date 16/1/17	Tgl Date 23/1/17	Tgl Date 30/1/17	Tgl Date 6/2/17	Tgl Date 13/2/17	Tgl Date 20/2/17	Tgl Date 27/2/17	Tgl Date 6/3/17	Tgl Date 13/3/17	Tgl Date 20/3/17	Tgl Date 29/3/17
Ritsuo Ando	√	√	X	√	√	√	√	√	√	√	√
Felix Istyono Hartadi Tiono	√	√	X	√	√	X	√	√	√	√	√
Yosuke Tanaka	√	X	√	√	√	√	√	√	√	√	√
Helmi Arief Hidayat	√	√	√	√	√	√	√	√	√	√	√
Budi Tjahja Halim	-	-	-	-	-	-	-	-	-	-	-
Haryanto Budi Purnomo	-	-	-	-	-	-	-	-	-	-	-
Rio Lanasier	-	-	-	-	-	X	-	-	-	-	-

Keterangan | Note:
√ : Hadir | Present
X : Absen | Absent
- : Belum efektif | Not effective in position

Nama Direksi Name of BOD	12	13	14	15	16	17	18	19	20	21	22
	Tgl Date 3/4/17	Tgl Date 10/4/17	Tgl Date 17/4/17	Tgl Date 25/4/17	Tgl Date 2/5/17	Tgl Date 15/5/17	Tgl Date 22/5/17	Tgl Date 29/5/17	Tgl Date 5/6/17	Tgl Date 12/6/17	Tgl Date 10/7/17
Ritsuo Ando	√	√	√	√	√	√	√	√	√	√	√
Felix Istyono Hartadi Tiono	√	√	√	√	√	X	√	√	√	√	√

Nama Direksi Name of BOD	12	13	14	15	16	17	18	19	20	21	22
	Tgl Date 3/4/17	Tgl Date 10/4/17	Tgl Date 17/4/17	Tgl Date 25/4/17	Tgl Date 2/5/17	Tgl Date 15/5/17	Tgl Date 22/5/17	Tgl Date 29/5/17	Tgl Date 5/6/17	Tgl Date 12/6/17	Tgl Date 10/7/17
Yosuke Tanaka	√	√	√	√	√	√	√	√	√	√	√
Helmi Arief Hidayat	√	√	√	√	√	√	√	√	√	√	√
Budi Tjahja Halim	-	-	X	-	-	-	-	-	-	-	-
Haryanto Budi Purnomo	-	X	-	-	-	-	-	-	-	X	-
Rio Lanasier	-	-	-	-	-	-	-	-	-	-	-

Keterangan | Note:

√ : Hadir | Present

X : Absen | Absent

- : Belum efektif | Not effective in position

Nama Direksi Name of BOD	23	24	25	26	27	28	29	30	31	32	33
	Tgl Date 17/7/17	Tgl Date 24/7/17	Tgl Date 31/7/17	Tgl Date 7/8/17	Tgl Date 21/8/17	Tgl Date 29/8/17	Tgl Date 4/9/17	Tgl Date 11/9/17	Tgl Date 18/9/17	Tgl Date 25/9/17	Tgl Date 2/10/17
Ritsuo Ando	√	√	√	√	√	√	√	√	√	√	√
Felix Istyono Hartadi Tiono	√	√	√	√	√	√	√	√	√	√	√
Yosuke Tanaka	√	√	√	√	√	√	√	√	√	√	√
Helmi Arief Hidayat	√	√	√	√	√	√	√	√	√	√	√
Budi Tjahja Halim	-	-	X	X	-	-	-	-	-	-	-
Haryanto Budi Purnomo	-	-	-	-	-	-	-	X	-	-	-
Rio Lanasier	-	-	-	-	-	-	-	-	-	-	-

Keterangan | Note:

√ : Hadir | Present

X : Absen | Absent

- : Belum efektif | Not effective in position

Nama Direksi Name of BOD	34	35	36	37	38	39	40	41	Σ Jumlah Kehadiran Attendance
	Tgl Date 9/10/17	Tgl Date 16/10/17	Tgl Date 23/10/17	Tgl Date 6/11/17	Tgl Date 20/11/17	Tgl Date 27/11/17	Tgl Date 28/11/17	Tgl Date 11/12/17	
Ritsuo Ando	√	√	√	√	√	√	√	√	40
Felix Istyono Hartadi Tiono	√	√	√	√	√	√	√	√	38
Yosuke Tanaka	√	√	√	√	√	X	X	√	38
Helmi Arief Hidayat	√	√	√	√	X	√	√	√	40
Budi Tjahja Halim	-	-	-	-	-	-	-	-	0
Haryanto Budi Purnomo	-	-	-	-	-	√	X	√	2
Rio Lanasier	√	√	√	√	√	√	X	√	7

Keterangan | Note:

√ : Hadir | Present

X : Absen | Absent

- : Belum efektif | Not effective in position

b. Agenda Rapat Direksi (Radir)

b. Agenda of the Meeting of BOD (Radir)

Tanggal Date	Jenis Rapat Type of Meeting	Agenda Rapat Meeting Agenda
16-01-2017	Radir	<ol style="list-style-type: none"> 1. <i>Update</i> masing-masing Direktorat. Update of each Directorate. 2. <i>Presentasi draft</i> materi <i>Public Expose</i> 31 Januari 2017. Presentation of the draft of the material for Public Expose on January 31, 2017.
23-01-2017	Radir	<ol style="list-style-type: none"> 1. <i>Update</i> hasil pertemuan dengan pihak OJK pengawasan perbankan. Update of results from meeting with FSA on Banking monitoring 2. <i>Update</i> Direktorat secara umum. Updating the Directorate in general.
30-01-2017	Radir	<ol style="list-style-type: none"> 1. <i>Update</i> persiapan SKAI untuk pemeriksaan OJK bulan Februari tahun ini. Updating the preparation of IAU for FSA inspection on February this year. 2. <i>Update</i> pembinaan seluruh KBO Cabang. Updating the coaching program for all Branch KBO. 3. <i>Update</i> penyeleksian kerja sama dengan perusahaan Asuransi. Updating the selection of collaboration with insurance companies. 4. <i>Update</i> persiapan SOP untuk perubahan lalu lintas di Garoon. Updating the preparation of SOP for the change in Garoon traffic. 5. <i>Update</i> pelaporan <i>Remittance</i> kepada Divisi Treasury. Updating the Remittance report to Treasury Division. 6. <i>Update</i> tindakan terhadap ex karyawan J Trust Bank yang menjelekkan J Trust Bank. Updating the action for ex employee of J Trust Bank who discredited J Trust Bank.
06-02-2017	Radir	<ol style="list-style-type: none"> 1. <i>Update</i> mengenai pasca ERP dan perekrutan SDM yang berkualitas. Updating on post ERP and recruitmen of quality human resources. 2. <i>Update</i> Revision of RBB. Updating Revisi RBB. 3. <i>Update</i> Tax Amnesty. Updating Tax Amnesty.
13-02-2017	Radir	<ol style="list-style-type: none"> 1. <i>Update</i> pembahasan hasil rapat koordinasi antar Divisi. Updating discussion of results from coordination meeting across Division. 2. <i>Update</i> pemilihan model dan bahan untuk seragam <i>frontliner</i>. Updating the selection of model and fabrics for frontliner uniform.
20-02-2017	Radir	<ol style="list-style-type: none"> 1. <i>Update</i> pembahasan hasil rapat koordinasi antar Divisi. Updating discussion of results from coordination meeting across Division. 2. <i>Update</i> pemilihan model dan bahan untuk seragam <i>frontliner</i>. Updating the selection of model and fabrics for frontliner uniform.
27-02-2017	Radir	<ol style="list-style-type: none"> 1. <i>Update</i> pembahasan hasil rapat koordinasi antar Divisi. Updating discussion of results from coordination meeting across Division 2. <i>Update</i> pengambilan keputusan ikut tax amnesty atau tidak. Updating the voting to participate tax amnesty or not.
06-03-2017	Radir	<ol style="list-style-type: none"> 1. <i>Update</i> pembahasan progress proyek IT. Updating discussion of IT project progress. 2. <i>Update</i> kasus Kepailitan Debitur PT.Sarana Sejahtera di Surabaya. Updating Bankruptcy case of PT.Sarana Sejahtera Debtor in Surabaya. 3. <i>Update</i> <i>maintain</i> Likuiditas terkait perputaran dana masyarakat. Updating the effort to maintain Liquidity related to public funds turnover.
13-03-2017	Radir	<ol style="list-style-type: none"> 1. <i>Update</i> pembahasan relayout gedung lantai 33,35,36. Updating the iscussion on building relayout for floor 33,35,36. 2. <i>Update</i> pembahasan pengaturan consumer dan SME. Updating the discussion of consumer and SME settings. 3. <i>Update</i> pembahasan terkait pemeriksaan atas corporate banking. Updating the discussion about the inspection on corporate banking. 4. <i>Update</i> pembahasan mengenai pemenuhan kebutuhan karyawan yang potensial. Updating the discussion on meeting the needs of potential employees. 5. <i>Update</i> pembahasan atas surat serikat pekerja mengenai kendaraan cabang. Updating the discussion on trade union letters concerning branch vehicles. 6. <i>Update</i> pembahasan terkait pemeriksaan yang dilakukan OJK. Updating the discussion on inspection by FSA

Tanggal Date	Jenis Rapat Type of Meeting	Agenda Rapat Meeting Agenda
20-03-2017	Radir	<ol style="list-style-type: none"> Update laporan hasil <i>evaluasi</i> vendor dari konsultan PT. SKS. Updating report of vendor evaluation result from consultant, namely PT. SKS. Update pembahasan SK pemberian persetujuan wewenang limit. Updating the discussion of the approval of the limit authority. Update pembahasan prognosis bulan Maret 2017. Updating the discussion of prognosis in March 2017.
29-03-2017	Radir	<ol style="list-style-type: none"> Update pembahasan <i>building Corporate Culture</i>. Updating discussion of building Corporate Culture. Update pembahasan bisnis strategi. Updating discussion on business strategy. Update pembahasan penentuan konsultan IFRS 9. Updating discussion in appointing IFRS 9 consultant. Update pembahasan temuan <i>outstanding QA</i> pada Divisi Operasi. Updating the discussion of outstanding QA findings on the Operations Division.
03-04-2017	Radir	<ol style="list-style-type: none"> Update pembahasan <i>progress IT Core Banking</i>. Updating the discussion on progress of Core Banking IT. Update pembahasan ATM <i>public area</i>. Updating the discussion on public area ATM.
10-04-2017	Radir	<ol style="list-style-type: none"> Update pembahasan <i>Top 10 Private Banking in Indonesia</i>. Updating the discussion on Top 10 Private Banking in Indonesia. Update pembahasan lain-lain. Updating the discussion on other issues.
17-04-2017	Radir	<ol style="list-style-type: none"> Update pembahasan laporan SKAI mengenai CV.Sarana Sejahtera. Updating the discussion on IAU report on CV.Sarana Sejahtera. Update pembahasan <i>adjustment laporan keuangan Audit Q1 per 31 Maret 2017</i>. Updating the discussion on the adjustment of Audit Financial Statement of Q1 as of March 31, 2017. Update pembahasan lain-lain. Updating the discussion on other issues.
25-04-2017	Radir	<ol style="list-style-type: none"> Update pembahasan kasus Weston. Updating the discussion on Weston case. Update pembahasan prognosa April 2017. Updating the discussion on prognosa of April 2017. Update pembahasan rencana <i>Corporate Action J Trust Bank 2017</i>. Updating the discussion on the plan for J Trust Bank Corporate Action in 2017.
02-05-2017	Radir	<ol style="list-style-type: none"> Update pembahasan <i>Internet Banking/Elektronik Banking</i>. Updating the discussion on Internet Banking/Elektronik Banking. Update pembahasan hasil rapat antar Kepala Divisi dicantumkan target penyelesaian. Updating the discussion on results from meeting of Head of Divisions which attached with target of solution. Update pembahasan nasabah Ibu G. terkait kasus Antaboga di Surabaya. Updating the discussion on customer by the name of Ibu G. related to Antaboga di Surabaya. Update pembahasan likuiditas. Updating the discussion on liquidity.
15-05-2017	Radir	<ol style="list-style-type: none"> Update pembahasan penjualan aset gedung Cabang tidak beroperasi oleh GSD. Updating the discussion on selling the non operating branch office building by GSD. Update pembahasan S-38/PB.311/2017 tanggal 27 April 2017 mengenai hasil kaji ulang pihak eksternal terhadap SKAI Bank. Updating the discussion on S-38/PB.311/2017 dated April 27, 2017 on results of external review towards the Bank's IAU. Update pembahasan lain-lain. Updating the discussion on other issues.

Tanggal Date	Jenis Rapat Type of Meeting	Agenda Rapat Meeting Agenda
22-05-2017	Radir	<ol style="list-style-type: none"> 1. <i>Update sharing</i> informasi ke-10 Cabang <i>via teleconference</i>. Update sharing of information to 10 branch office via teleconference. 2. <i>Update pembahasan business plan (2017-2021) oleh PPD</i>. Updating the discussion on business plan (2017-2021) by PPD. 3. <i>Rencana take over loan credit NAK No. 138/CBD/NAK/V/2017 tgl. 3 Mei 2017</i>. The plan to take over loan credit NAK No. 138/CBD/NAK/V/2017 dated May 3, 2017.
29-05-2017	Radir	<ol style="list-style-type: none"> 1. <i>Update pengambilan keputusan penetapan nama permanen Digital Banking</i>. Updating the decision on the permanent name for Digital Banking. 2. <i>Update pembahasan strategi penanganan atas pemblokiran pajak PT MUN</i>. Updating the discussion on strategy for handling the tax blocking of PT MUN. 3. <i>Update pembahasan prognosa bulan Mei 2017</i>. Updating the discussion on prognosa for May 2017.
05-06-2017	Radir	<ol style="list-style-type: none"> 1. <i>Update permintaan LPS atas surat pernyataan BOC & BOD</i>. Updating LPS request for BOC & BOD Statement. 2. <i>Update penegasan dan persetujuan BOD atas Memo Compliance Division atas penggunaan Jabatan dalam penandatanganan surat/memo/dokumen oleh Direksi</i>. Updating confirmation and approval of BOD on Memo Compliance Division regarding the use of position in signing letter/memo/document by BOD. 3. <i>Update perencanaan pembuatan Video Company Profile oleh CSD</i>. Updating the plan for making Company Profile Video by CSD. 4. <i>Update financial performance perusahaan untuk bulan Mei 2017</i>. Updating the Company's financial performance for May 2017. 5. <i>Update pembahasan persiapan migrasi data CIF nasabah Bank</i>. Updating the discussion on preparation for the Bank's customer CIF data migration. 6. <i>Update pembahasan pembatalan sepihak persetujuan BOD atas form pengajuan dan pembayaran biaya dengan batasan limit tertentu</i>. Updating the discussion on unilateral cancellation of BOD approval over the form for submission and payment of fees with certain limits.
12-06-2017	Radir	<ol style="list-style-type: none"> 1. <i>Update Summary Audit OJK Tahun 2017</i>. Updating the Summary of FSA Audit in 2017. 2. <i>Update pembahasan proyeksi keuangan untuk revisi RBB ke OJK</i>. Updating the discussion on financial projection for the revision of RBB to FSA. 3. <i>Update beberapa keputusan dan kebijakan yang diambil BOD</i>. Updating several decision and policy made by BOD. 4. <i>Lain-lain</i>. Others.
10-07-2017	Radir	<ol style="list-style-type: none"> 1. <i>Update pembahasan re-layout gedung SSC Kantor Pusat</i>. Updating the discussion on re-layout of SSC Head Office building. 2. <i>Update pembahasan lokasi & fungsi ATM di Cabang</i>. Updating the discussion on the location & function of ATM at Branch Office. 3. <i>Lain-lain</i>. Others.
17-07-2017	Radir	<ol style="list-style-type: none"> 1. <i>Relayout Gedung</i>. Relayout of Building. 2. <i>Insentif</i>. Incentive. 3. <i>Reverse Stock</i>. Reverse Stock.
24-07-2017	Radir	<ol style="list-style-type: none"> 1. <i>Putusan dan tindakan atas kasus fraud di Cabang Bandung</i>. Decision and action over the fraud at Bandung branch office. 2. <i>Target bisnis performance internal</i>. Internal business performance target. 3. <i>Estimasi prognosa untuk bulan Juli 2017</i>. Estimation of prognosa for July 2017.

Tanggal Date	Jenis Rapat Type of Meeting	Agenda Rapat Meeting Agenda
31-07-2017	Radir	<ol style="list-style-type: none"> 1. Kebijakan terhadap <i>Anti Fraud</i> yang akan diambil. Policy against Fraud that will be made. 2. Hasil investigasi tim SKAI atas somasi Bapak Salim di Cabang Kelapa Gading. Results from the investigation of the IAU team over the somation of Mr Salim at Kelapa Gading Branch. 3. Pembahasan <i>progress IT Core Banking</i> oleh <i>Tim Steering Committee</i>. Discussion on the progress of Core Banking IT by Steering Committee team. 4. Prognosa. Prognosa.
07-08-2017	Radir	<ol style="list-style-type: none"> 1. <i>Progress Core Banking IT (Steering Committee)</i>. Progress of Core Banking IT (Steering Committee). 2. Pembahasan Kebijakan lain-lain; Discussing other policies. 3. Kelanjutan penggunaan <i>Travel Ticket My Tour</i>. Continuation of the use of My Tour Travel Ticket. 4. Tindak lanjut pembahasan GCG mengenai KRN terutama fasilitas supir pribadi. Follow up of GCG discussion on KRN, especially on private driver. 5. Pelaksanaan Radirkom minimum diadakan 4 kali dalam setahun. Conducting Radirkom at least 4 times a year. 6. Pembuatan jadwal rutin SKAI setiap bulan ke Direktur Utama dan Direktur Bidang. Preparing IAU routine schedule each month, for the President Director and other Director. 7. Tata Cara Komunikasi melalui surat atau <i>email</i>. Communication SOP through letter or email. 8. Kasus CV. A. The case of CV. A. 9. Persiapan pelaksanaan 3M bulanan oleh CSD. Preparation for the implementation of monthly 3M by CSD. 10. Akses Garoon selaku administrasi beralih dari CSD ke IT. Access of Garoon as administration transferred from CSD to IT. 11. Pembuatan Kalender & <i>Video Company Profile</i>. Preparing Calender & Company Profile Video.
21-08-2017	Radir	<ol style="list-style-type: none"> 1. <i>IT Steering Committee, Program Core Banking IT Steering Committee</i>. IT Steering Committee, Program Core Banking IT Steering Committee. 2. Pembentukan <i>Internal Control</i> Cabang dan QA yang independen. Establishing Internal Control for branch office and independent QA. 3. Prognosa untuk bulan Agustus 2017. Prognosa for August 2017. 4. Lain-lain; Surat usulan Radirkom, Surat <i>Fit & Proper, Internal Business Plan</i>. Others; letter for the proposal of Radirkom, letter of Fit & Proper, Internal Business Plan.
29-08-2017	Radir	<ol style="list-style-type: none"> 1. <i>IT Steering Committee; Progress Core Banking</i>. IT Steering Committee; Progress of Core Banking. 2. <i>Update Prognosa</i> untuk bulan Agustus 2017. Updating the Prognosa for August 2017. 3. <i>Internal Corporate Plan</i> untuk KPI BOD tahun 2017. Internal Corporate Plan for KPI of BOD in 2017. 4. Laporan Audit semesteran oleh Divisi SKAI. Half year Audit report by IAU Division. 5. Lain-lain; Indonesia Banking Expo 2017. Others; Indonesia Banking Expo 2017.
04-09-2017	Radir	<ol style="list-style-type: none"> 1. <i>IT Steering Committee; Progress Core Banking</i>. IT Steering Committee; Progress Core Banking. 2. <i>Value Corporate Change</i>. Value Corporate Change. 3. Lain-lain. Others.

Tanggal Date	Jenis Rapat Type of Meeting	Agenda Rapat Meeting Agenda
11-09-2017	Radir	<ol style="list-style-type: none"> 1. <i>IT Steering Committee; Progress Core Banking</i> IT Steering Committee; Progress of Core Banking 2. <i>Re-layout gedung lantai 33,35 dan 36.</i> Re-layout of building on floor 33,35 and 36. 3. <i>Spirit Branch.</i> Spirit Branch. 4. <i>Lain-lain;</i> Others; 5. <i>Presentasi Kalender 2018.</i> Presentation of Calendar for 2018. 6. <i>Pesan dari OJK.</i> Notes from FSA. 7. <i>Anniversary Ulang Tahun ke-2 J Trust Bank Tahun 2017.</i> 2nd Anniversary of J Trust Bank in 2017. 8. <i>Revisi RBB tahun 2017.</i> Revision of RBB in 2017.
18-09-2017	Radir	<ol style="list-style-type: none"> 1. <i>Pemaparan Rencana Project Task Force.</i> Exposure of Task Force Project Plan. 2. <i>Prognosa awal bulan September 2017.</i> Prognosa for September 2017. 3. <i>Lain-lain.</i> Others.
25-09-2017	Radir	<ol style="list-style-type: none"> 1. <i>Penjelasan hasil employee assessment oleh HCD.</i> Explanation on results of employee assessment by HCD. 2. <i>Penjelasan MCB oleh Bapak Felix.</i> Explanation on MCB by Mr. Felix. 3. <i>Progress IT Core Banking.</i> Progress of Core Banking IT. 4. <i>Prognosa akhir bulan September 2017.</i> Prognosa in September 2017.
02-10-2017	Radir	<ol style="list-style-type: none"> 1. <i>Penjelasan Renovasi Re-layout gedung SSC lantai 33,35 dan 36.</i> Explanation on Renovation/Re-laying SSC building Floor 33,35 and 36. 2. <i>Penjelasan business plan 2018.</i> Explanation on business plan of 2018. 3. <i>Progress IT Core Banking.</i> Progress of IT Core Banking. 4. <i>Lain-lain.</i> Others.
09-10-2017	Radir	<ol style="list-style-type: none"> 1. <i>Pemaparan Video Spot Iklan, company profile dan kalender 2018.</i> Presentation of Commercial Spot Video, company profile and Calendar 2018. 2. <i>Penjelasan rencana internal business plan 2018 & MCB.</i> Explanation on internal business plan 2018 & MCB. 3. <i>Persiapan kegiatan korporasi.</i> Preparation for corporate action. 4. <i>Progress IT Core Banking.</i> Progress of Core Banking IT.
16-10-2017	Radir	<ol style="list-style-type: none"> 1. <i>Pembahasan kebijakan terhadap karyawan, persiapan bahan Radirkom, Public Expose dan persiapan pembuatan Annual Report.</i> Discussion on policies over employment, preparing material for Radirkom, Public Expose and preparing the Annual Report. 2. <i>Penjelasan produk tabungan baru MOE dan Kalender 2018.</i> Explanation of new Saving Products MOE and the 2018 Calendar. 3. <i>Layout jaringan Kantor Cabang Baru.</i> Layout for the network of new Branch Office. 4. <i>Penjelasan business plan; (project micro saving & micro insurance & saving milenials).</i> Explanation of business plan; (project micro saving & micro insurance & saving milenials). 5. <i>Progress IT Core Banking.</i> Progress of IT Core Banking.

Tanggal Date	Jenis Rapat Type of Meeting	Agenda Rapat Meeting Agenda
23-10-2017	Radir	<ol style="list-style-type: none"> Bahan materi untuk diikutsertakan dalam Rapat Direksi selambatnya diterima oleh All BOD sehari sebelumnya agar terintegrasi dengan baik dan supaya BOD tidak salah dalam mengambil keputusan. The material to be discussed in the Board of Directors Meeting should be received by all directors at the latest the day before the meeting in order to be well integrated to help BOD making the right decision. Rapat BOD hanya menghasilkan suatu kebijakan, keputusan dan bukan pembahasan awal yang seharusnya melalui jalur sirkuler terlebih dahulu, baik tertulis maupun lisan. BOD Meeting only resulting in policy, decision and should not hold initial discussion which supposedly done through circular letters first, both written and oral. Setiap agenda pengambilan keputusan bersama BOD dibatasi 1 agenda, memerlukan waktu 10-15 menit. Every collegial decision making by BOD is limited to only 1 agenda and takes 10-15 minutes. Ada masukan dari Komisaris bahwa budaya karyawan masih banyak yang harus dibenahi, karena belum merasa memiliki perusahaan ini. Commissioner gave input on the employee culture that need to be addressed, since none of them has the sense of belonging towards this company.
06-11-2017	Radir	<ol style="list-style-type: none"> Pembahasan Hasil <i>Exit Meeting</i> OJK di Batam Discussion on the results of Exit Meeting FSA in Batam Pembahasan <i>Issue</i> lainnya. Discussing other issues. Pembahasan <i>e-channel</i> (<i>Internet Banking, Mobile Banking, NPG</i>). Discussing e-channel (Internet Banking, Mobile Banking, NPG). Pembahasan <i>Progress UAT Finacle</i>. Discussing the Progress of UAT Finacle.
20-11-2017	Radir	<ol style="list-style-type: none"> Pembahasan Pemberitaan Media Gugatan Weston kepada LPS atas Proses Penjualan Bank Mutiara (J Trust Bank). Discussion on the news regarding Weston's Lawsuit to LPS over the Process of the acquisition of Bank Mutiara (J Trust Bank). Pembahasan Rencana Bisnis Bank untuk OJK. Discussion on the Bank's Business Plan for FSA. Pembahasan <i>Progress UAT Finacle</i>. Preparing the Progress of UAT Finacle. Lain-lain. Other issues.
27-11-2017	Radir	<ol style="list-style-type: none"> Kepastian dan persiapan <i>Corebanking UAT Finacle Live</i> di tanggal 1 Januari 2018. Certainty and preparation of Corebanking UAT Finacle Live on January 1, 2018. Pembahasan debitur baru di atas Rp10 miliar & Prognosa November 2017. Discussion on new debtors above Rp10 billion & Prognosis November 2017. Lain-lain. Others.
28-11-2018	Radir	<p>Persiapan Surat Pemberitahuan ke Nasabah dan OJK selambat-lambatnya 1 bulan sebelum <i>Live UAT New Core Banking J Trust Bank</i> dijalankan pada Tanggal 1 Januari 2018. Preparing Notification Letter to Customer and FSA no later than 1 month before Live of UAT of New Core Banking J Trust Bank ran on January 1, 2018.</p>
11-12-2017	Radir	<ol style="list-style-type: none"> Penjelasan karakter untuk produk Tabungan MOE Explanation on the MOE Saving Products. Pembahasan <i>Branch Standardization</i> Discussion on Branch Standardization. Pembahasan lanjutan <i>progress</i> persiapan IT Corebanking Live Further discussion on the progress for the preparation of IT Corebanking Live Pemaparan informasi debitur baru di atas Rp10 miliar di Bulan November 2017. Exposure on information of new debtor above Rp10 billion in November 2017. Prognosa awal Bulan November 2017. Prognosa for November 2017. Pembahasan ALCO Discussion on ALCO

10 Penilaian (Assessment) Kinerja Direksi

PT Bank JTrust Indonesia Tbk melaksanakan proses evaluasi kinerja Direksi terkait rencana dan strategi Bank yang telah ditentukan sebelumnya. Pelaksanaan penilaian dilakukan dengan cara sebagai berikut:

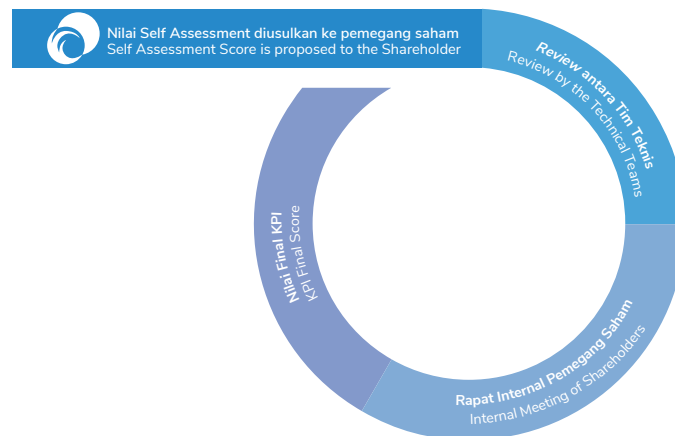
1. Penilaian Kinerja Direksi dengan *Self Assessment*
 - Penilaian individual untuk tiap anggota Direksi akan dilakukan oleh Direktur Utama.
 - Penilaian kelompok dan kinerja Direktur Utama akan dilakukan oleh RUPS.
 - Hasil-hasil dari penilaian kinerja akan diberikan pada RUPS untuk ditelaah dan dipertimbangkan.
 - a. Pihak yang melakukan penilaian
Penilaian kinerja Direksi oleh Dewan Komisaris dan kemudian disetujui oleh pemegang saham (*shareholder*).
 - b. Prosedur pelaksanaan penilaian Kinerja
 - Tahap 1
Rencana Kerja Anggaran Perusahaan (RKAP) yang telah disahkan melalui RUPS
 - Tahap 2
Menyusun *Draft Key Performance Indicator* (KPI)
 - Tahap 3
KPI di-review oleh Dewan Komisaris dan Komite Nominasi dan Remunerasi
 - Tahap 4
Draft KPI diusulkan kepada Pemegang Saham Mayoritas (J Trust Co., Ltd.)
 - Tahap 5
Pembahasan KPI antara Tim Teknis PT Bank JTrust Indonesia Tbk dan Tim Teknis Pemegang Saham
 - Tahap 6
Penandatanganan bersama KPI antara PT Bank JTrust Indonesia Tbk dengan Pemegang Saham
 - c. Kriteria yang digunakan
 - Proses penyusunan *Key Performance Indicator* (KPI) Direksi PT Bank JTrust Indonesia Tbk menerapkan metode *Balanced Scorecard* (BSC). Pengukuran kinerja menggunakan empat perspektif, yaitu: Keuangan, Internal Bisnis, *Customer*, *Learning & Growth*.

10. Assessment on the Performance of the Board of Directors

PT Bank JTrust Indonesia Tbk conducts evaluation on the performance of the Board of Directors regarding the Bank's predetermined plans and strategies. The assessment is conducted in the following manner:

1. Performance Appraisal of BODs using Self Assessment
 - The individual ratings for each member of the Board of Directors shall be conducted by the President Director.
 - The Group's assessment and performance of the President Director will be conducted by the GMS.
 - The results of the performance appraisal will be submitted to the GMS for review and consideration.
 - a. The party conducting the assessment
Assessment on the performance of the Board of Directors conducted by the Board of Commissioners and subsequently approved by the shareholders.
 - b. Performance appraisal procedures
 - Stage 1
Corporate Budget Work Plan (RKAP) which ratified by the GMS
 - Stage 2
Drafting the Key Performance Indicator (KPI)
 - Stage 3
KPI is reviewed by the Board of Commissioners and the Nomination and Remuneration Committee
 - Stage 4
The draft of KPI is proposed to Majority Shareholders (J Trust Co., Ltd.)
 - Stage 5
Technical Team of PT Bank JTrust Indonesia Tbk and Technical Team of Shareholders Discussing KPI.
 - Stage 6
Signing of KPI by PT Bank JTrust Indonesia Tbk together with Shareholders.
 - c. Criteria
 - The process of drafting the Key Performance Indicator (KPI) of the Board of Directors of PT Bank JTrust Indonesia Tbk is based on the Balanced Scorecard (BSc) method. The performance measurement uses four perspectives, namely: Finance, Internal Business, Customer, Learning & Growth.

- Dengan menerapkan metode BSC ini yang diukur bukan hanya target keuangan tetapi juga proses. PT Bank JTrust Indonesia Tbk meyakini bahwa dengan metode BSC dapat memperjelas dan menerjemahkan visi dan strategi serta dapat mengkomunikasikan dan mengaitkan berbagai tujuan dan ukuran strategis.
 - Setelah KPI secara *bankwide*/direktorat ditandatangani, setiap bulannya PT Bank JTrust Indonesia Tbk selalu memonitor pencapaian kinerja terhadap target sesuai KPI.
 - Setiap akhir tahun buku KPI tersebut akan dievaluasi oleh Pemegang Saham untuk mengukur kinerja Direksi. Adapun tahapan dalam mengevaluasi nilai KPI pada akhir tahun adalah sebagai berikut:
- By applying the BSC method that is measured not only financial targets but also processes. PT Bank JTrust Indonesia Tbk believes that the BSC method can clarify and translate the vision and strategy and can communicate and link strategic objectives and measures.
 - After KPI is signed bankwide/per directorate, PT Bank JTrust Indonesia Tbk always monitor the achievement of the target performance according to KPI on monthly basis.
 - Each end of the fiscal year, the KPI will be evaluated by the Shareholders to measure the performance of BOD. The stages in evaluating the value of KPI at the end of the year are as follows:



2. Penilaian Melalui *Self Assessment* Penerapan Tata Kelola Bank
Penilaian kinerja Direksi dilakukan juga melalui *self assessment* penerapan tata kelola Bank di mana Direksi melalui *Corporate Secretary Division* mengisi Kertas Kerja *Self Assessment* untuk faktor penilaian pelaksanaan tugas dan tanggung jawab Direksi serta Bank menyampaikan laporan hasil *self assessment* penerapan tata kelola Bank kepada OJK sebagaimana diatur pada Surat Edaran Otoritas Jasa Keuangan Nomor 13/SEOJK.03/2017 tanggal 17 Maret 2017 Tentang Penerapan Tata Kelola Bagi Bank Umum.

2. Self Assessment on the Implementation of Good Corporate Governance
Assessment of BOD performance is also conducted through self assessment on the Bank's governance implementation whereby BOD through Corporate Secretary Division fills the Self Assessment Working Paper to assess the performance of the duties and responsibilities of BOD and the Bank submits the self assessment report on the implementation of the Bank's governance to FSA as stipulated in the Circular Letter Financial Services Authority No. 13/SEOJK.03/2017 dated March 17, 2017 on Implementation of Good Corporate Governance for Commercial Banks.

Kriteria/Indikator yang digunakan mencakup 3 (tiga) aspek *Governance*:

- a. Penilaian *Governance Structure*
Menilai kecukupan struktur dan infrastruktur tata kelola Bank agar proses penerapan prinsip Tata Kelola yang baik menghasilkan outcome yang sesuai dengan harapan Pemangku Kepentingan Bank.
- b. Penilaian *Governance Process*
Menilai efektivitas proses penerapan prinsip Tata Kelola yang didukung oleh kecukupan struktur dan infrastruktur Tata Kelola Bank sehingga menghasilkan outcome yang sesuai dengan harapan Pemangku Kepentingan Bank.
- c. Penilaian *Governance Outcome*
Menilai kualitas outcome yang memenuhi harapan Pemangku Kepentingan Bank yang merupakan hasil proses penerapan prinsip Tata Kelola yang baik yang didukung oleh kecukupan struktur dan infrastruktur Tata Kelola Bank.

3. Penilaian kinerja Direksi juga dilakukan pada saat pertanggungjawaban laporan tahunan Bank dalam RUPS Tahunan, di mana RUPS Tahunan di tahun 2018 ini akan diselenggarakan dalam jangka waktu paling lambat 6 (enam) bulan setelah tahun buku 2017 berakhir. Sebagai gambaran untuk pelaksanaan RUPS pertanggung-jawaban laporan tahun buku 2016 pada tanggal 30 Maret 2017 merupakan laporan tahunan perusahaan tahun buku 2016 yang menerangkan tentang keadaan jalannya perusahaan dan hasil yang telah dicapai selama tahun 2016. Selanjutnya menyatakan serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*vollediq acquit et decharge*) kepada para anggota Direksi atas tindakan kepengurusan yang telah mereka jalankan selama tahun buku 2016.

11 Program Pelatihan Anggota Direksi

Untuk menunjang pelaksanaan tugas dan tanggung jawab Direksi, selama tahun 2017 beberapa anggota Direksi PT Bank JTrust Indonesia Tbk telah mengikuti berbagai program pelatihan, *workshop*, konferensi, seminar, antara lain:

Criteria/Indicator used include 3 (three) aspects of *Governance*:

- a. Governance Structure Assessment
Assessing the adequacy of Bank's governance structure and infrastructure so that the process of applying the Good Governance principles results in an outcome that is in line with the expectations of the Bank's Stakeholders.
- b. Governance Process Assessment
Assessing the effectiveness of the process of applying the GCG principles supported by the adequacy of Bank Governance structure and infrastructure so as to produce an outcome that is in line with the expectations of the Bank's Stakeholders.
- c. Governance Outcome Assessment
Assess the quality of outcomes that meet the expectations of the Bank's Stakeholders as a result of the process of applying the Good Governance principles supported by the adequacy of Bank Governance structure and infrastructure.

3. The performance evaluation of the Board of Directors shall also be made at the time of accountability of the Bank's annual report in the Annual General Meeting of Shareholders, where the Annual General Meeting of Shareholders in 2018 will be held within 6 (six) months after the end of fiscal year 2017. As an illustration for the implementation of the General Meeting of Shareholders' General Meeting of Shareholders of the 2016 fiscal year report on March 30, 2017 is the Company's annual report of for the fiscal year 2016 explaining the state of the Company's progress and the results achieved in 2016. Subsequently granting full acquittal and release (*vollediq acquit et decharge*) to all members of the Board of Directors for the management actions undertaken in the fiscal year 2016.

11. Training Program for Members of the Board of Directors

To support the duties and responsibilities of the Board of Directors, in 2017 several members of the Board of Directors of PT Bank JTrust Indonesia Tbk have attended various training programs, workshops, conferences, seminars, among others:

No.	Nama Name	Periode Menjabat (Sejak Lulus F & P) Serving Period (After Passing the F & P)	Pelatihan, Workshop, Konferensi, Seminar Training, Workshop, Conference, Seminar	Penyelenggara Organizer	Tempat & Waktu Venue & Time
1	Ritsuo Ando (Direktur Utama President Director)	<ul style="list-style-type: none"> 1 Januari s/d 25 Oktober 2017 (Direktur/Plt. Direktur Utama) January 1 to October 25, 2017 (Director/ acting President Director) 26 Oktober 2017 s/d 31 Desember 2017 (Direktur Utama) October 26, 2017 to December 31, 2017 (President Director) 	<ul style="list-style-type: none"> Seminar Challenge & Opportunity In Digital Financial Technology Seminar on the Challenge & Opportunity In Digital Financial Technology. Workshop Bisnis Kelapa Sawit Workshop on the Oil Palm Business. 	<p>PT Penta Media Nusantara</p> <p>Bapak Setiawan Santoso Halim, S.E., Ak., Ca. & Bpk Sutrisno Yulianto, STP MM</p>	<p>Jakarta, 5 Desember 2017 Jakarta, December 5, 2017</p> <p>Jakarta, 6 Oktober 2017 Jakarta, October 6, 2017</p>
2	Haryanto Budi Purnomo (Direktur Director)	24 November s/d 31 Desember 2017 November 24 to December 31, 2017	<ul style="list-style-type: none"> Business Strategy 2017-2020 Business Strategy 2017-2020 Seminar Challenge & Opportunity In Digital Financial Technology Seminar on the Challenge & Opportunity In Digital Financial Technology Seminar Refocusing On Credit Risk Management Seminar Refocusing On Credit Risk Management Workshop Bisnis Kelapa Sawit Workshop on the Oil Palm Business. 	<p>Edcore Consulting</p> <p>PT Penta Media Nusantara</p> <p>Bara (Banker Association for Risk)</p> <p>Bapak Setiawan Santoso Halim, S.E., Ak., Ca. & Bpk Sutrisno Yulianto, STP MM</p>	<p>Jakarta, 7 April 2017 Jakarta, April 7, 2017</p> <p>Jakarta, 5 Desember 2017 Jakarta, December 5, 2017</p> <p>Jakarta, 23-24 Maret 2017 Jakarta, March 23-24, 2017</p> <p>Jakarta, 6 Oktober 2017 Jakarta, October 6, 2017</p>

No.	Nama Name	Periode Menjabat (Sejak Lulus F & P) Serving Period (After Passing the F & P)	Pelatihan, Workshop, Konferensi, Seminar Training, Workshop, Conference, Seminar	Penyelenggara Organizer	Tempat & Waktu Venue & Time
3	Felix Istyono Hartadi Tiono (Direktur Director)	1 Januari s/d 31 Desember 2017 January 1 to December 31, 2017	<ul style="list-style-type: none"> How Leadership Accelerates Transformation in Banking Seminar Challenge & Opportunity In Digital Financial Technology Workshop Bisnis Kelapa Sawit Workshop on the Oil Palm Business. Workshop Indonesia Risk Management Outlook 2018 Workshop on Indonesia Risk Management Outlook 2018 	<p>Infobank</p> <p>PT. Penta Media Nusantara</p> <p>Bpk. Setiawan Santoso Halim, S.E., Ak., Ca. & Bpk Sutrisno Yulianto, STP MM</p> <p>LPPI</p>	<p>Jakarta, 28 November 2017 Jakarta, November 28, 2017</p> <p>Jakarta, 5 Desember 2017 Jakarta, December 5, 2017</p> <p>Jakarta, 6 Oktober 2017 Jakarta, October 6, 2017</p> <p>Jakarta, 7 Desember 2017 Jakarta, December 7, 2017</p>
4	Rio Lanasier (Direktur Director)	3 Oktober s/d 31 Desember 2017 October 3 to December 31, 2017	<ul style="list-style-type: none"> Political Economy Outlook 2018 Political Economy Outlook 2018 Seminar Challenge & Opportunity In Digital Financial Technology Seminar on the Challenge & Opportunity In Digital Financial Technology Seminar Tantangan dan Trend Bisnis Perbankan Seminar on the Challenge & Trend in Banking Business Workshop Indonesia Risk Management Outlook 2018 Workshop on Indonesia Risk Management Outlook 2018 	<p>The Consumer Banking School</p> <p>PT. Penta Media Nusantara</p> <p>Warta Ekonomi</p> <p>LPPI</p>	<p>Jakarta, 22 November 2017 Jakarta, November 22, 2017</p> <p>Jakarta, 5 Desember 2017 Jakarta, December 5, 2017</p> <p>Jakarta, 23 Maret 2017 Jakarta, March 23, 2017</p> <p>Jakarta, 7 Desember 2017 Jakarta, December 7, 2017</p>
5	Yosuke Tanaka (Direktur Director)	1 Januari s/d 31 Desember 2017 January 1 to December 31, 2017	<ul style="list-style-type: none"> Workshop Indonesia Risk Management Outlook 2018 Workshop on Indonesia Risk Management Outlook 2018 	<p>LPPI</p>	<p>Jakarta, 7 Desember 2017 Jakarta, December 7, 2017</p>

No.	Nama Name	Periode Menjabat (Sejak Lulus F & P) Serving Period (After Passing the F & P)	Pelatihan, Workshop, Konferensi, Seminar Training, Workshop, Conference, Seminar	Penyelenggara Organizer	Tempat & Waktu Venue & Time
6	Helmi Arief Hidayat (Direktur Director)	1 Januari s/d 31 Desember 2017 January 1 to December 31, 2017	<ul style="list-style-type: none"> How Leadership Accelerates Transformation In Banking Rencana Bisnis Bank Di Tahun Politik 2018 Bank Business Plan in the Politic Year of 2018 Seminar Challenge & Opportunity In Digital Financial Technology Seminar of Challenge & Opportunity In Digital Financial Technology Workshop Bisnis Kelapa Sawit Workshop on the Oil Palm Business. Workshop Indonesia Risk Management Outlook 2018 Workshop Indonesia Risk Management Outlook 2018 	<p>Infobank</p> <p>The Consumer Banking School</p> <p>PT. Penta Media Nusantara</p> <p>Bpk. Setiawan Santoso Halim, S.E., Ak., Ca. & Bpk Sutrisno Yulianto, STP MM</p> <p>LPPI</p>	<p>Jakarta, 28 November 2017 Jakarta, November 28, 2017</p> <p>Jakarta, 14-15 September 2017 Jakarta, September 14-15, 2017</p> <p>Jakarta, Desember 5, 2017 Jakarta, December 5, 2017</p> <p>Jakarta, 6 Oktober 2017 Jakarta, October 6, 2017</p> <p>Jakarta, 7 Desember 2017 Jakarta, December 7, 2017</p>
7	Budi Tjahja Halim (Direktur Director) *)	-	<ul style="list-style-type: none"> Business Strategy 2017-2020 Business Strategy 2017-2020 Seminar Challenge & Opportunity In Digital Financial Technology Seminar Challenge & Opportunity In Digital Financial Technology Seminar Refocusing On Credit Risk Management Seminar Refocusing On Credit Risk Management Workshop Bisnis Kelapa Sawit Workshop on the Oil Palm Business. 	<p>Edcore Consulting</p> <p>PT. Penta Media Nusantara</p> <p>Bara (Banker Association For Risk)</p> <p>Bapak Setiawan Santoso Halim, S.E., Ak., Ca. & Bpk Sutrisno Yulianto, STP MM</p>	<p>Jakarta, 7 April 2017 Jakarta, April 7, 2017</p> <p>Jakarta, 5 Desember 2017 Jakarta, December 5, 2017</p> <p>Jakarta, 23-24 Maret 2017 Jakarta, March 23-24, 2017</p> <p>Jakarta, 6 Oktober 2017 Jakarta, October 6, 2017</p>

*) Diangkat dalam RUPSLB Perseroan tanggal 23 Desember 2016 dan masih dalam proses *fit and proper test* oleh OJK, dan sebelumnya menjabat sebagai Executive Vice President (EVP) di J Trust Bank.
Appointed in the EGMS on December 23, 2016 and still in fit and proper test process by FSA, and previously served as Executive Vice President (EVP) at J Trust Bank.

12 Kebijakan Remunerasi dan Fasilitas Bagi Direksi

RUPS menyetujui pemberian kuasa kepada Dewan Komisaris Perseroan untuk menetapkan besarnya Remunerasi (gaji, tantiem serta penetapan fasilitas/benefit/tunjangan lainnya) bagi anggota Direksi Perseroan berdasarkan rekomendasi dari Komite Remunerasi dan Nominasi.

Prosedur Penetapan Remunerasi Direksi

- Tahap 1
Komite Remunerasi dan Nominasi menyusun dan mengusulkan rekomendasi remunerasi Direksi dan Dewan Komisaris kepada Dewan Komisaris.
- Tahap 2
Dewan Komisaris mengkaji usulan Komite Remunerasi dan Nominasi serta mengusulkan kepada RUPS untuk menetapkan remunerasi Direksi berdasarkan rekomendasi Komite Remunerasi dan Nominasi.
- Tahap 3
RUPS yang bertindak mewakili pemegang saham mayoritas menyetujui pemberian kuasa kepada Dewan Komisaris Perseroan untuk menetapkan besarnya Remunerasi bagi anggota Direksi Perseroan berdasarkan rekomendasi dari Komite Remunerasi dan Nominasi.

12. Remuneration Policy and Facilities for Directors

The General Meeting of Shareholders approved to grant power to the Board of Commissioners to determine the amount of Remuneration (salary, tantiem and establishment of facilities/benefits/other benefits) for the members of the Board of Directors of the Company based on the recommendations of the Remuneration and Nomination Committee.

Procedure for BOD Remuneration Determination

- Stage 1
The Remuneration and Nomination Committee prepares and recommends the remuneration of the Board of Directors and Board of Commissioners to the Board of Commissioners.
- Stage 2
The Board of Commissioners reviews the proposals of the Remuneration and Nomination Committee and proposes to the GMS to determine the remuneration of the Board of Directors based on the recommendations of the Remuneration and Nomination Committee.
- Stage 3
The GMS acting on behalf of the majority shareholders approved to grant power to the Board of Commissioners to determine the amount of Remuneration for members of the Board of Directors based on the recommendations of the Remuneration and Nomination Committee.

Struktur Remunerasi dan Fasilitas Bagi Direksi

No	Jenis Penghasilan Type of Income	Ketentuan Terms
1	Gaji Salary	Sesuai kebijakan kompensasi, benefit & fasilitas BOC, BOD & EVP As compensation policies, benefits and facilities BOC, BOD & EVP
2	Tunjangan rutin Routine Allowance	Sesuai kebijakan kompensasi, benefit & fasilitas BOC, BOD & EVP As compensation policies, benefits and facilities BOC, BOD & EVP

Remuneration Structure and Facilities for BOD

Besarnya Remunerasi Masing-Masing Anggota Direksi

Rincian pemberian remunerasi Direksi pada tanggal 31 Desember 2017 yaitu:

The Amount of Remuneration of Each Member of the Board of Directors

Details of remuneration for BOD as of December 31, 2017 are as follows:

Nama Name	Gaji Salary	Tunjangan Rutin*) Routine Allowance	Tantiem	Santunan Benefits	Jumlah Remunerasi Per Orang Per Tahun Total Remuneration Per Person per Year	
					> Rp2 miliar > Rp2 billion	≤ Rp2 miliar ≤ Rp2 billion
Ritsuo Ando	√	√	-	-	√	-
Felix Istyono Hartadi Tiono	√	√	-	-	√	-
Yosuke Tanaka	√	√	-	-	√	-
Helmi Arief Hidayat	√	√	-	-	√	-
Haryanto Budi Purnomo	√	√	-	-	√	-

Nama Name	Gaji Salary	Tunjangan Rutin*) Routine Allowance	Tantiem	Santunan Benefits	Jumlah Remunerasi Per Orang Per Tahun Total Remuneration Per Person per Year	
					> Rp2 miliar > Rp2 billion	≤ Rp2 miliar ≤ Rp2 billion
Rio Lanasier	√	√	-	-	√	-
Total (dalam jutaan Rp Rp million)	Rp10.122	Rp8.089	-	-	-	-

*) Tunjangan Rutin ---> Fasilitas Kendaraan, Tunjangan BBM & Supir, Tunjangan Handphone, Tunjangan Hari Raya (THR), Tunjangan Cuti, Tunjangan Pajak PPh 21
Routine Allowance ---> Vehicle Facilities, Fuel Support & Drivers, Mobile Benefits, Holiday Allowances (THR), Leave Allowances, Income Tax Benefit 21

2.6. Transaksi yang Mengandung Benturan Kepentingan

Transaksi yang menyebabkan terjadinya benturan kepentingan antara Bank dengan pribadi pemilik, anggota Dewan Komisaris, anggota Direksi, Pejabat Eksekutif, dan/atau pihak lain yang terkait dengan Bank, maka bagi anggota Dewan Komisaris, anggota Direksi, Pejabat Eksekutif dilarang mengambil tindakan/keputusan yang dapat merugikan Bank atau mengurangi keuntungan Bank.

Dalam menjalankan tugas dan tanggung jawab sehari-hari untuk melakukan hubungan bisnis dengan nasabah, rekanan maupun dengan rekan sekerja, serta menjaga kepentingan publik, PT Bank JTrust Indonesia Tbk senantiasa menjunjung tinggi integritas pribadi dan profesionalisme yang luhur, yang dituangkan dalam bentuk buku Pedoman Etika Korporasi perusahaan dan Pernyataan Fakta Integritas sebagai standar etika dan perilaku yang wajib dijadikan pedoman oleh seluruh anggota Bank (Dewan Komisaris, Direksi dan Karyawan Tetap/Kontrak).

Buku Pedoman Etika Korporasi perusahaan dan Pernyataan Fakta Integritas telah mengatur hal-hal yang harus dihindari untuk mencegah potensi terjadinya benturan kepentingan dalam setiap aktivitas dengan para nasabah, rekanan atau antara sesama anggota Bank, termasuk dalam pengambilan keputusan.

Selama tahun 2017 tidak ada transaksi yang mengandung benturan kepentingan, sebagaimana tabel berikut:

No	Nama dan Jabatan Pihak yang Memiliki Benturan Kepentingan Name & Position of Parties with Conflict of Interest	Nama dan Jabatan Pengambil Keputusan Name & Position of Decision Maker	Jenis Transaksi Type of Transaction	Nilai Transaksi (jutaan Rupiah) Transaction Amount (Rp million)	Keterangan *) Description
	Tidak ada None	Tidak ada None	Tidak ada None	Tidak ada None	Tidak ada None

*) Tidak sesuai sistim dan prosedur yang berlaku
Not in compliance with application system and procedure

2.6. Transactions Involving Conflict of Interest

Transactions that caused conflicts of interest between the Bank and the owners, members of the Board of Commissioners, members of the Board of Directors, Executive Officers, and/or other parties related to the Bank, then the members of the Board of Commissioners, members of the Board of Directors, Executive Officers are prohibited from taking actions/decisions that may inflict damage to the Bank or reduce the profit of the Bank.

In carrying out the day-to-day duties and responsibilities in doing business relationship with customers, partners and their co-workers, as well as safeguarding public interests, PT Bank JTrust Indonesia Tbk always strives to uphold personal integrity and excellent professionalism, which is manifested in a Corporate Ethics guidelines of the company to serve as ethical and behavioral standards which must be applied as guidelines by all members of the Bank (the Board of Commissioners, Board of Directors and Permanent/Contract Employees).

Corporate Ethics guidelines of the company governs matters which should be avoided to prevent potential conflicts of interest in every activity with customers, partners or among members of the Bank, including in decision-making.

During 2017 there were no transactions which contain conflict of interest, as the table below:

2.7. Kepemilikan saham anggota Dewan Komisaris dan anggota Direksi yang mencapai $\geq 5\%$ (lima persen) dari modal disetor, yang meliputi jenis dan jumlah lembar saham pada Bank tersebut, Bank lain, Lembaga Keuangan Bukan Bank, dan Perusahaan Lain yang berkedudukan baik di dalam maupun di luar negeri.

Selama tahun 2017 kepemilikan saham oleh anggota Dewan Komisaris dan anggota Direksi yang mencapai $\geq 5\%$ (lima persen) dari modal disetor telah diungkapkan dalam hubungan afiliasi.

2.8. Hubungan Keuangan dan Hubungan Keluarga anggota Dewan Komisaris dan anggota Direksi

Selama tahun 2017 tidak ada hubungan keuangan dan hubungan keluarga anggota Dewan Komisaris dan Direksi dengan anggota Dewan Komisaris lainnya, Direksi lainnya dan/atau Pemegang Saham Pengendali Bank sebagaimana telah diungkapkan dalam hubungan afiliasi.

2.9. Pembelian Kembali (*Buy Back*) Saham dan/atau Obligasi Bank

Pembelian kembali (*Buy back*) saham atau obligasi Bank adalah upaya mengurangi jumlah saham/obligasi yang telah diterbitkan Bank dengan cara membeli kembali saham atau obligasi tersebut dengan tata cara pembayaran dilaksanakan sesuai dengan ketentuan yang berlaku.

Pengungkapan mencakup:

- Kebijakan dalam melakukan pembelian kembali (*Buy back*) saham/obligasi Bank.
- Jumlah lembar saham dan/atau obligasi yang dibeli kembali.
- Harga pembelian kembali per lembar saham dan/atau obligasi.
- Peningkatan laba per lembar saham dan/atau obligasi.

Selama tahun 2017 tidak ada Pembelian kembali (*Buy back*) saham atau obligasi Bank yang terjadi di PT Bank JTrust Indonesia Tbk.

2.10. Informasi tentang Kode Etik Emiten/Perusahaan Publik

a. Pokok-pokok kode etik

- Dasar hukum Etika Korporasi berpedoman pada ketentuan dalam Anggaran Dasar PT Bank JTrust Indonesia Tbk.
- Etika Korporasi ini digunakan sebagai acuan bagi Anggota Bank dalam menjalankan dan membina hubungan bisnis dengan nasabah, rekanan dan rekan sekerja sehingga tercipta Anggota Bank yang memiliki integritas, loyalitas dan berdedikasi tinggi.

2.7. Shareholding of members of the Board of Commissioners and Board of Directors Which reached $\geq 5\%$ (five percent) of the paid-up capital, which includes the type and number of shares in the Bank, other banks, Non-Bank Financial Institutions, and other companies, which domiciled locally or abroad.

In 2017, there is no member of the Board of Commissioners, and member of the Board of Directors who own shares constituting more than five percent of the paid-up capital at another company.

2.8. Financial and family relations of members of the Board of Commissioners and Board of Directors

During 2017 there was no financial and family relations of members of the Board of Commissioners and Board of Directors with another members of the Board of Commissioners, Board of Directors and/or Controlling Shareholders of the Bank.

2.9. The buyback of the Bank's shares and/or bonds

Shares buyback or bonds buyback is the effort to reduce the number of shares or bonds issued by the Bank by repurchasing said shares or bonds, which payment mechanism is carried out subject to the prevailing laws.

The disclosure include:

- The shares and/or bonds buyback policy;
- The number of repurchased shares and/or bonds;
- The price of shares and/or bonds buyback;
- The increase pro t per share and/or bond.

In 2017 there were no shares and/or bonds buyback by the Bank in PT Bank JTrust Indonesia Tbk.

2.10. Information on the Issuer's Code of Ethics

a. Principles of the code of ethics

- The legal basis of Corporate Ethics is based on the provisions of the Articles of Association of PT Bank JTrust Indonesia Tbk.
- The Corporate ethics is used as a reference for the Member of the Bank in conducting and fostering business relationships with customers, partners and co-workers in order to create Members with integrity, loyalty and dedication.

c. Etika Korporasi memungkinkan Anggota Bank untuk secara cepat mengetahui adanya penyimpangan dalam menjalankan usaha sehingga menjaga anggota Bank dari melakukan hubungan bisnis yang kurang baik. Meskipun demikian tidak bertujuan untuk mencampuri kehidupan pribadi dari Anggota Bank.

b. Bentuk sosialisasi kode etik dan upaya penegakannya

Dilakukan sosialisasi bagi seluruh karyawan terutama Anggota Bank pada saat bergabung di PT Bank JTrust Indonesia Tbk dalam bentuk buku Etika Korporasi, di mana seluruh karyawan memahami akan kerahasiaan informasi dan konsekuensinya.

c. Pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten

Pernyataan dilakukan dengan mengisi *annual statement* 1 (satu) tahun sekali. Anggota Bank harus memahami dan mengetahui bahwa seluruh informasi yang berhubungan dengan Bank dan nasabah bersifat rahasia sebagaimana tercantum dalam Undang-Undang kerahasiaan Bank dan peraturan lainnya dan Anggota Bank wajib menjaga kerahasiaan informasi tersebut.

c. Corporate Ethics allows Member of the Bank to promptly identify the irregularities in the operations so it can keep the members of the Bank away from conducting an unhealthy business practices. Nevertheless, it is not intended to interfere in the private lives of the Member of the Bank.

b. The form of code of conduct socialization and enforcement effort

Socialization is conducted to all employees, especially Member of the Bank at the time of joining PT Bank JTrust Indonesia Tbk in the form of Corporate Ethics book, which all employees understand the confidentiality of information and its consequences.

c. A statement that the code of ethics is applicable to members of the Board of Directors, Board of Commissioners, and employees of the Issuer

The statement is conducted by filling out annual statement annually. Members of the Bank must understand and acknowledge that all information relating to the Bank and the customer is confidential as stated in Bank Secrecy Act and other legislation and members of the Bank shall maintain the confidentiality of such information.

2.11. Informasi tentang Budaya Perusahaan (Corporate Culture) atau Nilai-Nilai Perusahaan (Core Values)

Corporate Culture adalah Budaya Perusahaan yang memiliki peran sangat besar dalam menciptakan kelancaran operasional dan produktivitas perusahaan. Dengan budaya perusahaan yang jelas dan terarah, perusahaan mampu menggerakkan roda bisnis menuju kearah yang jelas dengan tuntunan, panduan atau cara untuk mencapainya.

J Trust Bank Core Values:

- J : Justice – Conduct business with Integrity
- T : Teamwork – Respect individuals to form an organization
- R : Revolution – Stimulate a spirit of innovation for new value
- U : Uniqueness – Embrace ingenuity
- S : Safety – Deliver Service with sincerity
- T : Thankfulness – Express our appreciation

2.11. Information on the Corporate Culture or Core Values

Corporate Culture is a culture of the Company that has a significant role in creating smooth operations and productivity. With such a corporate culture that is clear and focused, the Company is able to run the business towards a clear direction with the guidance, strategies or method to achieve it.

J Trust Bank Core Values:

- J : Justice – Conduct business with Integrity
- T : Teamwork – Respect individuals to form an organization
- R : Revolution – Stimulate a spirit of innovation for new value
- U : Uniqueness – Embrace ingenuity
- S : Safety – Deliver Service with sincerity
- T : Thankfulness – Express our appreciation

2.12. Informasi tentang sanksi administratif yang dikenakan kepada Emiten/Perusahaan Publik, anggota Dewan Komisaris dan Direksi, oleh otoritas Pasar Modal dan otoritas lainnya pada tahun 2017

2.12. Information on administrative sanctions imposed on Issuers/Public Companies, members of the Board of Commissioners and Board of Directors, by the Capital Market authorities and other authorities in 2017

No.	No.surat No. Letter	Tgl.surat Date of Letter	Denda/Sanksi Fine/Sanction	Keterangan Notes
1	Surat BI No. 19/132/DPKL-GPP1-PPw1/Srt/Rhs BI Letter No. 9/132/DPKL-GPP1-PPw1/Srt/Rhs	31 Maret 2017 March 31, 2017	Rp100.000	Pengenaan sanksi kewajiban membayar atas keterlambatan penyampaian koreksi Laporan Bulanan Bank Umum Imposing sanction of penalties for late delivery of correction on the Commercial Bank Monthly Report
2	Surat BI No. S-239/PM.112/2017 BI Letter No. S-239/PM.112/2017	21 April 2017 April 21, 2017	Rp20.000	Sanksi Administratif berupa denda atas keterlambatan pelaporan transaksi efek periode pelaporan bulan Februari 2017 Administrative sanctions in the form of penalties for late reporting of securities transactions for the reporting period of February 2017
3	Surat BI No. 19/232/DPKL-GPP1-PPw1/Srt/Rhs BI Letter No. 19/232/DPKL-GPP1-PPw1/Srt/Rhs	22 Juni 2017 June 22, 2017	Rp100.000	Pengenaan sanksi kewajiban membayar atas keterlambatan penyampaian koreksi Laporan Bulanan Bank Umum (LBU) Imposition of financial penalties for late delivery of correction Commercial Bank Monthly Report (LBU)
4	Surat BI No. 19/560/DPSP-SDP/Srt/B BI Letter No. 19/560/DPSP-SDP/Srt/B	17 Juli 2017 July 17, 2017	Rp123.000	Pengenaan biaya dan sanksi kewajiban membayar atas kesalahan penggunaan TTC TSA The imposition of fees and penalties for improper use of TTC TSA
5	Surat BI No. 19/1815/Sb/Srt/Rhs BI Letter No. 19/1815/Sb/Srt/Rhs	20 September 2017 September 20, 2017	Rp650.000	Sanksi atas penyampaian koreksi Laporan Bulanan Bank Umum (LBU) secara offline bulan data Juli 2017 Sanctions for the offline submission of corrections of Commercial Bank Monthly Report (LBU) for July 2017
6	Surat BI No. 19/10/DPKL-GPP1/Srt/Rhs BI Letter No. 19/10/DPKL-GPP1/Srt/Rhs	18 September 2017 September 18, 2017	Rp1.700.000	Pengenaan sanksi kewajiban membayar atas penyampaian koreksi secara offline Imposing sanction of penalties for offline submission of correction
7	Surat BI No. 19/936/DPKL-GPP1-PPw2/Srt/B BI Letter No. 19/936/DPKL-GPP1-PPw2/Srt/B	07 September 2017 September 07, 2017	Rp150.000	Pengenaan sanksi kewajiban membayar pelanggaran ketentuan Laporan Harian Bank Umum (LHBU) The imposition of penalties for violation of Commercial Bank Daily Report (LHBU)
8	Surat BI No. 19/886/DPKL-GPP1-PPw2/Srt/B BI Letter No. 19/886/DPKL-GPP1-PPw2/Srt/B	04 September 2017 September 04, 2017	Rp50.000	Laporan Harian Bank Umum Commercial Bank Daily Report
9	Surat Kemenkeu No. S-2728/WPB.12/KP.09/2017 Ministry of Finance Letter No. S-2728/WPB.12/KP.09/2017	29 September 2017 September 29, 2017	Rp1.234.434	Pengenaan sanksi denda atas kekurangan/keterlambatan pelimpahan penerimaan negara The imposition of penalties on the shortfall/delay in submitting state revenues
10	Surat BI No. 19/406/DPKL-GPP1-PPw1/Srt/Rhs BI Letter No. 19/406/DPKL-GPP1-PPw1/Srt/Rhs	30 November 2017 November 30, 2017	Rp3.250.000	Pengenaan Sanksi Kewajiban Membayar atas Penyampaian Koreksi secara offline Laporan Berkala Bank Umum Imposing of penalties for Offline Submission of Reporting of Commercial Banks

No.	No.surat No. Letter	Tgl.surat Date of Letter	Denda/Sanksi Fine/Sanction	Keterangan Notes
11	Surat BI No. 19/1216/DPKL - GPP1-PPw2/Srt/B BI Letter No. 19/1216/DPKL - GPP1-PPw2/Srt/B	08 Desember 2017 December 08, 2017	Rp250.000	Laporan Harian Bank Umum Commercial Bank Report
12	Surat BI No. 19/68/DPKL/Srt/Rhs BI Letter No. 19/68/DPKL/Srt/Rhs	22 Desember 2017 December 22, 2017	Rp150.500.000	Progress Akhir Program Kerja Peningkatan Kualitas Data SID Tahun 2017 Final Progress of SID in the 2017 Data Quality Improvement Program

Pemantauan dilakukan terhadap sanksi administratif yang dikenakan oleh otoritas. Secara umum pelanggaran yang terjadi merupakan keterlambatan dan kesalahan pelaporan yang diakibatkan oleh faktor *human error* yaitu LBU, LHBU, dan finalisasi *cleansing* data SID. Dalam rangka memitigasi agar sanksi tersebut tidak terjadi lagi, maka dilakukan langkah-langkah perbaikan seperti pemantauan dan peningkatan ketelitian serta pemahaman dari unit terkait terhadap berbagai aspek pelaporan-pelaporan tersebut.

Monitoring is conducted against administrative sanctions imposed by the authority. In general, the violations that occur are delays and errors in reporting caused by human error factors, such as LBU, LHBU, and finalization of SID data cleansing. In order to mitigate such sanctions from reoccurring, improvement measures such as monitoring and improvement of accuracy and understanding from the units are made against various aspects of such reporting.

2.13. Program Kepemilikan Saham oleh Karyawan dan/atau Manajemen yang Dilaksanakan Emiten/Perusahaan Publik (jika ada), antara lain:

- Jumlah saham dan/atau Opsi
- Jangka waktu pelaksanaan
- Persyaratan karyawan dan/atau manajemen yang berhak, dan
- Harga pelaksanaan

PT Bank JTrust Indonesia Tbk belum ada program kepemilikan saham oleh Karyawan dan/atau Manajemen di tahun 2017.

2.13. Management/Employee Stock Ownership Program conducted by Issuer/Public Company (if any), among others:

- Number of shares and/or Options
- Window Exercise
- Eligible employee and/or management requirements, and
- Exercise price

PT Bank JTrust Indonesia Tbk there is no management/employee stock ownership program in 2017.

2.14. Informasi mengenai Kebijakan Remunerasi

Berdasarkan Peraturan Otoritas Jasa Keuangan Nomor 45/POJK.03/2015 tanggal 28 Desember 2015 dan Surat Edaran Otoritas Jasa Keuangan Nomor 40/SEOJK.03/2016 tanggal 26 September 2016 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi bagi Bank Umum, maka Bank wajib mengungkapkan informasi mengenai kebijakan remunerasi dalam Laporan Pelaksanaan Tata Kelola, sebagai berikut:

A. Komite Remunerasi dan Nominasi, meliputi:

- Nama anggota, komposisi, tugas dan tanggung jawab

Nama Name	Jabatan Position
Benny Luhur	Ketua (Komisaris Independen) Chairman (Independent Commissioner)
Nobiru Adachi	Anggota (Komisaris Utama) Member (President Commissioner)
Shigeyoshi Asano	Anggota (Komisaris) Member (Commissioner)
Mahdi Mahmudy	Anggota (Komisaris Independen) Member (Commissioner)
N. Krisbiyanto	Anggota (Kepala Divisi Human Capital) Member (Division Head of Human Capital)

2.14. Information on the Remuneration Policy

Under the Regulation of the Financial Services Authority Number 45/POJK.03/2015 dated December 28, 2015 and Circular Letter of the Financial Services Authority Number 40/SEOJK.03/2016 dated September 26, 2016 on the Implementation of Good Corporate Governance in Remuneration for Commercial Banks, the Bank shall disclose information regarding remuneration policy in the Governance Implementation Report, as follows:

A. Remuneration and Nomination Committee, include:

- Members' name, composition, duties and responsibilities

Tugas dan tanggung jawab Komite Remunerasi dan Nominasi sebagai berikut:

Terkait Remunerasi

- i. Melakukan evaluasi terhadap kebijakan remunerasi, menyusun sistem penggajian, dan memberikan tunjangan serta rekomendasi kepada pemegang saham tentang:
 - Penilaian terhadap sistem tersebut;
 - Opsi yang diberikan, antara lain opsi atas saham;
 - Sistem pensiun; dan
 - Sistem kompensasi serta manfaat lainnya.
 - ii. Memberikan rekomendasi kepada Dewan Komisaris mengenai kebijakan remunerasi bagi anggota Dewan Komisaris dan Direksi untuk disampaikan kepada RUPS.
 - iii. Memberikan rekomendasi kepada Dewan Komisaris mengenai kebijakan remunerasi bagi pejabat eksekutif dan karyawan secara keseluruhan untuk disampaikan kepada Direksi.
 - iv. Melaporkan hasil pelaksanaan tugasnya termasuk memberikan rekomendasi kepada Dewan Komisaris.
- b. Jumlah Rapat Komite Remunerasi dan Nominasi yang dilakukan di Tahun 2017 yaitu:

Duties and responsibilities of the Remuneration and Nomination Committee as follows:

Related to Remuneration

- i. Evaluating the remuneration policy, preparing the payroll system, and provide benefits and recommendation to shareholders concerning:
 - Assessment of the system;
 - Options granted, among other options on the shares;
 - Pension systems; and
 - The system of compensation and other benefits.
 - ii. Provide recommendations to the Board of Commissioners regarding the remuneration policy for members of the Board of Commissioners and Board of Directors to be submitted to the GMS.
 - iii. Provide recommendations to the Board regarding the remuneration policy for executive officers and employees to be submitted to the Board of Directors.
 - iv. Report the results of the implementation of the tasks including providing recommendations to the Board of Commissioners.
- b. Number of Meetings of the Remuneration and Nomination Committee conducted in 2017, namely:

No	Nama Name	Jabatan Position	Jumlah Rapat Number of Meeting	Jumlah Hadir Attendance	% Hadir Attendance
1	Benny Luhur	Ketua (Komisaris Independen) Chairman (Independent Commissioner)	4	4	100%
2	Nobiru Adachi	Anggota (Komisaris Utama) Member (President Commissioner)	4	4	100%
3	Shigeyoshi Asano	Anggota (Komisaris) Member (Commissioner)	4	4	100%
4	Mahdi Mahmudy	Anggota (Komisaris Independen) Member (Independent Commissioner)	4	4	100%
5	N. Krisbiyanto	Anggota (Kepala Divisi Human Capital) Members (Head of Human Capital Division)	4	4	100%

No	Tanggal/Tempat Date/Place	Agenda Rapat Meeting Agenda
1	25 Januari 2017 – Speed Room January 25, 2017 – Speed Room	Penetapan paket kebijakan kompensasi benefit dan fasilitas bagi Dewan Komisaris, Direksi dan EVP PT Bank JTrust Indonesia Tbk. Determination of benefit and facility compensation policy package for the Board of Commissioners, the Board of Directors and EVP PT Bank JTrust Indonesia Tbk.
2	08 Maret 2017 – Speed Room March 08, 2017 – Speed Room	Pengusulan penunjukkan kembali anggota Komisaris Utama dan anggota Direksi PT Bank JTrust Indonesia Tbk. Proposing the reappointment of members of the President Commissioner and members of the Board of Directors of PT Bank JTrust Indonesia Tbk.

No	Tanggal/Tempat Date/Place	Agenda Rapat Meeting Agenda
3	20 Maret 2017-Speed Room March 20, 2017 - Speed Room	Persetujuan Kebijakan Kompensasi dan Fasilitas Komisaris, Direksi dan Executive Vice President PT Bank JTrust Indonesia Tbk. Approval on the Compensation Policy and Facilities for Commissioners, Directors and Executive Vice President of PT Bank JTrust Indonesia Tbk.
4	19 Oktober 2017-Spirit Room October 19, 2017-Spirit Room	Membahas mengenai metode didalam melakukan kajian sehubungan dengan pemberian paket remunerasi bagi Dewan Komisaris, Direksi dan EVP PT Bank JTrust Indonesia Tbk. Discussion on the methods in conducting the review in relation to the remuneration package for the Board of Commissioners, Board of Directors and EVP of PT Bank JTrust Indonesia Tbk.

c. Remunerasi yang telah dibayarkan kepada anggota Komite Remunerasi dan Nominasi selama 1 (satu) tahun yaitu:

c. Remuneration paid to Remuneration and Nomination Committee members for 1 (one) year, namely:

Jenis Remunerasi dan Fasilitas lain Tahun 2017 Type of Remuneration and Other Facilities in 2017	Jumlah Diterima dalam 1 Tahun *) Amount Received in 1 Year *)	
	Anggota Komite Remunerasi dan Nominasi Member of Remuneration and Nomination Committee	
	Orang Person	Rupiah
Remunerasi (gaji, bonus, tunjangan rutin, tantiem, dan fasilitas lainnya dalam bentuk non-natura) Remuneration (salary, bonus, routine allowance, tantiem, and other facilities in non-natura form)	3 **)	6.279.025.438
Fasilitas lain dalam bentuk natura (perumahan, transportasi, asuransi kesehatan dan sebagainya) - Dapat dimiliki (purna jabatan) - Tidak dapat dimiliki (asuransi D & O, Kendaraan) Other facilities in the form of benefits in kind (housing, transportation, health insurance and so on) - Can be owned (retired) - Can not be owned (D & O insurance, Vehicle)	3 **)	558.600.000
Total	3	6.837.625.438

Keterangan | Information:

*) Remunerasi yang diterima sudah termasuk pajak
Remuneration received includes tax

***) 5 orang Komisaris (Penerima honor hanya 2 Komisaris) dan 1 Kepala Divisi Human Capital
5 Commissioners (Honorarium only for 2 Commissioners) and 1 Head of Human Capital Division

B. Proses penyusunan kebijakan remunerasi, meliputi:

1. Latar Belakang Kebijakan Remunerasi:

- Dalam rangka mendukung pencapaian visi Bank dan upaya dan meningkatkan *competitive advantages* diperlukan pengelolaan sumber daya manusia (SDM) yang mampu menciptakan nilai tambah pada setiap fungsi Utama.
- Pencapaian target ROI kepada pemegang saham yang harus dicapai tanpa harus mengurangi biaya-biaya kompensasi dan *benefit*.
- Menjaga semangat kerja di organisasi dengan menciptakan praktek kesetaraan yang adil secara internal dan kompetitif dengan harga pasar serta memberlakukan kesamaan penerapan sistem kompensasi dan remunerasi di perusahaan.

B. The process of preparing the remuneration policy, including:

1. Background of Remuneration Policy:

- In order to support the achievement of the Bank's vision and effort, as well as increase the competitive advantages necessary to manage the human resources (HR), which able to create added value on of the main functions.
- Achievement of the ROI target to shareholders should be achieved without having to reduce the costs of compensation and benefit.
- Maintaining the spirit in the organization by creating equality practices, which are internally fair and competitive with market prices, as well as impose similarities on the application of compensation and remuneration system in the Company.

2. Tujuan Kebijakan Remunerasi:

Tujuan kebijakan dari remunerasi adalah menyediakan imbalan kompetitif yang menarik, mempertahankan dan memotivasi eksekutif tinggi yang dibutuhkan untuk memimpin perusahaan sambil memastikan imbalan tetap yang tepat dan proporsional, baik bila dibandingkan dengan praktik pasar dan pengaturan remunerasi bagi karyawan lainnya di perusahaan.

3. Pelaksanaan kaji ulang atas Kebijakan Remunerasi pada tahun sebelumnya, beserta perbaikannya:

- a. Bank telah melakukan kenaikan gaji berdasarkan inflasi yang sesuai PKB perusahaan.
- b. Upaya kajian remunerasi dari tahun sebelumnya berdasarkan struktur skala gaji berdasarkan market pada industri yang sama.

Tahap yang telah dilakukan antara lain:

- a. Analisa jabatan
- b. Pengumpulan data jabatan
- c. Evaluasi jabatan dan pembobotan
- d. Grading dan penyusunan struktur gaji baru berdasarkan *salary survey* yang sudah dilaksanakan bulan Agustus 2017.

4. Mekanisme untuk memastikan bahwa Remunerasi bagi Pegawai di unit kontrol bersifat independen dari unit Kerja yang diawasinya:

Bank telah memastikan pegawai di unit kontrol bersifat independen dari unit kerja yang diawasi yaitu pejabat yang terlibat dalam pengawasan kredit tidak mendapat pengaruh, tekanan, tujuan oleh Direktur Bisnis (Direktur Kredit). Fungsi-fungsi pejabat yang mewakili *four eyes principle and three lines of defence* untuk remunerasinya ditentukan oleh Direktur Utama dan Direktur Bidang terkait dengan mempertimbangkan fungsi *Human Capital*.

C. Cakupan kebijakan Remunerasi dan implementasinya per unit bisnis, per wilayah, dan pada perusahaan anak atau kantor cabang yang berlokasi di luar negeri.

Perusahaan telah memiliki cakupan kebijakan remunerasi dan implementasinya yang berdasarkan wilayah (Regional) dengan melihat aspek demografi dan daya beli masyarakat, sedangkan per unit bisnis dan pada perusahaan anak atau kantor cabang yang berlokasi di luar negeri belum ada.

D. Remunerasi dikaitkan dengan risiko, meliputi:

- a. Jenis risiko Utama (*key risk*) yang digunakan dalam menerapkan remunerasi, meliputi risiko kredit, risiko pasar, risiko operasional, risiko kepatuhan, risiko reputasi, dan risiko hukum.

2. Remuneration Policy Objectives:

The purpose of the remuneration policy is to provide competitive rewards to attract, maintain and motivate high executives that are needed to lead the company while ensuring remuneration remains appropriate and proportionate, both when compared with market practices and remuneration arrangements for other employees in the company

3. Implementation of the Remuneration Policy review in the previous year, and improvements:

- a. The Bank has conducted a raise based on inflation that consistent with the Company's CLA.
- b. Efforts to review the remuneration from the previous year based on the structure of the salary scale on the market in the same industry.

Stages that have been made include:

- a. Position analysis
- b. Data collection on occupation
- c. Job evaluation and weighting
- d. Grading and preparation of a new salary structure based on the salary survey that will be held in March 2017.

4. Mechanisms to ensure that the Remuneration for Employees in the control unit is independent from the work unit that supervises:

The Bank has confirmed that the employee in the control unit is independent from the unit that he or she supervises, namely an official involved in the supervision of credit is not under the influence, pressure, goal by the Business Director (Director of Credit). The functions of officials representing the four eyes principle and three lines of defense for the remuneration are determined by the President Director and Director related with the function of Human Capital.

C. Scope of remuneration policy and its implementation by business unit, by region, and in the subsidiaries or branches located abroad.

The Company already has coverage of remuneration policy and its implementation per region by considering the demographic factor and purchasing power. Meanwhile, per business unit and subsidiary companies or branches located abroad are not available yet.

D. Remuneration linked to risks, include:

- a. Main risk types (*key risk*) that are used in applying the remuneration include credit risk, market risk, operational risk, compliance risk, reputation risk, and legal risk.

Risiko Hukum, Risiko Kepatuhan, Risiko Reputasi:

- Bank komitmen terhadap pemberian upah tidak \leq dari upah minimum provinsi.
Hal ini diterapkan untuk karyawan internal Bank maupun karyawan alih daya.
- Bank patuh terhadap peraturan pemerintah dalam pemberian remunerasi yaitu keikutsertaan BPJS Ketenagakerjaan, BPJS Kesehatan dan BPJS Pensiun.
- Potensi yang timbul akibat kelemahan aspek yuridis antara lain adanya tuntutan hukum, ketiadaan peraturan perundang-undangan, saat ini Bank telah memberikan perlindungan kepada karyawan melalui asuransi D & O (*Director & Officers*).

Risiko Kredit:

- Bank memberikan keringanan subsidi di dalam pemberian fasilitas kredit karyawan.
- Bank memberikan retensi, menerapkan asas kehati-hatian dengan melakukan penilaian agunan serta keaslian surat-surat jaminan.

Risiko Operasional:

- Bank telah memiliki SOP operasional terkait pembayaran remunerasi karyawan dan sedang proses menyelesaikan SOP internal lainnya.
- Bank patuh terhadap ketentuan regulator dalam pelaporan yang terkait dalam hal kepegawaian/kekaryawanan. Contoh: tepat waktu dalam pelaporan pejabat eksekutif, pelaporan *training* dan lainnya.

Risiko Pasar:

- Bank telah turut serta didalam *salary survey* dalam pemberian remunerasi karyawan melalui lembaga independen.

- b. Kriteria untuk menentukan jenis risiko utama, termasuk untuk risiko yang sulit diukur.
Kriteria untuk menentukan jenis risiko utama, dengan berdasarkan kepada risiko dalam kegiatan usaha Bank.
- c. Dampak penetapan risiko utama terhadap kebijakan Remunerasi yang bersifat Variabel, termasuk Remunerasi yang bersifat Tetap jika ada.
Dampak penetapan risiko utama terhadap kebijakan Remunerasi yang bersifat Variabel, bagi karyawan tersebut termasuk kategori *Material Risk Takers* akan diberikan Remunerasi yang bersifat Variabel yang ditanggung untuk menjaga permasalahan-permasalahan yang muncul di kemudian hari.

Legal Risk, Compliance Risk, Reputation Risk:

- The Bank's commitment towards remuneration not \leq of the provincial minimum wage. It is applied to internal employees of the Bank as well as employees of outsourcing.
- The Bank adheres to the government regulations in the remuneration, namely the participation of BPJS Employment, BPJS Health and BPJS Retirement.
- The potential arising from the weakness of the judicial aspect among others, the lawsuits and the absence of legislation. Currently, the Bank has provided protection to employees through D & O (*Director & Officers*) insurance.

Credit Risk:

- The Bank provides subsidies relief within the credit facility for employees.
- The Bank provides retention, applying the principle of prudence with the assessment of collateral and guarantees the authenticity of the letters

Operational Risk:

- The Bank has operational SOPs related to remuneration to employees and is in the process of completing other internal SOPs.
- The Bank adheres to regulators provisions in reporting that related to employment. Example: timely manner in reporting executive officer training and more.

Market Risk:

- The Bank has participated in the salary survey in the remuneration of employees through an independent agency.

- b. Criteria for determining key risks, including the qualitative risks.
Criteria for determining type of key risks, based on the Bank's business risks.
- c. The impact of determining key risks on the Variable Remuneration, including Fixed Remuneration, if any.
The impact of determining key risks on the Variable Remuneration, employees who are in the category of Material Risk Takers will be given deferred Variable Remuneration in the anticipation of future problems.

- d. Perubahan penentuan jenis risiko utama dibandingkan dengan penentuan jenis risiko utama tahun lalu beserta alasannya jika ada, termasuk perubahan kriteria.
Bank tidak menentukan perubahan jenis risiko utama untuk tahun 2017.

E. Pengukuran kinerja dikaitkan dengan Remunerasi, meliputi:

- a. Tinjauan kebijakan Remunerasi terkait dengan penilaian kinerja yaitu Bank telah mengatur didalam kebijakan remunerasi berdasarkan penilaian kinerja karyawan (*employee appraisal*), hasil kinerja diukur berdasarkan pencapaian target. Tahun 2017 Bank menjalankan pemberian kenaikan gaji berdasarkan *performance level*.
- b. Metode dalam mengaitkan Remunerasi individu dengan kinerja Bank, kinerja unit Kerja, dan kinerja individu.
Bank telah memiliki metode dalam mengaitkan remunerasi dengan berdasarkan kinerja yaitu dengan menggunakan metode *balance scorecard (Financial, Customer, Internal Process, Learning & Growth)*.
- c. Uraian mengenai metode yang digunakan Bank untuk menyatakan bahwa kinerja yang disepakati tidak dapat tercapai sehingga perlu dilakukan penyesuaian atas Remunerasi serta besarnya penyesuaian Remunerasi jika kondisi tersebut terjadi.
Bank telah memberlakukan sistem demosi di mana dilakukan pencabutan atas tunjangan jabatan sebagai konsekuensi kinerja yang tidak tercapai.

F. Penyesuaian Remunerasi dikaitkan dengan Kinerja dan Risiko, meliputi:

- a. Kebijakan mengenai Remunerasi yang bersifat Variabel yang ditangguhkan, besarnya, dan kriteria untuk menetapkan besaran tersebut.
Bank menetapkan besarnya remunerasi yang bersifat variabel terhadap jangka waktu penangguhan pembayaran remunerasi bersifat variabel untuk ditangguhkan antara 70%-30% (70% dibayarkan terlebih dahulu dan sisanya 30% ditangguhkan pembayaran selama 3 tahun, masing-masing *prorate* 10%) kepada pihak *material risk taker* berdasarkan jangka waktu risiko (*time horizon of risk*), yaitu:
1. Tahun I sebesar 10 % (sepuluh persen) dari total remunerasi yang bersifat variabel.
 2. Tahun II sebesar 10% (sepuluh persen) dari total remunerasi yang bersifat variabel.
 3. Tahun III sebesar 10% (sepuluh persen) dari total remunerasi yang bersifat variabel.

- d. The change in the determination of key risks compare to that of the prior year, with its reason if any, including change of criteria.
The Bank did not change the determination of key risks in 2017.

E. Measurement of performance linked to Remuneration, including:

- a. Remuneration policy review related to the assessment of performance where the Bank has been set up remuneration policy based on the performance appraisal (*employee appraisal*), performance results are measured based on the achievement of targets. In 2017, the Bank will conduct salary increases based on performance level.
- b. Methods in linking individual Remuneration to Bank performance, Work unit performance, and individual performance.
The Bank has a method of linking remuneration with performance-based, namely by using the method of balanced scorecard (*Financial, Customer, Internal Process, Learning & Growth*).
- c. A description of the method used by the Bank to state that the agreed performance is achieved so that adjustment of Remuneration is required and the amount of Remuneration adjustment in the event that the condition occurs.
The Bank has enacted a demotion system in which revocation of job allowances as a consequence of unfulfilled performance is achieved.

F. Remuneration Adjustment is associated with Performance and Risk, including:

- a. Deferred Variable Remuneration Policy, amount, and criteria for determining the amount.
The Bank determines the amount of variable remuneration to the period of suspension of the remuneration payment is variable to be deferred between 70% -30% (70% payable in advance and the remaining 30% deferred payment for 3 years, each *prorate* 10%) to material risk taker based on the risk horizon (time horizon of risk), namely:
1. Year I amounting to 10% (ten percent) of total remuneration of a variable nature.
 2. Year II of 10% (ten percent) of total variable remuneration.
 3. Year III of 10% (ten percent) of total variable remuneration.

Pelaksanaan pemberian remunerasi bersifat variabel di J Trust Bank sampai saat ini belum ada dikarenakan kondisi perusahaan yang masih merugi. Bank telah melakukan skema insentif bisnis yang diberikan berdasarkan target pencapaian.

- b. Kebijakan Bank mengenai Remunerasi yang bersifat Variabel yang ditangguhkan yang ditunda pembayarannya (*Malus*), atau ditarik kembali dalam hal sudah dibayarkan (*clawback*).

Bank mengatur terhadap kriteria aturan *malus* dan *clawback*, yaitu:

1. Penurunan kinerja yang secara dratis dari tahun sebelumnya yang tercermin di dalam *Key Performance Indicator* (KPI) Direksi.
Yang dimaksud "kinerja" adalah kinerja keuangan, kinerja bank, dan kinerja individu.
2. Peningkatan *Non Performing Loan* (NPL) yang cukup tinggi sehingga mengganggu kinerja keuangan Bank.
3. Terjadinya *fraud* yang dilakukan oleh pihak *material risk taker* yang mengakibatkan kerugian Bank.
Yang dimaksud "*material risk taker*" adalah Direksi dan/atau Pegawai lainnya yang karena tugas dan tanggung jawabnya mengambil keputusan yang berdampak signifikan terhadap profil risiko Bank.
4. Kondisi Bank masuk dalam status pengawasan khusus atau Bank dalam penyehatan sesuai ketentuan dalam status dan tindak lanjut pengawasan Bank Umum konvensional.

G. Penyesuaian Remunerasi dikaitkan dengan Kinerja dan Risiko sebagaimana butir f.1) juga meliputi:

- a. Kebijakan pembayaran (*vesting*) atas penangguhan yang dilakukan antara lain jangka waktu pembayaran.
Kondisi saat ini Bank belum mengatur secara rinci Kebijakan pembayaran atas penangguhan yang dilakukan berdasarkan jangka waktu.
- b. Pengungkapan faktor yang menentukan perbedaan Remunerasi yang bersifat Variabel yang ditangguhkan diantara Pegawai atau kelompok Pegawai, jika ada.
Remunerasi yang bersifat Variabel yang ditangguhkan diperuntukkan bagi karyawan yang termasuk dalam kategori *Material Risk Takers* akan dituangkan dalam pedoman.

Implementation of variable remuneration in J Trust Bank until now is unavailable due to the condition of the Company that is still losing. The Bank has set business incentive scheme that will be granted based on the target achievement.

- b. The Bank Policy on Deferred Variable Remuneration (*Malus*), or withdrawn in the event that it has been paid (*clawback*).

The Bank has set the *malus* and *clawback* rule criteria, namely:

1. Drastic decline in performance from the previous year's which is reflected in the key performance Indicator (KPI) of the Board of Directors. By "performance" means the financial performance, the performance of the bank, and individual performance.
2. The increase in Non-Performing Loans (NPLs) are high enough to disrupt the financial performance of the Bank.
3. The occurrence of fraud conducted by material risk takers that result in losses of the Bank.
By "material risk takers" means the Board of Directors and/or other Personnel whose tasks and responsibilities is making decisions that have a significant impact on the Bank's risk profile.
4. The Bank's condition is under special surveillance status or the Bank is in restructuring program as stipulated in the status and follow-up of conventional Commercial Bank supervision.

G. Remuneration Adjustment related to Performance and Risk as per item f.1) also includes:

- a. The vesting policy of the suspension, among other things, is the term of payment.
The current condition of the Bank has not been set in detail the policy for suspension payment made based on a period of time.
- b. Disclosure of factors that determine the differences of Deferred Variable Remuneration among Employees or group of Employees, if any.
Deferred Variable Remuneration is intended for employees who fall into the category of Material Risk Takers to be set forth in the guidelines.

H. Nama konsultan ekstern dan tugas konsultan terkait kebijakan Remunerasi, dalam hal Bank menggunakan jasa konsultan ekstern.

Perusahaan untuk saat ini tidak menggunakan jasa konsultan terkait dengan kebijakan remunerasi.

H. Name of external consultants and consulting assignments related to Remuneration policy, in the event the Bank uses external consulting services.

Currently, the Company does not use consultant services regarding the remuneration policy.

I. Paket Remunerasi dan fasilitas yang diterima oleh Direksi dan Dewan Komisaris mencakup struktur Remunerasi dan rincian jumlah nominal, sebagaimana dalam tabel di bawah ini:

I. Remuneration Package and facilities received by the Board of Directors and Board of Commissioners include remuneration structure and details of the nominal amount, as shown in the table below:

Jenis Remunerasi dan Fasilitas Tahun 2016 Type of Remuneration and Facilities in 2016	Jumlah Diterima dalam 1 (Satu) Tahun *) Amount received in 1 (One) Year *)			
	Dewan Komisaris BOC		Direksi BOD	
	Orang Person	Rupiah	Orang Person	Rupiah
Remunerasi (gaji, bonus, tunjangan rutin, tantiem, dan fasilitas lainnya dalam bentuk non natura) Remuneration (salary, bonus, routine allowance, tantiem, and other non-natura facilities)	3 **)	4.051.988.441	5	13.263.622.757
Fasilitas lain dalam bentuk natura (perumahan, transportasi, asuransi kesehatan dan sebagainya) yang: - Dapat dimiliki (purna jabatan) - Tidak dapat dimiliki (asuransi D&O, Kendaraan) Other Facilities in the form of benefits in kind (housing, transportation, health insurance etc) that: - Can be owned (after retirement) - Can not be owned (D&O insurance, Vehicle)	3 **)	-	5	893.355.136
Total	3	4.051.988.441	5	14.156.977.893

Keterangan | Information:

*) Remunerasi yang diterima sudah termasuk pajak
Remuneration received includes tax

***) Komisaris tahun 2016 terdiri dari 5 orang (penerima honor 3 orang)
The Commissioners in 2016 consisted of 5 persons (among which 3 persons received honorarium)

Jenis Remunerasi dan Fasilitas Tahun 2017 Type of Remuneration and Facilities in 2017	Jumlah Diterima dalam 1 (Satu) Tahun *) Amount received in 1 (One) Year *)			
	Dewan Komisaris BOC		Direksi BOD	
	Orang Person	Rupiah	Orang Person	Rupiah
Remunerasi (gaji, bonus, tunjangan rutin, tantiem, dan fasilitas lainnya dalam bentuk non natura) Remuneration (salary, bonus, routine allowance, tantiem, and other non-natura facilities)	4 **)	7.602.153.643	6	18.210.568.830
Fasilitas lain dalam bentuk natura (perumahan, transportasi, asuransi kesehatan dan sebagainya) yang: - Dapat dimiliki (purna jabatan) - Tidak dapat dimiliki (asuransi D&O, Kendaraan) Other Facilities in the form of benefits in kind (housing, transportation, health insurance etc) that: - Can be owned (after retirement) - Can not be owned (D&O insurance, Vehicle)	4 **)	768.000.000	6	1.687.857.600
Total	4	8.370.153.643	6	19.898.426.430

Keterangan:

*) Remunerasi yang diterima sudah termasuk pajak | Tax-included remuneration

***) Komisaris tahun 2017 terdiri dari 6 orang (penerima honor 4 orang) | Board of Commissioners in 2017 consisted of 6 member (4 of which received honor)

J. Paket Remunerasi yang dikelompokkan dalam tingkat penghasilan yang diterima oleh Direksi dan anggota Dewan komisaris dalam 1 (satu) tahun, sebagaimana dalam tabel di bawah ini:

Jumlah Remunerasi per Orang dalam 1 (Satu) Tahun *) Total Remuneration per Person per Year *)	Jumlah Komisaris Number of Commissioners		Jumlah Direksi Number of Directors	
	2016	2017	2016	2017
Di atas Rp2 miliar Above Rp2 billion	-	-	3	6
Di atas Rp1 miliar s.d. Rp2 miliar Above Rp1 billion to Rp2 billion	1	4	1	-
Di atas Rp500 juta s.d. Rp1 miliar Above Rp500 million to Rp1 billion	2	-	1	-
Rp500 juta ke bawah Up to Rp500 million	-	-	-	-

Keterangan | Notes:

*) yang diterima secara tunai | received in cash

*) Remunerasi yang diterima sudah termasuk pajak | Remuneration received includes tax

J. Remuneration Package grouped in levels of income received by the Board of Directors and the Board of Commissioners in 1 (one) year, as shown in the table below:

K. Remunerasi yang bersifat variabel, meliputi:

- Bentuk Remunerasi yang bersifat Variabel beserta alasan pemilihan bentuk tersebut.
Bank telah menetapkan bentuk remunerasi yang bersifat Variabel yaitu Bonus dan saham/instrumen berbasis saham dengan pertimbangan bahwa bonus/saham diberikan berdasarkan hasil kinerja Bank di mana setiap tahun akan berbeda pencapaiannya.
- Penjelasan dalam hal terdapat perbedaan pemberian Remunerasi yang bersifat Variabel diantara para Direksi, Dewan Komisaris dan/atau Pegawai, termasuk penjelasan faktor-faktor yang menentukan perbedaan tersebut beserta pertimbangan yang mendasarinya.
Bank belum menetapkan perbedaan pemberian remunerasi yang bersifat Variabel diantara para Dewan komisaris, Direksi, dan pegawai.

K. Variable Remuneration includes:

- Form of Variable Remuneration and the reason for choosing it.
The Bank has established the form of Variable remuneration, namely bonus and shares/share-based instrument, by putting into consideration that bonus/shares are given based on the performance of the Bank, and each year will have different achievements.
- Explanation in the case of differences in the provision of Variable Remuneration among Board of Directors, Board of Commissioners and/or Employees, including the explanation of the factors that determine the differences and the underlying considerations.
The Bank has not established differences in variable remuneration among the Board of Commissioners, Directors and employees.

L. Jumlah Direksi, Dewan Komisaris, dan Pegawai yang menerima remunerasi yang bersifat Variabel selama 1 (satu) tahun dan total nominal sebagaimana dalam tabel di bawah ini:

Remunerasi yang Bersifat Variabel Variable Remuneration	Jumlah Diterima dalam 1 (satu) Tahun Amount Received in 1 (one) Year					
	Direksi Board of Directors		Dewan Komisaris Board of Commissioners		Pegawai Employee	
	Orang Person	Juta Rp Rp million	Orang Person	Juta Rp Rp million	Orang Person	Juta Rp Rp million
Bonus/Saham Bonus/Share	N/A	N/A	N/A	N/A	N/A	N/A
Total	N/A	N/A	N/A	N/A	N/A	N/A

L. Number of Directors, Commissioners, and Employees who received variable remuneration for 1 (one) year and the total nominal as shown in the table below:

M. Jabatan dan jumlah pihak yang menjadi Material Risk Takers (MRT)

Bank sedang meminta persetujuan untuk jabatan yang digolongkan ke dalam MRT yang kondisi saat ini fokus pada bidang kredit, yaitu: Dewan Komisaris, Direksi, EVP, Kepala Divisi/Wilayah, Pimpinan Cabang/Capem, *Relationship Manager/Business Manager, Account Officer.*

M. Position and the number of parties that become Material Risk Takers (MRT)

The Bank is requesting approval for the position classified as MRT, which currently focus on the areas of credit, namely: the Board of Commissioners, the Board of Directors, EVP, Head of Division/Region, Branch/Sub-Branch, Relationship Manager/Business Manager, Account Officer.

N. Shares option yang dimiliki Direksi, Dewan komisaris, dan Pejabat Eksekutif

Shares option adalah opsi untuk membeli saham oleh anggota Direksi, anggota Dewan Komisaris, dan/atau Pejabat Eksekutif yang dilakukan melalui penawaran saham atau penawaran opsi saham dalam rangka pemberian kompensasi yang diberikan kepada anggota Direksi, anggota Dewan Komisaris, dan/atau Pejabat Eksekutif Bank, dan yang diputuskan dalam Rapat Umum Pemegang Saham dan/atau Anggaran Dasar Bank.

Pengungkapan mengenai *shares option* minimal mencakup:

1. Kebijakan dalam pemberian *shares option*.
2. Jumlah saham yang telah dimiliki masing-masing anggota Dewan Komisaris, Direksi dan Pejabat Eksekutif sebelum diberikan *shares option*.
3. Jumlah *shares option* yang diberikan.
4. Jumlah *shares option* yang telah dieksekusi sampai dengan akhir masa pelaporan.
5. Harga opsi yang diberikan.
6. Jangka waktu berlakunya eksekusi *shares option*.

Selama tahun 2017 tidak ada *shares option* dimaksud pada angka 2) s/d. angka 6) sebagaimana tabel berikut:

Keterangan>Nama Note/name		Jumlah Saham yang dimiliki (lembar saham) Total Number of shares owned (Shares)	Jumlah Opsi Number of Option		Harga Opsi Option Pricing (Rp)	Jangka Waktu Period
			Yang diberikan (lembar saham) Provided (Shares)	Yang telah dieksekusi (lembar saham) Executed (Shares)		
Komisaris Commissioner	(nama) (Name)	Nihil N/A	Nihil N/A	Nihil N/A	Nihil N/A	Nihil N/A
Direksi Board of Directors	(nama) (Name)	Nihil N/A	Nihil N/A	Nihil N/A	Nihil N/A	Nihil N/A
Pejabat Eksekutif Executive Officers	(total)	Nihil N/A	Nihil N/A	Nihil N/A	Nihil N/A	Nihil N/A
Total		Nihil N/A	Nihil N/A	Nihil N/A	Nihil N/A	Nihil N/A

O. Rasio gaji tertinggi dan terendah

Gaji adalah hak pegawai yang diterima dan dinyatakan dalam bentuk uang sebagai imbalan dari perusahaan/pemberi Kerja kepada pegawai yang ditetapkan dan dibayarkan menurut suatu perjanjian Kerja, kesepakatan, atau peraturan perundang-undangan atas suatu pekerjaan dan/atau jasa yang telah dilakukannya.

Berikut adalah Rasio gaji tertinggi dan terendah tahun 2016 dan 2017, dalam skala perbandingan:

N. Shares option for the Board of Directors, the Board of Commissioners, and Executive Officers

Shares option is an option to purchase shares by members of the Board of Directors, the Board of Commissioners, and/or Executive Officer and is executed through stock offering or stock option as compensation to members of the Board of Directors, Board of Commissioners, and/or Executive Officers of the Banks, and is decided in the General Meeting of Shareholders and/or the Articles of Association of the Bank.

Disclosures regarding the minimum shares option include:

1. The policy in granting shares option.
2. The number of shares owned by each member of the Board of Commissioners, the Board of Directors and Executive Officers before being given shares option.
3. The number of shares option given.
4. Number of shares option that has been executed by the end of the reporting period.
5. Pricing of options.
6. The validity period of shares option execution.

In 2017, there was no share option as referred to in item 2) until item 6), as shown in the following table:

O. The ratio of highest and lowest salaries

Salary is the right of employees who accepted and expressed in terms of money as a reward from the company/employer to employees, which is determined and paid according to Labor agreement, contracts, or prevailing regulation for such profession and/or the services rendered.

Below is the ratio of the highest and lowest salaries in 2016 and 2017, in the scale of comparison:

Rasio Ratio	Skala Perbandingan Comparative Scale	
	2016	2017
Rasio gaji pegawai yang tertinggi dan terendah The ratio of highest and lowest employee salaries	1 : 34	1 : 23
Rasio gaji Direksi yang tertinggi dan terendah The ratio of highest and lowest Director salaries	1 : 2,4	1 : 2,5
Rasio gaji Dewan Komisaris yang tertinggi dan terendah The ratio of highest and lowest Commissioner salaries	1 : 1	1 : 1
Rasio gaji Direksi tertinggi dan pegawai tertinggi The ratio of highest salaries of Director and Employee	1 : 2,8	1 : 3

Gaji yang diperbandingkan dalam rasio gaji tersebut adalah imbalan yang diterima oleh anggota Dewan Komisaris, Direksi dan pegawai per bulan. Yang dimaksud dengan pegawai adalah pegawai tetap PT Bank JTrust Indonesia Tbk dari tingkat pelaksana sampai Kepala Divisi.

The comparable salary in the salary ratio is the remuneration received by members of the Board of Commissioners, Board of Directors and employees per month. Employee means permanent employee of PT Bank JTrust Indonesia Tbk from executive level to the Head of Division.

P. Jumlah penerima dan jumlah total Remunerasi yang bersifat Variabel yang dijamin tanpa syarat akan diberikan oleh Bank kepada calon Direksi, calon Dewan Komisaris, dan/atau calon Pegawai selama 1 (satu) tahun pertama bekerja

Kondisi saat ini Bank belum memberikan remunerasi yang bersifat Variabel, sehingga belum ada pegawai yang menerima remunerasi yang dijamin tanpa syarat akan diberikan oleh Bank.

P. Number of recipients and the total amount of variable remuneration that are guaranteed unconditionally will be provided by the Bank to candidates of the Board of Directors, candidates of the Board of Commissioners, and/or prospective employee for 1 (one) year, during the first year of work

Under current condition, the Bank was not able to provide variable remuneration, thus there were no employees receiving remuneration pledged unconditionally provided by the Bank.

Q. Jumlah Pegawai yang terkena pemutusan hubungan kerja dan total nominal pesangon yang dibayarkan sebagaimana dalam tabel dibawah ini:

Bank telah menjalankan Program Pensiun Dini (*Early Retirement Program*) Non Eligible melalui SK Direksi No. 06.01/S.Kep-Dir-HCD/JTRUST/X/2017 tanggal 6 Oktober 2017 dan Voluntary Separation Scheme (VSS) bagi karyawan dasar melalui SK Direksi No. 24.01/S.Kep-Dir-HCD/JTRUST/X/2017 tanggal 24 Oktober 2017 yang merupakan penjabaran PKB Tahun 2016-2018 pada pasal 16 Batas Usia Karyawan butir 3 di mana karyawan yang mencapai usia sekurang-kurangnya 46 tahun dengan masa kerja 10 tahun atau belum mencapai 46 tahun tetapi sudah memiliki masa kerja lebih dari 15 tahun dapat mengajukan pensiun dipercepat, maka jumlah pegawai yang mengambil program tersebut adalah sebagai berikut:

Q. Number of Employees affected by layoffs and the total amount of severance paid as in the table below:

The Bank has conducted Early Retirement Program through BOD Decision Letter No. No.06.01/S.Kep-Dir-HCD/JTRUST/X/2017 dated October 6, 2017, and Voluntary Separation Scheme (VSS) for employees of basic level through BOD Decision Letter No. No.24.01/S.Kep-Dir-HCD/JTRUST/X/2017 dated October 24, 2017, which was elaborated from the PKB of 2016 – 2018, article 16 on Employee Age Limit, point 3 wherein employees who reach the age of at least 46 years or having 10 years of service, or has not reached 46 years but already has more than 15 years of service, are entitled for early retirement, hence the number of employees taking the program is as follows:

Jumlah Nominal Pesangon yang dibayarkan per orang dalam 1 (Satu) Tahun 2017 Amount of severance paid to an individual in a year 2017	Jumlah Pegawai Total Employees
Di atas Rp1 miliar Above Rp1 billion	0
Di atas Rp500 juta s.d. Rp1 miliar Above Rp500 million to Rp1 billion	7
Rp500 juta ke bawah Up to Rp500 million	141

R. Jumlah total Remunerasi yang bersifat Variabel yang ditangguhkan, yang terdiri dari tunai dan/atau saham atau instrumen yang berbasis saham yang diterbitkan Bank.

Bank belum memberikan kompensasi dalam bentuk tersebut di atas.

S. Jumlah total Remunerasi yang bersifat Variabel yang ditangguhkan yang dibayarkan selama 1 (satu) tahun

Bank belum memberikan kompensasi dalam bentuk tersebut di atas.

T. Rincian jumlah Remunerasi yang diberikan dalam 1 (satu) tahun, meliputi:

R. The total amount of suspended variable remuneration consisting of cash and/or shares or share-based instrument issued by the Bank

The Bank has not provided compensation in the form mentioned above.

S. The total amount of suspended variable remuneration paid out in 1 (one) year

The Bank has not provided compensation in the form mentioned above.

T. Details of the amount of Remuneration given in 1 (one) year, include:

A. Remunerasi yang Bersifat Tetap *) Fixed Remuneration *)		
1. Tunai Cash	Rp244.336.987.921	
2. Saham/instrumen yang berbasis saham yang diterbitkan Bank Shares based instrument or shares published by Bank	N/A	
B. Remunerasi yang Bersifat Variabel *) Variable Remuneration *)		
	Tidak Ditangguhkan Non Deferred	Ditangguhkan Deferred
1. Tunai Cash	N/A	N/A
2. Saham/instrumen yang berbasis saham yang diterbitkan Bank Shares based instrument or shares published by Bank	N/A	N/A

Keterangan | Note:

*) Hanya untuk MRT dan diungkapkan dalam juta rupiah | Only for MRT and disclosed in million rupiah

U. Informasi kuantitatif

- Total sisa Remunerasi yang masih ditangguhkan baik yang terekspos penyesuaian implisit maupun eksplisit.
- Total pengurangan Remunerasi yang disebabkan karena penyesuaian eksplisit selama periode laporan.
- Total pengurangan Remunerasi yang disebabkan karena penyesuaian implisit selama periode laporan.

Bank belum melakukan informasi kuantitatif terkait total sisa Remunerasi yang masih ditangguhkan baik yang terekspos penyesuaian implisit maupun eksplisit, beserta total pengurangan Remunerasi baik yang disebabkan karena penyesuaian eksplisit dan implisit selama periode laporan.

U. Quantitative information

- Total remaining of deferred Remuneration exposed by both implicit or explicit adjustments.
- Total deductions on the Remuneration caused by explicit adjustments during the reporting period.
- Total deductions on the Remuneration due to implicit adjustments during the reporting period.

The Bank has not conducted quantitative information related to the total remaining of deferred remuneration which was exposed by both implicitly or explicitly adjustment, along with the total reduction of remuneration due to the explicit and implicit adjustments during the reporting period.

Jenis Remunerasi yang Bersifat Variabel Remuneration *)	Sisa yang Masih Ditangguhkan The Deferred Remaining	Total Pengurangan Selama Periode Laporan Total Reduction During the Reporting Period		
		Disebabkan Penyesuaian Eksplisit (A) Due to Explicit Adjustment (A)	Disebabkan Penyesuaian Implisit (B) Due to Implicit Adjustment (B)	Total (A)+(B)
a. Tunai (dalam juta rupiah) Cash (in million rupiah)	N/A	N/A		N/A

Jenis Remunerasi yang Bersifat Variabel *) Variabel Remuneration *)	Sisa yang Masih Ditangguhkan The Deferred Remaining	Total Pengurangan Selama Periode Laporan Total Reduction During the Reporting Period		
		Disebabkan Penyesuaian Eksplisit (A) Due to Explicit Adjustment (A)	Disebabkan Penyesuaian Implisit (B) Due to Implicit Adjustment (B)	Total (A)+(B)
b. Saham/Instrumen yang berbasis saham yang diterbitkan Bank (dalam lembar saham dan nominal juta rupiah yang merupakan konversi dari lembar saham tersebut) Shares/share-based instruments issued by the Bank (in number of shares and nominal million rupiah which is a conversion of such shares)	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A

Keterangan | Note:

*) Hanya untuk MRT | Only for MRT

V. Informasi mengenai Kebijakan Remunerasi Dewan Komisaris dan Direksi

V. Information on the Remuneration Policy of the Board of Commissioners and Board of Directors

(dalam jutaan rupiah)

(in million rupiah)

Remunerasi	Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Remuneration
	2016	2017	2016	2017	
Honorarium/Gaji Pokok	2.170	3.918	8.071	10.122	Honorarium/Salary
Fasilitas Kendaraan	307	320	0	189	Vehicle Allowance
Tunjangan BBM & Supir	87	264	193	469	Fuel & Driver Allowance
Tunjangan Handphone	15	24	35	60	Handphone Allowance
Tunjangan Hari Raya (THR)	283	688	1.158	1.595	Holiday Allowance
Tunjangan Cuti	142	413	339	793	Leave Allowance
Tunjangan Pajak PPh21	1.047	1.975	3.468	4.983	PPh21 Tax Allowance
Purna Jabatan	0	768	893	1.687	Retirement
Jumlah	4.051	8.370	14.157	19.898	Total

BAB III KELENGKAPAN DAN PELAKSANAAN TUGAS KOMITE-KOMITE PT BANK JTRUST INDONESIA TBK

CHAPTER III Completion and Implementation of Duties of Committees of PT Bank JTrust Indonesia Tbk

Komite-Komite Di bawah Dewan Komisaris

Dalam rangka mendukung efektivitas pelaksanaan tugas dan tanggung jawabnya, Dewan Komisaris PT Bank JTrust Indonesia Tbk telah membentuk Komite-Komite Dibawah Dewan Komisaris sebagaimana yang dipersyaratkan dalam ketentuan Penerapan Tata Kelola Bagi Bank Umum yang terdiri dari:

- Komite Audit
- Komite Pemantau Risiko
- Komite Nominasi dan Remunerasi

Pengangkatan anggota Komite tersebut di atas dilakukan oleh Direksi berdasarkan Keputusan Dewan Komisaris dengan rekomendasi Komite Nominasi dan Remunerasi. Komite-komite di bawah Dewan Komisaris diketuai oleh Komisaris Independen yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham, dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, Direksi dan/atau pemegang saham pengendali atau bentuk hubungan lain dengan Bank yang bisa mempengaruhi independensinya.

Pelaksanaan tugas dan tanggung jawab komite-komite dibawah Dewan Komisaris PT Bank JTrust Indonesia Tbk mengacu pada Pedoman dan Tata Tertib Kerja/Piagam Komite (*Committee Charter*) yang disusun berdasarkan peraturan yang berlaku di Indonesia terutama Peraturan Otoritas Jasa Keuangan tentang Penerapan Tata Kelola Bagi Bank Umum, dan *best practices* yang diperbaharui secara berkala.

3.1. Komite Audit (*Audit Committee*)

Komite Audit merupakan komite yang dibentuk untuk mendukung Dewan Komisaris dalam rangka mendukung efektivitas pelaksanaan tugas dan fungsi pengawasannya atas hal-hal yang terkait dengan laporan keuangan, sistem pengendalian internal, pelaksanaan fungsi audit internal dan eksternal, implementasi Tata Kelola yang baik, serta kepatuhan terhadap peraturan perundang-undangan yang berlaku. Pembentukan Komite Audit mengacu pada peraturan-peraturan yang berlaku sebagai berikut:

1. Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.

Committees under BOC

In order to support the effectiveness of the implementation of its duties and responsibilities, the Board of Commissioners of PT Bank JTrust Indonesia Tbk has established Committees under the Board of Commissioners as required in the provisions on the Adoption of Governance for Commercial Banks which consist of:

- Audit Committee
- Risk Monitoring Committee
- Nomination and Remuneration Committee

The appointment of the members of the Committee is made by the Board of Directors based on the Board of Commissioners' Decision with the recommendation of the Nomination and Remuneration Committee. Committees under the Board of Commissioners are chaired by Independent Commissioners who have no financial, management, share ownership and/or family relationships with other members of the Board of Commissioners, the Board of Directors and/or other controlling shareholders or other forms of relationship with the Bank that may impair their independence.

The conduct of duties and responsibilities of committees under the Board of Commissioners of PT Bank JTrust Indonesia Tbk refers to the Charter of Committees (*Committee Charter*) prepared under the prevailing regulations in Indonesia, specifically Financial Services Authority Regulation on the Implementation of Good Corporate Governance for Commercial Banks, and best practices that are regularly updated.

3.1. Audit Committee

The Audit Committee is a committee established to support the Board of Commissioners in order to support the effectiveness of the performance of its duties and supervisory functions on matters relating to the financial statements, internal control systems, the implementation of internal and external audit functions, the implementation of Good Governance, and compliance with prevailing regulations. The establishment of the Audit Committee refers to the following regulations:

1. Regulation of the Financial Services Authority No. 55/POJK.04/2015 dated December 23, 2015 on the Establishment and Implementation Guidelines of the Audit Committee.

2. Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 tanggal 7 Desember 2016 tentang Penerapan Tata Kelola bagi Bank Umum.
3. Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penerapan Tata Kelola bagi Bank Umum.
4. Peraturan Otoritas Jasa Keuangan No. 13/POJK.03/2017 tanggal 27 Maret 2017 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan.

a. Piagam Komite Audit

Komite Audit memiliki Piagam Komite Audit yang mengatur hal-hal terkait dengan pelaksanaan tugas dan tanggung jawab serta kewenangan, komposisi dan struktur organisasi serta persyaratan keanggotaan, tata cara dan prosedur kerja serta waktu kerja, pelaksanaan rapat dan pelaporan, penanganan pengaduan/pelaporan sehubungan dugaan pelanggaran terkait pelaporan keuangan, masa tugas dan honorarium. Piagam Komite Audit ini akan ditinjau secara berkala atau apabila dianggap perlu di-review kembali dan dievaluasi kecukupannya oleh Dewan Komisaris agar fungsi Komite Audit dapat dilaksanakan pada tingkat yang optimal sesuai dengan ketentuan perundangan terkait yang berlaku. Piagam Komite Audit yang ada terakhir di-review dan dimutakhirkan pada tanggal 22 Juni 2017 serta telah diunggah dalam situs web Bank.

b. Struktur dan Keanggotaan Komite Audit

- Keanggotaan Komite Audit paling sedikit terdiri dari 1 (satu) orang Komisaris Independen yang merangkap sebagai Ketua, 1 (satu) orang Pihak Independen yang memiliki keahlian di bidang keuangan atau akuntansi, dan 1 (satu) orang Pihak Independen yang memiliki keahlian di bidang hukum atau perbankan.
- Komisaris Independen dan Pihak Independen yang menjadi anggota komite audit paling sedikit berjumlah 51% (lima puluh satu persen) dari jumlah anggota komite audit.
- Anggota Direksi dilarang menjadi anggota Komite Audit.
- Mantan anggota Direksi Bank, mantan Pejabat Eksekutif Bank atau pihak yang mempunyai hubungan dengan Bank yang dapat mempengaruhi kemampuan untuk bertindak independen, tidak dapat menjadi Pihak Independen pada Bank yang bersangkutan, sebelum menjalani masa tunggu (*cooling off*) paling singkat 6 (enam) bulan. Ketentuan masa tunggu (*cooling off*) untuk menjadi Pihak Independen tidak berlaku bagi mantan anggota Direksi Bank atau mantan Pejabat Eksekutif yang bertugas hanya melakukan fungsi pengawasan paling singkat 6 (enam) bulan.

2. Regulation of the Financial Services Authority No. 55/POJK.03/2016 dated December 7, 2016 concerning the Implementation of Good Corporate Governance for Commercial Banks.
3. Circular Letter of the Financial Services Authority No. 13/SEOJK.03/2017 dated March 17, 2017 on the Implementation of Good Corporate Governance for Commercial Banks.
4. Regulation of the Financial Services Authority No. 13/POJK.03/2017 dated March 27, 2017 on the Utilization of Public Accountant Services and Public Accountant Firm in Financial Services Activities.

a. Audit Committee Charter

The Audit Committee maintains an Audit Committee Charter which regulates matters relating to the performance of duties and responsibilities and authority, composition and organizational structure and requirements of membership, procedures and working procedures as well as working hours, conduct of meetings and reporting, complaint handling/reporting regarding alleged violations related to financial reporting, term of office and fees. The Audit Committee Charter will be reviewed periodically or if it is deemed necessary to review and evaluate its adequacy by the Board of Commissioners in order that the function of the Audit Committee can be performed at an optimal level in accordance with prevailing laws and regulations. The latest Audit Committee Charter is reviewed and updated on June 22, 2017 and has been uploaded on the Bank's website.

b. Structure and Membership of Audit Committee

- Membership of the Audit Committee shall consist of at least 1 (one) Independent Commissioner who is also a Chairman, 1 (one) Independent Party with expertise in finance or accounting, and 1 (one) Independent Party having expertise in the field of law or banking.
- Independent Commissioners and Independent Parties who are members of the audit committee shall be at least 51% (fifty one percent) of the total members of the audit committee.
- Members of the Board of Directors are prohibited from becoming members of the Audit Committee.
- A former member of the Board of Directors of the Bank, former Executive Officer of the Bank or a party with a relationship with the Bank that may affect the ability to act independently, may not serve as an Independent Party in the Bank, before a cooling off period of 6 (six) months. The cooling off period to become an Independent Party shall not apply to former members of the Board of Directors of the Bank or former Executive Officer in charge of performing only a supervisory function for at least 6 (six) months.

- Anggota Komite Audit wajib memiliki integritas yang tinggi, kemampuan, pengetahuan, pengalaman sesuai dengan bidang pekerjaannya, mampu berkomunikasi, akhlak, dan moral yang baik. Bank harus meneliti kebenaran seluruh dokumen/data pendukung pemenuhan persyaratan Pihak Independen, antara lain surat pernyataan pribadi mengenai integritas Pihak Independen.
 - Wajib memahami laporan keuangan, bisnis perusahaan khususnya yang terkait dengan layanan jasa atau kegiatan usaha Emiten atau Perusahaan Publik, proses audit, manajemen risiko, dan peraturan perundang-undangan di bidang Pasar Modal serta peraturan perundang-undangan terkait lainnya.
 - Wajib mematuhi kode etik Komite Audit yang ditetapkan oleh Emiten atau Perusahaan Publik.
 - Bersedia meningkatkan kompetensi secara terus menerus melalui pendidikan dan pelatihan.
 - Ketua Komite hanya dapat merangkap jabatan sebagai Ketua Komite paling banyak pada 1 (satu) komite lain pada Bank yang sama.
 - Rangkap jabatan Pihak Independen sebagai Pihak Independen anggota komite lain pada Bank yang sama, Bank lain, dan/atau perusahaan lain sepanjang memenuhi seluruh kompetensi yang dipersyaratkan, memenuhi kriteria independensi, mampu menjaga rahasia Bank, memperhatikan kode etik yang berlaku, dan tidak mengabaikan pelaksanaan tugas dan tanggung jawabnya.
- Audit Committee members must have high integrity, ability, knowledge, experience in accordance with their field of work, ability to communicate, good morale. The Bank shall examine the accuracy of all documents/data supporting the fulfillment of the requirements of the Independent Party, including a personal statement concerning the integrity of the Independent Party.
 - It is compulsory to understand the financial statements, company business especially related to the services or business activities of the Issuer or Public Company, audit process, risk management, and capital market laws and regulations as well as other related legislation.
 - It is compulsory to comply with the Code of Conduct of the Audit Committee stipulated by the Issuer or Public Company.
 - Members are willing to improve competence continuously through education and training.
 - The Chairman of the Committee may only concurrently serve as Chairman of the Committee at a maximum of another 1 (one) of committee of the same Bank.
 - Multiple positions of Independent Party as Independent Party members of other committees of the same Bank, other Banks and/or other companies as long as they meet all required competencies, shall meet the criteria of independence, shall be able to keep the Bank's confidentiality, shall observe the applicable code of ethics, and shall not neglect the conduct of duties and responsibilities.

Di tahun 2017, terjadi 2 kali perubahan pada struktur dan keanggotaan Komite Audit sebagai berikut:

1. Berdasarkan Surat Dewan Komisaris No. 25.01/S.KOM/JTRUST//2017 tertanggal 25 Januari 2017 dan Surat Keputusan Direksi No. 25.04/S.Kep-Dir-HCD/JTrust//2017 tertanggal 25 Januari 2017, struktur dan keanggotaan Komite Audit sebagai berikut:

In 2017, there are 2 changes to the structure and membership of the Audit Committee as follows:

1. Based on the Letter of the Board of Commissioners No. 25.01/S.KOM/JTRUST//2017 dated January 25, 2017 and Directors Decree No. 25.04/S.Kep-Dir-HCD/JTrust//2017 dated January 25, 2017, and membership of the Audit Committee as follows:

No.	Nama Name	Posisi di Komite Position in Committee
1.	Benny Luhur Komisaris Independen Independent Commissioner	Ketua/Anggota Chairman/Member
2.	Nobiru Adachi Komisaris Utama President Commissioner	Anggota Member
3.	Shigeyoshi Asano Komisaris Commissioner	Anggota Member
4.	Ahmad Fajar Komisaris Commissioner	Anggota Member
5.	Mahdi Mahmudy Komisaris Independen Independent Commissioner	Anggota Member
6.	Kwik Ing Hie Komisaris Independen Independent Commissioner	Anggota Member
7.	Amalia Setyanti Lestari Pihak Independen Independent Party	Anggota Member
8.	Martinus Rosadi Nugroho Pihak Independen Independent Party	Sekretaris/Anggota Secretary/Member

2. Berdasarkan Surat Dewan Komisaris No. 18.01/S.KOM/JTRUST/X/2017 tertanggal 18 Oktober 2017 dan Surat Keputusan Direksi No. 30.04/S.Kep-Dir-HCD/JTRUST/X/2017 tertanggal 30 Oktober 2017, struktur dan keanggotaan Komite Audit sebagai berikut:

2. Based on the Letter of the Board of Commissioners No. 18.01/S.KOM/JTRUST/X/2017 dated October 18, 2017 and Decree of the Board of Directors No. 30.04/S.Kep-Dir-HCD/JTRUST/X/2017 dated October 30, 2017, and membership of the Audit Committee as follows:

No.	Nama Name	Posisi di Komite Position in Committee
1.	Benny Luhur Komisaris Independen Independent Commissioner	Ketua Chairman
2.	Mahdi Mahmudy Komisaris Independen Independent Commissioner	Anggota Member
3.	Kwik Ing Hie Komisaris Independen Independent Commissioner	Anggota Member
4.	Amalia Setyanti Lestari Pihak Independen Independent Party	Anggota Member
5.	Martinus Rosadi Nugroho Pihak Independen Independent Party	Sekretaris/Anggota Secretary/Member

Sebagaimana dinyatakan diatas, per 31 Desember 2017 Komite Audit diketuai oleh seorang Komisaris Independen dengan anggotanya terdiri dari:

- a. 3 (tiga) orang Komisaris Independen (termasuk 1 orang sebagai ketua)
- b. 1 (satu) orang Pihak Independen yang ahli dalam bidang akuntansi dan keuangan
- c. 1 (satu) orang Pihak Independen yang ahli di bidang hukum bisnis dan perbankan

Setiap Komisaris yang menjadi Ketua dan anggota Komite Audit telah efektif dinyatakan lulus uji kelayakan dan kepatutan oleh OJK. Pengangkatan nama-nama Ketua dan anggota Komite Audit sebagaimana dimaksud di atas telah memenuhi kriteria yang ditetapkan dalam Peraturan OJK.

As stated above, as of December 31, 2017, the Audit Committee is chaired by an Independent Commissioner with members consisting of:

- a. 3 (three) Independent Commissioners (including 1 person as chairman)
- b. 1 (one) Independent Party who is expert in accounting and finance
- c. 1 (one) Independent Party who is expert in business and banking law

Each Commissioner who becomes Chairman and member of the Audit Committee has effectively passed the feasibility and proper test by OJK. The appointment of the names of the Chairman and members of the Audit Committee as mentioned above meets the criteria set out in the OJK Rules.

Sepanjang tahun 2017, jumlah Komisaris Independen dan Pihak Independen yang menjadi anggota Komite Audit berjumlah lebih dari 51% (lima puluh satu persen) dari jumlah keseluruhan anggota Komite Audit.

Masa Tugas/Jabatan Anggota Komite Audit

Masa tugas/jabatan anggota Komite Audit tidak boleh lebih lama dari masa jabatan Dewan Komisaris sebagaimana diatur dalam Anggaran Dasar dan dapat dipilih kembali hanya untuk 1 (satu) periode berikutnya.

Masa tugas/jabatan anggota Komite Audit Per 31 Desember 2017 yaitu:

No	Nama Name	Posisi di Komite Position in Committee	Masa Tugas/Jabatan Term of Office	
			Tanggal efektif Effective Date	Akhir Masa Tugas/ Jabatan End of Term of Office
1.	Benny Luhur Komisaris Independen Independent Commissioner	Ketua Chairman	29 Desember 2015 December 29, 2015	23 Juni 2018 June 23, 2018
2.	Mahdi Mahmudy Komisaris Independen Independent Commissioner	Anggota Member	21 November 2016 November 21, 2016	30 Juni 2019 June 30, 2019
3.	Kwik Ing Hie Komisaris Independen Independent Commissioner	Anggota Member	21 November 2016 November 21, 2016	30 Juni 2019 June 30, 2019
4.	Amalia Setyanti Lestari Pihak Independen Independent Party	Anggota Member	11 Januari 2016 January 11, 2016	11 Januari 2019 January 11, 2019
5.	Martinus Rosadi Nugroho Pihak Independen Independent Party	Sekretaris/Anggota Secretary/Member	25 Januari 2017 January 25, 2017	25 Januari 2020 January 25, 2020

Throughout 2017, the number of Independent Commissioners and Independent Members who are members of the Audit Committee amount to more than 51% (fifty one percent) of the total members of the Audit Committee.

Term of Office of Audit Committee Members

The term of office of the members of the Audit Committee shall not be longer than the term of office of the Board of Commissioners as stipulated in the Articles of Association and may be re-elected for only one (1) subsequent period.

Term of office of Audit Committee members as of December 31, 2017 is as follows:

c. Riwayat Pendidikan dan Pengalaman Kerja Anggota Komite Audit

Adapun ringkasan profil anggota Komite Audit dapat dilihat pada bagian *Corporate Profile*, Profil Komite Audit dalam buku Laporan Tahunan ini.

d. Independensi Anggota Komite Audit

Selama tahun 2017, seluruh anggota independen pada Komite Audit telah memenuhi persyaratan independensi sebagai berikut:

- 1) Seluruh anggota independen pada Komite Audit tidak memiliki hubungan keuangan, hubungan kepengurusan, kepemilikan saham, dan/atau hubungan keluarga dengan anggota Dewan Komisaris, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan untuk bertindak independen.
- 2) Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa asuransi, jasa non-asuransi, jasa penilai dan/atau jasa konsultasi lain kepada J Trust Bank dalam 6 (enam) bulan terakhir.

c. Background of Education and Work Experience of Audit Committee Members

The profile summary of the Audit Committee members can be seen on the Corporate Profile section, Audit Committee Profile in this Annual Report.

d. Independence of Audit Committee Members

During 2017, all independent members of the Audit Committee have met the following independence requirements:

- 1) All independent members of the Audit Committee have no financial relationship, management relationship, share ownership, and/or family relationships with members of the BoC, BoD and/or Controlling Shareholders or any relationship with the Bank, which may affect the ability to act independently.
- 2) They are not insiders in a Public Accounting Firm, Law Firm, Public Appraisal Office or any other party providing insurance, non-life insurance services, assessment services and/or other consulting services to J Trust Bank in the last 6 (six) months.

- 3) Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan J Trust Bank dalam 6 (enam) bulan terakhir, kecuali Komisaris Independen.
- 4) Tidak mempunyai saham baik secara langsung maupun tidak langsung pada J Trust Bank.
- 5) Tidak memiliki hubungan afiliasi dengan J Trust Bank, Dewan Komisaris, Direksi atau Pemegang Saham Utama J Trust Bank.
- 6) Tidak memiliki hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha J Trust Bank.

e. Tugas dan Tanggung Jawab Komite Audit

Komite Audit bertugas untuk memberikan pendapat profesional yang independen kepada Dewan Komisaris terhadap laporan-laporan atau hal-hal yang disampaikan oleh Direksi kepada Dewan Komisaris, membantu Dewan Komisaris atas tanggung jawab pengawasannya, termasuk mengidentifikasi hal-hal yang memerlukan perhatian Dewan Komisaris, dan mendukung tugas-tugas lain yang berkaitan dengan tugas Dewan Komisaris, antara lain:

- 1) Membuat rincian kegiatan tahunan yang disetujui oleh Dewan Komisaris.
- 2) Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan perusahaan kepada publik dan/atau pihak otoritas seperti laporan keuangan, proyeksi dan laporan lainnya terkait dengan informasi keuangan perusahaan.
- 3) Melakukan penelaahan atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan perusahaan.
- 4) Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan Akuntan atas jasa yang diberikan.
- 5) Memberikan rekomendasi mengenai penunjukan Kantor Akuntan Publik kepada Dewan Komisaris untuk disampaikan kepada Rapat Umum Pemegang Saham dan menyampaikan kepada Otoritas Jasa Keuangan (OJK) dalam bentuk laporan berkala setiap tahun paling lama 10 (sepuluh) hari kerja setelah penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik.
- 6) Melakukan evaluasi terhadap pelaksanaan pemberian jasa audit atas informasi keuangan historis tahunan oleh Akuntan Publik dan/atau Kantor Akuntan Publik dan menyampaikan kepada Otoritas Jasa Keuangan (OJK) dalam bentuk laporan berkala setiap tahun paling lama 6 (enam) bulan setelah tahun buku berakhir.
- 7) Memastikan bahwa semua risiko dan kontrol diperhatikan dalam laporan Audit Internal dan Auditor Eksternal, sehingga manajemen senantiasa menjalankan praktek perbankan yang sehat sesuai dengan prinsip kehati-hatian.

- 3) They are not working or having the authority and responsibility to plan, lead, control or supervise the activities of J Trust Bank in the last 6 (six) months, except Independent Commissioners.
- 4) They do not own shares directly or indirectly in J Trust Bank.
- 5) They have no affiliated relationship with J Trust Bank, Board of Commissioners, Board of Directors or Major Shareholder of J Trust Bank.
- 6) They have no direct or indirect business relationship relating to the business activities of J Trust Bank.

e. Roles and Responsibilities of Audit Committee

The Audit Committee is responsible for providing independent professional opinion to the Board of Commissioners on reports or issues submitted by the Board of Directors to the Board of Commissioners, assisting the Board of Commissioners for its oversight responsibilities, including identifying matters requiring the attention of the Board of Commissioners, and supporting the duties or other tasks related to the duties of the Board of Commissioners, among others:

- 1) Prepare details of annual activities approved by the Board of Commissioners.
- 2) Review the financial information that will be issued by the Company to the public and/or the authority such as financial reports, projections and other reports related to the Company's financial information.
- 3) Review the compliance with laws and regulations relating to the activities of the Company.
- 4) Render an independent opinion in the event of differences of opinion between management and Accountant for services provided.
- 5) Provide recommendation on the appointment of Public Accountant Office to the Board of Commissioners to be submitted to the General Meeting of Shareholders and submit to the Financial Services Authority (OJK) in the form of periodic report every 10 (ten) business days after the appointment of Public Accountant and/or Public Accounting Firm.
- 6) Evaluate the conduct of audit services for annual financial information by Public Accountant and/or Public Accounting Firm and submit to the Financial Services Authority (OJK) in the form of periodic report every year no later than 6 (six) months after the end of the financial year.
- 7) Ensure that all risks and controls are addressed in the Internal Audit and External Auditor reports, so that management continues to practice sound banking practices in accordance with prudential principles.

- 8) Melakukan penelaahan atas pelaksanaan pemeriksaan oleh auditor internal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan auditor internal.
- 9) Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perusahaan.
- 10) Menelaah dan memberikan saran kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan Perusahaan.
- 11) Menjaga kerahasiaan dokumen, data dan informasi perusahaan.

f. Kebijakan dan Pelaksanaan Rapat Komite Audit

- 1) Setiap rapat Komite Audit dipimpin oleh Ketua Komite Audit yang merupakan Komisaris Independen Bank.
- 2) Rapat Komite Audit selalu dihadiri oleh lebih dari 51% dari jumlah anggota Komite Audit yang anggotanya terdiri dari Komisaris dan Komisaris Independen serta 2 orang pihak independen.
- 3) Keputusan Rapat Komite dilakukan berdasarkan musyawarah untuk mencapai mufakat. Jika tidak mencapai musyawarah untuk mufakat, maka pengambilan keputusan dilakukan berdasarkan pemungutan suara berdasarkan suara setuju 2/3 (dua per tiga) anggota Komite yang hadir dalam rapat.
- 4) Hasil rapat Komite Audit wajib dituangkan dalam risalah rapat dan didokumentasikan secara baik.
- 5) Perbedaan pendapat (*dissenting opinions*) yang terjadi dalam rapat Komite wajib dicantumkan secara jelas dalam risalah rapat beserta alasan perbedaan pendapat tersebut.
- 6) Sepanjang tahun 2017, Komite Audit telah menyelenggarakan 9 kali rapat dengan melibatkan Satuan Kerja Audit Interen, unit kerja lainnya (jika dipandang perlu), seperti: unit Anti Fraud, dan pihak auditor eksternal (KAP).

- 8) Review the conduct of audits by internal auditors and oversee the implementation of follow-up by the Board of Directors on the findings of internal auditors.
- 9) Review complaints relating to the Company's accounting and reporting process.
- 10) Review and advise the Board of Commissioners regarding the potential conflict of interest of the Company.
- 11) Maintain the confidentiality of documents, data and company information.

f. Policy and Conduct of Audit Committee Meeting

- 1) Each Audit Committee Meeting is led by Audit Committee Chairman who also serves as the Independent Commissioner of the Bank
- 2) Audit Committee Meetings are always attended by more than 51% of Audit Committee members whose members consist of Commissioners and Independent Commissioners and 2 independent parties.
- 3) Decisions of the Committee Meetings shall be based on deliberations to reach consensus. If it does not reach a consensus, then the decision shall be made by vote based on the voting agreed by 2/3 (two thirds) of the Committee members present at the meeting.
- 4) The results of Audit Committee meetings shall be set forth in minutes of meetings and properly documented.
- 5) The dissenting opinions that occur in Committee meetings shall be clearly stated in the minutes of the meeting and the reasons for such dissent.
- 6) Throughout 2017, the Audit Committee has held 9 meetings involving the Internal Audit Working Unit, other work units (if deemed necessary), such as the Anti Fraud Unit, and the external auditor (KAP).

Frekuensi tingkat kehadiran rapat setiap anggota Komite Audit sebagai berikut:

Frequency of meeting attendance of each Committee Audit member:

Nama Name	Periode Jabatan Term of Office	Jumlah Rapat Komite Audit Number of the Audit Committee Meetings	Jumlah Kehadiran Attendance	% Kehadiran Attendance
Benny Luhur (Komisaris Independen Independent Commissioner, Ketua Chairman)	1 Januari s/d 31 Desember 2017 January 1 until December 31, 2017	9	9	100%
Nobiru Adachi (Komisaris Utama President Commissioner, Anggota Member *)	1 Januari s/d 29 Oktober 2017 January 1 until October 29, 2017	9	5	55,5%
Shigeyoshi Asano (Komisaris Commissioner, Anggota Member *)	1 Januari s/d 29 Oktober 2017 January 1 until October 29, 2017	9	8	89%
Ahmad Fajar (Komisaris Commissioner, Anggota Member **)	25 Januari s/d 29 Oktober 2017 January 25 until October 29, 2017	9	-	-
Mahdi Mahmudy (Komisaris Independen Independent Commissioner, Anggota Member)	1 Januari s/d 31 Desember 2017 January 1 until December 31, 2017	9	8	89%
Kwik Ing Hie (Komisaris Independen Independent Commissioner, Anggota Member)	1 Januari s/d 31 Desember 2017 January 1 until December 31, 2017	9	7	78%
Martinus Rosadi Nugroho (Pihak Independen Independent Party, Anggota/Sekretaris Member/Secretary)	25 Januari s/d 31 Desember 2017 January 25 until December 31, 2017	9	9	100%
Amalia Setyanti Lestari (Pihak Independen Independent Party, Anggota Member)	1 Januari s/d 31 Desember 2017 January 1 until December 31, 2017	9	8	89%

*) Sejak tanggal 30 Oktober 2017 susunan keanggotaan Komite Audit untuk jabatan Komisaris ditiadakan.

Effective since October 30, 2017, the position of Commissioners in the composition of Audit Committee was eliminated.

***) Efektif tanggal 23 November 2017 sebagai Komisaris sejak lulus fit and proper test oleh OJK.

Effective since November 23, 2017 serves as Commissioner after passing fit & proper test by FSA.

g. Pendidikan dan/atau Pelatihan Anggota Komite Audit

Untuk menunjang pelaksanaan tugas dan tanggung jawab anggota Komite Audit, selama tahun 2017 anggota Komite Audit PT Bank JTrust Indonesia Tbk telah mengikuti berbagai program pendidikan/pelatihan, workshop, konferensi, seminar, antara lain:

g. Education and/or Training of Audit Committee Members

To support the execution of duties and responsibilities of Audit Committee members, during 2017 members of the Audit Committee of PT Bank JTrust Indonesia Tbk have attended various education/training programs, workshops, conferences, seminars, among others:

No.	Nama Name	Periode Menjabat Serving Period	Pelatihan, Workshop, Konferensi, Seminar Training, Workshop, Conference, Seminar	Penyelenggara Organizer	Tempat & Waktu Venue & Time
1	Anggota Dewan Komisaris yang mengikuti program pendidikan/pelatihan Dapat dilihat pada Tabel Program Pelatihan Anggota Dewan Komisaris Members of the Board of Commissioners who follow the education/training program Can be seen in the Training Program Table of Members of the Board of Commissioners				
2	Martinus Rosadi Nugroho	25 Januari s/d 31 Desember 2017 January 25 until December 31, 2017	<ul style="list-style-type: none"> Sertifikasi Manajemen Risiko Level 1 Peran Sentral Komite Audit Dalam Penerapan POJK No. 13/POJK.03/2017 Certification in Audit Committee Practice (CACP) 	Lembaga Sertifikasi Profesi Perbankan (LSPP) Ikatan Komite Audit Indonesia Ikatan Komite Audit Indonesia	Jakarta/25 Februari 2017 Jakarta/February 25, 2017 Jakarta/14 September 2017 Jakarta/September 14, 2017 Jakarta/7 November 2017 Jakarta/November 7 until November 9, 2017
3	Amalia Setyanti Lestari	01 Januari s/d 31 Desember 2017 January 25 until December 31, 2017	<ul style="list-style-type: none"> Peran Sentral Komite Audit Dalam Penerapan POJK No. 13/POJK.03/2017 Certification in Audit Committee Practice (CACP) Indonesia Banking Expo 	Ikatan Komite Audit Indonesia Ikatan Komite Audit Indonesia LPPI	Jakarta/14 September 2017 Jakarta/September 14, 2017 Jakarta/7 November 2017 Jakarta/November 7 until November 9, 2017 Jakarta/19-20 September 2017 Jakarta/September 19-20, 2017

h. Program Kerja dan Realisasi Komite Audit

Program kerja Komite Audit sepanjang tahun 2017 sebagai berikut:

- Memantau pencapaian rencana kerja SKAI sepanjang tahun 2017;
- Memantau tindak lanjut manajemen atas temuan audit (internal dan eksternal) yang bersifat signifikan terhadap penerapan *internal control system*.
- Memantau penyusunan laporan keuangan Bank sesuai dengan standar yang berlaku dan memberikan tanggapan yang dipandang perlu.
- Memberikan rekomendasi penunjukkan kantor akuntan publik yang akan melakukan audit atas laporan keuangan Bank.
- Ikut berpartisipasi dalam rapat koordinasi Dewan Komisaris dan Direksi dan memberikan masukan yang dipandang perlu.

h. Work Program and Realization of Audit Committee

Audit Committee work program throughout 2017 is as follows:

- Monitor the achievement of the SKAI work plan in 2017;
- Monitor management follow-up on audit findings (internal and external) that are significant to the implementation of internal control system.
- Monitor the preparation of the Bank's financial statements in accordance with applicable standards and provide the necessary responses.
- Provide recommendations on the appointment of a public accounting firm that will audit the Bank's financial statements.
- Participate in the Board of Commissioners and Directors' coordination meetings and provide the necessary inputs.

Realisasi Program Kerja Komite Audit sepanjang tahun 2017 sebagai berikut:

Realization of Audit Committee Work Program in 2017 is as follows:

No.	Realisasi Program Kerja Work Program Realization
1	Mengadakan rapat dan diskusi dengan SKAI untuk memonitor progress kerja SKAI serta pencapaiannya; memonitor tindak lanjut atas hasil audit dan mendiskusikan hasil temuan yang signifikan Hold meetings and discussions with SKAI to monitor progress of SKAI and its achievements; monitor follow-up on audit results and discuss significant findings
2	Memonitor dan berdiskusi dengan SKAI dan unit-unit terkait tentang pinjaman-pinjaman yang berpotensi menjadi NPL Monitor and discuss with the Internal Audit Unit and related units on potential NPL loans
3	Melakukan review atas Rencana Kerja Tahunan SKAI untuk tahun 2017 Review the SKAI Annual Work Plan for 2017
4	Memonitor progress dari pelaksanaan audit KAP atas laporan keuangan Bank untuk tahun buku 2017 Monitor progress of the KAP audit on the Bank's financial statements for fiscal year 2017
5	Melakukan review dan diskusi atas hasil draft final laporan keuangan Bank yang telah diaudit oleh KAP untuk tahun buku 2017 Review and discuss the results of the final draft of Bank financial statements audited by KAP for the fiscal year 2017
6	Melakukan review dan diskusi atas management letter yang telah dikeluarkan oleh KAP untuk tahun buku 2017 Review and discuss the management letter issued by KAP for the fiscal year 2017
7	Berdiskusi dengan SKAI tentang progress audit OJK serta temuan-temuan yang bersifat signifikan Discuss with SKAI on the progress of OJK audit as well as significant findings
8	Memonitor progress penyelesaian tindak lanjut manajemen atas temuan OJK Monitor the progress of management's follow-up on OJK findings
9	Melakukan review dan diskusi tentang laporan keuangan publikasi Bank Conduct reviews and discussions on the Bank's financial statements
10	Melakukan review dan diskusi tentang penyusunan laporan tahunan Bank Review and discuss the preparation of the Bank's annual report
11	Ikut berpartisipasi dalam rapat koordinasi Dewan Komisaris dan Direksi Participate in the coordination meetings of the Board of Commissioners and Board of Directors
12	Memberikan rekomendasi pemilihan/mempertahankan dan memberhentikan auditor eksternal/KAP kepada Dewan Komisaris Provide recommendations on selection/retention and dismissal of external auditors/KAP to the Board of Commissioners
13	Menyusun rencana kerja (Work Plan) Komite Audit tahun 2017 Prepare Work Plan for the Audit Committee in 2017

3.2. Komite Pemantau Risiko (Risk Monitoring Committee)

Komite Pemantau Risiko merupakan komite yang dibentuk untuk membantu Dewan Komisaris memenuhi tugas dan tanggung jawabnya dengan melakukan evaluasi atas penerapan kebijakan manajemen risiko oleh Bank yang antara lain mencakup me-review kesesuaiannya dengan regulasi yang ada, mengevaluasi konsistensi pelaksanaan kebijakan tersebut, dan melakukan pemantauan dan evaluasi pelaksanaan tugas Komite Manajemen Risiko ("KMR") dan Satuan Kerja Manajemen Risiko ("SKMR") guna memberikan rekomendasi kepada Dewan Komisaris. Pembentukan Komite Pemantau Risiko mengacu pada Peraturan-peraturan yang berlaku sebagai berikut:

1. Peraturan Otoritas Jasa Keuangan No.55/POJK.03/2016 tanggal 7 Desember 2016 tentang Penerapan Tata Kelola bagi Bank Umum.
2. Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penerapan Tata Kelola bagi Bank Umum.

3.2. Risk Monitoring Committee

The Risk Monitoring Committee is a committee established to assist the Board of Commissioners to fulfill its duties and responsibilities by evaluating the implementation of the Bank's risk management policy which includes reviewing compliance with existing regulations, evaluating the consistency of the implementation of the policy, and monitoring and evaluating the implementation of the Risk Management Committee ("KMR") and the Risk Management Business Unit ("SKMR") to provide recommendations to the Board of Commissioners. The establishment of the Risk Monitoring Committee shall refer to the following Regulations:

1. Regulation of the Financial Services Authority No. 55/POJK.03/2016 dated December 7, 2016 concerning the Implementation of Good Corporate Governance for Commercial Banks.
2. Circular Letter of the Financial Services Authority No. 13/SEOJK.03/2017 dated March 17, 2017 on the Implementation of Good Corporate Governance for Commercial Banks.

a. Piagam Komite Pemantau Risiko (*Risk Monitoring Committee Charter*)

Komite Pemantau Risiko memiliki Piagam Komite Pemantau Risiko (*Risk Monitoring Committee Charter*) yang mengatur hal-hal terkait dengan pelaksanaan tugas dan tanggung jawab serta kewenangan, komposisi dan struktur organisasi serta persyaratan keanggotaan, tata cara dan prosedur kerja serta waktu kerja, pelaksanaan rapat dan pelaporan, masa tugas dan honorarium. Piagam Komite Pemantau Risiko (*Risk Monitoring Committee Charter*) ini akan ditinjau secara berkala atau apabila dianggap perlu di-*review* kembali dan dievaluasi kecukupannya oleh Dewan Komisaris agar fungsi Komite Pemantau Risiko dapat dilaksanakan pada tingkat yang optimal sesuai dengan ketentuan perundangan terkait yang berlaku. Piagam Komite Pemantau Risiko (*Risk Monitoring Committee Charter*) yang ada terakhir di-*review* dan dimutakhirkan pada tanggal 27 Juli 2017 serta telah diunggah dalam situs web Bank.

b. Struktur dan Keanggotaan Komite Pemantau Risiko

- Keanggotaan Komite Pemantau Risiko paling sedikit terdiri dari 1 (satu) orang Komisaris Independen yang merangkap sebagai Ketua, 1 (satu) orang Pihak Independen yang memiliki keahlian di bidang keuangan, dan 1 (satu) orang Pihak Independen yang memiliki keahlian di bidang manajemen risiko.
- Komisaris Independen dan Pihak Independen yang menjadi anggota komite pemantau risiko paling sedikit berjumlah 51% (lima puluh satu persen) dari jumlah anggota komite pemantau risiko.
- Anggota Direksi dilarang menjadi anggota Komite Pemantau Risiko.
- Mantan anggota Direksi Bank, mantan Pejabat Eksekutif Bank atau pihak yang mempunyai hubungan dengan Bank yang dapat mempengaruhi kemampuan untuk bertindak independen, tidak dapat menjadi Pihak Independen pada Bank yang bersangkutan, sebelum menjalani masa tunggu (*cooling off*) paling singkat 6 (enam) bulan. Ketentuan masa tunggu (*cooling off*) untuk menjadi Pihak Independen tidak berlaku bagi mantan anggota Direksi Bank atau mantan Pejabat Eksekutif yang bertugas hanya melakukan fungsi pengawasan paling singkat 6 (enam) bulan.
- Anggota Komite Pemantau Risiko wajib memiliki integritas yang tinggi, kemampuan, pengetahuan, pengalaman sesuai dengan bidang pekerjaannya, mampu berkomunikasi, akhlak, dan moral yang baik. Bank harus meneliti kebenaran seluruh dokumen/data pendukung pemenuhan persyaratan Pihak Independen, antara lain surat pernyataan pribadi mengenai integritas Pihak Independen.

a. Risk Monitoring Committee Charter

The Risk Monitoring Committee maintains a Risk Monitoring Committee Charter which regulates matters related to the performance of duties and responsibilities and authority, composition and organizational structure as well as membership requirements, methods and work procedures as well as working hours, conduct of meetings and reporting, duty and honorarium. The Risk Monitoring Committee Charter will be reviewed periodically or if it is deemed necessary to review and evaluate its adequacy by the Board of Commissioners in order that the Risk Oversight Committee function can be performed at an optimal level in accordance with prevailing laws and regulations. The latest Risk Monitoring Committee Charter is reviewed and updated on July 27, 2017 and has been uploaded on the Bank's website.

b. Structure and Membership of Risk Monitoring Committee

- Membership of the Risk Oversight Committee shall consist of at least 1 (one) Independent Commissioner who is also a Chairman, 1 (one) Independent Party with expertise in finance, and 1 (one) Independent Party with expertise in risk management.
- Independent Commissioners and Independent Parties who are members of the risk monitoring committee shall be at least 51% (fifty percent) of the total members of the risk monitoring committee.
- Members of the Board of Directors are prohibited from becoming members of the Risk Oversight Committee.
- A former member of the Board of Directors of the Bank, former Executive Officer of the Bank or a party with a relationship with the Bank that may affect the ability to act independently, may not be an Independent Party in the Bank, before a cooling off period of 6 (six) months. The cooling off period to become an Independent Party shall not apply to former members of the Board of Directors of the Bank or former Executive Officer in charge of performing only a supervisory function for at least 6 (six) months.
- Members of the Risk Monitoring Committee are required to have high integrity, competence, knowledge, experience in accordance with their field of work, ability to communicate, and good morale. The Bank shall examine the truth of all documents/data supporting the fulfillment of the requirements of the Independent Party, including a personal statement concerning the integrity of the Independent Party.

- Bersedia meningkatkan kompetensi secara terus menerus melalui pendidikan dan pelatihan.
- Ketua Komite hanya dapat merangkap jabatan sebagai Ketua Komite paling banyak pada 1 (satu) komite lain pada Bank yang sama.
- Rangkap jabatan Pihak Independen sebagai Pihak Independen anggota komite lain pada Bank yang sama, Bank lain, dan/atau perusahaan lain sepanjang memenuhi seluruh kompetensi yang dipersyaratkan, memenuhi kriteria independensi, mampu menjaga rahasia Bank, memperhatikan kode etik yang berlaku, dan tidak mengabaikan pelaksanaan tugas dan tanggung jawabnya.

- Members are willing to increase competence continuously through education and training.
- The Chairman of the Committee may only concurrently serve as Chairman of the Committee at a maximum of another one committee within the same Bank.
- Multiple positions of Independent Party as Independent Party members of other committees of the same Bank, other Banks and/or other companies as long as they meet all required competencies, shall meet the criteria of independence, shall be able to keep the Bank's confidentiality, shall observe the applicable code of ethics, and shall not neglect the implementation duties and responsibilities.

Berdasarkan Surat Dewan Komisaris No. 25.01/S.KOM/JTRUST//2017 tertanggal 25 Januari 2017 dan Surat Keputusan Direksi No. 25.05/S.Kep-Dir-HCD/JTrust//2017 tertanggal 25 Januari 2017, struktur dan keanggotaan Komite Pemantau Risiko adalah sebagai berikut:

Based on the Letter of the Board of Commissioners No. 25.01/S.KOM/JTRUST//2017 dated January 25, 2017 and the Decree of the Board of Directors No. 25.05/S.Kep-Dir-HCD/JTrust//2017 dated January 25, 2017, the structure and membership The Risk Monitoring Committee is as follows:

No.	Nama Name	Posisi di Komite Position in Committee
1.	Mahdi Mahmudy Komisaris Independen Independent Commissioner	Ketua/Anggota Chairman/Member
2.	Nobiru Adachi Komisaris Utama President Commissioner	Anggota Member
3.	Shigeyoshi Asano Komisaris Commissioner	Anggota Member
4.	Ahmad Fajar Komisaris Commissioner	Anggota Member
5.	Benny Luhur Komisaris Independen Independent Commissioner	Anggota Member
6.	Kwik Ing Hie Komisaris Independen Independent Commissioner	Anggota Member
7.	Amalia Setyanti Lestari Pihak Independen Independent Party	Sekretaris/Anggota Secretary/Member
8.	Martinus Rosadi Nugroho Pihak Independen Independent Party	Anggota Member

Sebagaimana dinyatakan diatas, per 31 Desember 2017 Komite Pemantau Risiko diketuai oleh seorang Komisaris Independen dengan anggotanya terdiri dari:

- 1 (satu) orang Komisaris Utama
- 2 (dua) orang Komisaris
- 3 (tiga) orang Komisaris Independen (termasuk 1 orang sebagai ketua)
- 1 (satu) orang Pihak Independen yang ahli dalam bidang akuntansi dan keuangan
- 1 (satu) orang Pihak Independen yang ahli di bidang hukum bisnis dan perbankan

As stated above, as of December 31, 2017, the Risk Oversight Committee is chaired by an Independent Commissioner with members consisting of:

- 1 (one) President Commissioner
- 2 (two) Commissioners
- 3 (three) Independent Commissioners (including 1 person as chairman)
- 1 (one) Independent Party who is expert in accounting and finance
- 1 (one) Independent Party who is expert in business and banking law

Setiap Komisaris yang menjadi Ketua dan anggota Komite Pemantau Risiko telah efektif dinyatakan lulus uji kelayakan dan kepatutan oleh OJK. Pengangkatan nama-nama Ketua dan anggota Komite Pemantau Risiko sebagaimana dimaksud di atas telah memenuhi kriteria yang ditetapkan dalam Peraturan OJK.

Sepanjang tahun 2017, jumlah Komisaris Independen dan Pihak Independen yang menjadi anggota Komite Pemantau Risiko berjumlah lebih dari 51% (lima puluh satu perseratus) dari jumlah keseluruhan anggota Komite Pemantau Risiko.

Masa Tugas/Jabatan Anggota Komite Pemantau Risiko

Masa tugas/jabatan anggota Komite Pemantau Risiko tidak boleh lebih lama dari masa jabatan Dewan Komisaris sebagaimana diatur dalam Anggaran Dasar dan dapat dipilih kembali hanya untuk 1 (satu) periode berikutnya.

Masa tugas/jabatan anggota Komite Pemantau Risiko Per 31 Desember 2017 yaitu:

No	Nama Name	Posisi di Komite Position in Committee	Masa Tugas/Jabatan Term of Office	
			Tanggal efektif Effective Date	Akhir Masa Tugas/ Jabatan End of Term of Office
1.	Mahdi Mahmudy Komisaris Independen Independent Commissioner	Ketua/Anggota Chairman/Member	21 November 2016 November 21, 2016	30 Juni 2019 June 30, 2019
2.	Nobiru Adachi Komisaris Utama President Commissioner	Anggota Member	26 Mei 2015 May 26, 2015	30 Desember 2017 December 30, 2017
3.	Shigeyoshi Asano Komisaris Commissioner	Anggota Member	21 November 2016 November 21, 2016	30 Juni 2019 June 30, 2019
4.	Ahmad Fajar Komisaris Commissioner	Anggota Member	25 Januari 2017 January 25, 2017	23 Desember 2019 December 23, 2019
5.	Benny Luhur Komisaris Independen Independent Commissioner	Anggota Member	21 November 2016 November 21, 2016	23 Juni 2018 June 23, 2018
6.	Kwik Ing Hie Komisaris Independen Independent Commissioner	Anggota Member	21 November 2016 November 21, 2016	30 Juni 2019 June 30, 2019
7.	Amalia Setyanti Lestari Pihak Independen Independent Party	Sekretaris/Anggota Secretary/Member	11 Januari 2016 January 11, 2016	11 Januari 2019 January 11, 2019
8.	Martinus Rosadi Nugroho Pihak Independen Independent Party	Anggota Member	25 Januari 2017 January 25, 2017	25 Januari 2020 January 25, 2020

c. Riwayat Pendidikan dan Pengalaman Kerja Anggota Komite Pemantau Risiko

Adapun ringkasan profil anggota Komite Pemantau Risiko dapat dilihat pada bagian Profil Perusahaan, dalam buku Laporan Tahunan ini.

Each Commissioner who becomes the Chairman and a member of the Risk Oversight Committee has effectively passed the feasibility and proper test by OJK. The appointment of the names of the Chairman and members of the Risk Oversight Committee as mentioned above meets the criteria set out in the OJK Rules.

Throughout 2017, the number of Independent Commissioners and Independent Members who are members of the Risk Monitoring Committee is totalling more than 51% (fifty one percent) of the total members of the Risk Oversight Committee.

Term of Office of Members of Risk Monitoring Committee

Term of office of members of Risk Monitoring Committee shall be no longer than the term of office of Board of Commissioners as set forth in Articles of Association and may be re-appointed only for the next 1 (one) period.

The term of office of Risk Monitoring Committee members as of December 31, 2017 is as follows:

c. Educational Background and Work Experience of Members of Risk Monitoring Committee

The education and work experience of members of the Risk Monitoring Committee can be seen at the Corporate Profile Section in this Annual Report.

d. Independensi Anggota Komite Pemantau Risiko

Selama tahun 2017, seluruh anggota independen pada Komite Pemantau Risiko telah memenuhi persyaratan independensi sebagai berikut:

- 1) Seluruh anggota independen pada Komite Pemantau Risiko tidak memiliki hubungan keuangan, hubungan kepengurusan, kepemilikan saham, dan/atau hubungan keluarga dengan anggota Dewan Komisaris, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan untuk bertindak independen.
- 2) Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan J Trust Bank dalam 6 (enam) bulan terakhir, kecuali Komisaris Independen.
- 3) Tidak mempunyai saham baik secara langsung maupun tidak langsung pada J Trust Bank.
- 4) Tidak memiliki hubungan afiliasi dengan J Trust Bank, Dewan Komisaris, Direksi atau Pemegang Saham Utama J Trust Bank.
- 5) Tidak memiliki hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha J Trust Bank.

e. Tugas dan Tanggung Jawab Komite Pemantau Risiko

Komite Pemantau Risiko bertugas untuk memberikan pendapat profesional yang independen kepada Dewan Komisaris terhadap laporan-laporan atau hal-hal yang disampaikan oleh Direksi kepada Dewan Komisaris, membantu Dewan Komisaris atas tanggung jawab pengawasannya, termasuk mengidentifikasi hal-hal yang memerlukan perhatian Dewan Komisaris, dan mendukung tugas-tugas lain yang berkaitan dengan tugas Dewan Komisaris, antara lain:

- 1) Mengevaluasi kebijakan manajemen risiko yang diajukan oleh Direksi untuk memperoleh persetujuan Dewan Komisaris.
- 2) Mengevaluasi pertanggungjawaban Direksi kepada Dewan Komisaris atas pelaksanaan kebijakan manajemen risiko.
- 3) Melakukan pemantauan dan evaluasi atas kesesuaian antara kebijakan manajemen risiko dengan pelaksanaan kebijakan tersebut.
- 4) Melakukan pemantauan dan evaluasi pelaksanaan tugas Komite Manajemen Risiko dan Satuan Kerja Manajemen Risiko, guna memberikan rekomendasi kepada Dewan Komisaris.
- 5) Melakukan penelaahan atas ketaatan Bank terhadap peraturan dan perundang-undangan di bidang manajemen risiko dan peraturan perundang-undangan lainnya yang berhubungan dengan kegiatan bank.

d. Independence of Members of Risk Monitoring Committee

During 2017, all independent members of the Risk Oversight Committee have fulfilled the following independence requirements:

- 1) All independent members of the Risk Oversight Committee shall have no financial, management, share ownership and/or family relationships with members of the BoC, BoD and/or Controlling Shareholders or any relationship with the Bank, which may affect the ability to act independently.
- 2) None of them are working or having the authority and responsibility to plan, lead, control or supervise the activities of J Trust Bank in the last 6 (six) months, except Independent Commissioners.
- 3) They do not own shares directly or indirectly in J Trust Bank.
- 4) They have no affiliated relationship with J Trust Bank, Board of Commissioners, Board of Directors or Major Shareholder of J Trust Bank.
- 5) Has no direct or indirect business relationship relating to the business activities of J Trust Bank.

e. Roles and Responsibilities of Risk Monitoring Committee

The Risk Oversight Committee has the duty to provide independent professional opinion to the Board of Commissioners on reports or matters submitted by the Board of Directors to the Board of Commissioners, assisting the Board of Commissioners for its oversight responsibilities, including identifying issues requiring the attention of the Board of Commissioners, and supporting other tasks related to the duties of the Board of Commissioners, among others:

- 1) Evaluate the risk management policy proposed by the Board of Directors to obtain approval from the Board of Commissioners.
- 2) Evaluate the Board of Directors' accountability to the Board of Commissioners on the implementation of risk management policy.
- 3) Monitor and evaluate the conformity between risk management policy and the implementation of the policy.
- 4) Monitor and evaluate the execution of the duties of the Risk Management Committee and Risk Management Work Unit to provide recommendations to the Board of Commissioners.
- 5) Review the Bank's compliance with laws and regulations in risk management and other legislation relating to bank activities.

- 6) Memberikan masukan dan rekomendasi kepada Dewan Komisaris untuk memberikan nasihat kepada Direksi atas informasi dan/atau peristiwa-peristiwa yang diidentifikasi berpotensi atau mengandung risiko-risiko.
- 7) Melakukan penelaahan dan penelitian yang dianggap perlu terhadap pelaksanaan fungsi Direksi dalam menyelenggarakan pengelolaan risiko.
- 8) Mengevaluasi dan memutuskan permohonan Direksi yang berkaitan dengan transaksi yang memerlukan persetujuan Dewan Komisaris.
- 9) Memastikan perbaikan yang berkesinambungan atas kebijakan manajemen risiko dan pelaksanaan prosedur dan praktik manajemen risiko pada semua tingkatan guna memastikan telah dilakukannya pengelolaan dan pengendalian risiko yang sehat.

f. Kebijakan dan Pelaksanaan Rapat Komite Pemantau Risiko

- 1) Setiap rapat Komite Pemantau Risiko dipimpin oleh Ketua Komite Pemantau Risiko yang merupakan Komisaris Independen Bank.
- 2) Rapat Komite Pemantau Risiko selalu dihadiri oleh lebih dari 51% dari jumlah anggota Komite Pemantau Risiko yang anggotanya terdiri dari Komisaris dan Komisaris Independen serta 2 orang pihak independen.
- 3) Keputusan Rapat Komite dilakukan berdasarkan musyawarah untuk mencapai mufakat. Jika tidak mencapai musyawarah untuk mufakat, maka pengambilan keputusan dilakukan berdasarkan pemungutan suara berdasarkan suara setuju 2/3 (dua per tiga) anggota Komite yang hadir dalam rapat.
- 4) Hasil rapat Komite Pemantau Risiko wajib dituangkan dalam risalah rapat dan didokumentasikan secara baik.
- 5) Perbedaan pendapat (*dissenting opinions*) yang terjadi dalam rapat Komite wajib dicantumkan secara jelas dalam risalah rapat beserta alasan perbedaan pendapat tersebut.
- 6) Sepanjang tahun 2017, Komite Pemantau Risiko telah menyelenggarakan 9 kali rapat dengan melibatkan Satuan Kerja Manajemen Risiko, juga unit kerja lainnya yang terkait (jika dipandang perlu), seperti Kepatuhan, dan lain-lain.

- 6) Provide input and recommendation to the Board of Commissioners to advise the Board of Directors on information and/or events identified as potentially or risk-bearing.
- 7) Conduct review and research deemed necessary for the implementation of the functions of the Board of Directors in organizing risk management.
- 8) Evaluate and decide on the proposal from the Board of Directors relating to transactions that require the approval of the Board of Commissioners.
- 9) Ensure continuous improvements of risk management policies and implementation of risk management procedures and practices at all levels to ensure healthy risk management and control.

f. Policy and Conduct of Risk Monitoring Committee

- 1) Every meeting of the Risk Monitoring Committee is chaired by the Chairman of the Risk Oversight Committee who is an Independent Commissioner of the Bank.
- 2) Risk Monitoring Committee Meetings are always attended by more than 51% of the Risk Monitoring Committee members whose members consist of Commissioners and Independent Commissioners and 2 independent parties.
- 3) Decisions of the Committee Meetings shall be based on deliberations to reach consensus. If it does not reach a consensus, then the decision shall be made by voting agreed by 2/3 (two thirds) of the Committee members present at the meeting.
- 4) The results of the Risk Oversight Committee meetings shall be set forth in minutes of meetings and properly documented.
- 5) The dissenting opinions that occur in Committee meetings shall be clearly stated in the minutes of the meeting and the reasons for such dissent.
- 6) Throughout 2017, the Risk Oversight Committee has conducted 9 meetings involving Risk Management Work Unit, as well as other related work units (if deemed necessary), such as Compliance, and others.

Frekuensi tingkat kehadiran rapat setiap anggota Komite Pemantau Risiko sebagai berikut:

Frequency of attendance of each member of the Risk Monitoring Committee as follows:

Nama Name	Periode Jabatan Term of Office	Jumlah Rapat Komite Pemantau Risiko Number of Risk Monitoring Committee Meetings	Jumlah Kehadiran Attendance	% Kehadiran Attendance
Mahdi Mahmudy (Komisaris Independen Independent Commissioner, Ketua/Anggota Chairman Member)	01 Januari s/d 31 Desember 2017 January 01 until December 31, 2017	9	9	100%
Nobiru Adachi (Komisaris Utama President Commissioner, Anggota Member)	01 Januari s/d 31 Desember 2017 January 01 until December 31, 2017	9	8	89%
Shigeyoshi Asano (Komisaris Commissioner, Anggota Member)	01 Januari s/d 31 Desember 2017 January 01 until December 31, 2017	9	9	100%
Ahmad Fajar (Komisaris Commissioner, Anggota Member)	25 Januari s/d 31 Desember 2017 January 25 until December 31, 2017	9	9	100%
Benny Luhur (Komisaris Independen Independent Commissioner, Anggota Member)	01 Januari s/d 31 Desember 2017 January 01 until December 31, 2017	9	7	78%
Kwik Ing Hie (Komisaris Independen Independent Commissioner, Anggota Member)	01 Januari s/d 31 Desember 2017 January 01 until December 31, 2017	9	8	89%
Amalia Setyanti Lestari (Pihak Independen Independent Party, Sekretaris/Anggota Secretary/Member)	01 Januari s/d 31 Desember 2017 January 01 until December 31, 2017	9	9	100%
Martinus Rosadi Nugroho (Pihak Independen Independent Party, Anggota Member)	25 Januari s/d 31 Desember 2017 January 25 until December 31, 2017	9	9	100%

g. Pendidikan dan/atau Pelatihan Anggota Komite Pemantau Risiko

Untuk menunjang pelaksanaan tugas dan tanggung jawab anggota Komite Pemantau Risiko, selama tahun 2017 anggota Komite Pemantau Risiko PT Bank JTrust Indonesia Tbk telah mengikuti berbagai program pendidikan/pelatihan, workshop, konferensi, seminar, antara lain:

g. Education and/or Training of Members of Risk Monitoring Committee

To support the implementation of duties and responsibilities of Risk Monitoring Committee members, during 2017 members of Risk Monitoring Committee of PT Bank JTrust Indonesia Tbk have attended various education/training programs, workshops, conferences, seminars, among others:

No.	Nama Name	Periode Menjabat Serving Period	Pelatihan, Workshop, Konferensi, Seminar Training, Workshop, Conference, Seminar	Penyelenggara Organizer	Tempat & Waktu Venue & Time
1	Anggota Dewan Komisaris yang mengikuti program pendidikan/pelatihan Dapat dilihat pada Tabel Program Pelatihan Anggota Dewan Komisaris Members of the Board of Commissioners who follow the education/training program Can be seen in the Training Program Table of Members of the Board of Commissioners				
2	Martinus Rosadi Nugroho	25 Januari s/d 31 Desember 2017 January 25 until December 31, 2017	<ul style="list-style-type: none"> Sertifikasi Manajemen Risiko Level 1 Peran Sentral Komite Audit Dalam Penerapan POJK No. 13/POJK.03/2017 Certification in Audit Committee Practice (CACP) 	Lembaga Sertifikasi Profesi Perbankan (LSPP) Ikatan Komite Audit Indonesia Ikatan Komite Audit Indonesia	Jakarta/25 Februari 2017 Jakarta/February 25, 2017 Jakarta/14 September 2017 Jakarta/September 14, 2017 Jakarta/7-9 November 2017 Jakarta/November 7-9, 2017

No.	Nama Name	Periode Menjabat Serving Period	Pelatihan, Workshop, Konferensi, Seminar Training, Workshop, Conference, Seminar	Penyelenggara Organizer	Tempat & Waktu Venue & Time
3	Amalia Setyanti Lestari	01 Januari s/d 31 Desember 2017 January 01 until December 31, 2017	<ul style="list-style-type: none"> Peran Sentral Komite Audit Dalam Penerapan POJK No. 13/POJK.03/2017 Certification in Audit Committee Practice (CACP) Indonesia Banking Expo 	<p>Ikatan Komite Audit Indonesia</p> <p>Ikatan Komite Audit Indonesia</p> <p>LPPI</p>	<p>Jakarta/14 September 2017 Jakarta/September 14,2017</p> <p>Jakarta/7-9 November 2017 Jakarta/November 7-9, 2017</p> <p>Jakarta/19-20 September 2017 Jakarta/September 19-20, 2017</p>

h. Program Kerja dan Realisasi Komite Pemantau Risiko

Program kerja Komite Pemantau Risiko sepanjang tahun 2017 sebagai berikut:

- 1) Memantau penerapan manajemen risiko Bank termasuk dalam penentuan parameter yang digunakan dalam penilaian sendiri profil risiko serta tingkat kesehatan Bank.
- 2) Memberikan pendapat atas kebijakan Bank yang terkait dengan penerapan manajemen risiko Bank.
- 3) Memantau penerapan perbaikan-perbaikan yang dilakukan terhadap proses yang ada guna memitigasi risiko.
- 4) Ikut berpartisipasi dalam rapat koordinasi Dewan Komisaris dan Direksi dan memberikan masukan yang dipandang perlu.

Realisasi Program Kerja Komite Pemantau Risiko sepanjang tahun 2017 sebagai berikut:

h. Work Program and Realization of Risk Monitoring Committee

The work program of the Risk Monitoring Committee in 2017 is as follows:

- 1) Monitor the implementation of risk management of the Bank including the determination of parameters used in the self-assessment of risk profile and Bank soundness.
- 2) Provide an opinion on the Bank's policies related to the implementation of risk management of the Bank.
- 3) Monitor implementation of improvements made to existing processes to mitigate risks.
- 4) Participate in the coordination meetings of the Board of Commissioners and the Board of Directors and provide the necessary inputs.

Realization of Work Program of Risk Monitoring Committee in 2017 is as follows:

No.	Realisasi Program Kerja Realization of Work Program
1	Pembahasan tentang Risk Appetite Statement Bank Discussion of the Bank's Risk Appetite Statement
2	Pembahasan hasil review pihak ketiga atas parameter-parameter yang digunakan dalam penyusunan laporan profil risiko Bank Discussion of third party review results on parameters used in the preparation of the Bank's risk profile report
3	Pembahasan tentang Profil Risiko Bank serta Tingkat Kesehatan Bank sebagaimana disampaikan kepada OJK secara triwulanan Discussion of Bank Risk Profile and Bank Rating as presented to OJK on a quarterly basis
4	Pembahasan tentang perbaikan-perbaikan yang dilakukan Bank atas kebijakan internal Bank terkait perkreditan Discussion of improvements made by the Bank on the Bank's internal policies relating to credit
5	Pembahasan tentang perbaikan atas fungsi-fungsi control yang ada, seperti: Quality Assurance, dan lain-lain Discussion of improvements to existing control functions, such as: Quality Assurance, and others
6	Berdiskusi secara mendalam dengan pihak Direksi terkait kinerja perkreditan Bank, seperti: evaluasi atas kredit-kredit yang dapat berpotensi menjadi bermasalah di periode berikut In-depth discussions with the Board of Directors regarding the Bank's credit performance, such as: evaluation of credits that could potentially become non-performing loans in the following periods
7	Pembahasan tentang revisi atas kebijakan APU-PPT sebagai bagian dari upaya pemenuhan Bank atas ketentuan OJK yang terkini terkait APU-PPT Discussion of revisions to APU-PPT policy as part of the Bank's compliance with the latest OJK provisions related to APU-PPT
8	Pembahasan tentang kerangka ICAAP serta pelaporannya Discussion of ICAAP framework and its reporting
9	Evaluasi atas pencapaian rencana kerja SKMR dan Kepatuhan Evaluation of SKMR and Compliance work plan
10	Ikut berpartisipasi dalam rapat koordinasi Dewan Komisaris dan Direksi Participation in the coordination meetings of the Board of Commissioners and Board of Directors

3.3. Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi merupakan komite yang dibentuk untuk membantu Dewan Komisaris melaksanakan pengawasan terkait kebijakan nominasi dan remunerasi anggota Direksi dan anggota Dewan Komisaris. Selain itu, tujuan pembentukan Komite juga untuk memastikan hal-hal sebagai berikut:

- Memastikan kepatuhan terhadap ketentuan-ketentuan otoritas pengawas Bank, Menteri Tenaga Kerja dan Peraturan lainnya serta hal-hal yang telah ditetapkan dalam Rapat Umum Pemegang Saham ("RUPS").
- Memastikan pelaksanaan tugas penerapan tata kelola Dewan Komisaris serta memenuhi persyaratan yang ditetapkan oleh otoritas pengawas Bank.

Pembentukan Komite Nominasi dan Remunerasi mengacu pada Peraturan-peraturan yang berlaku sebagai berikut:

1. Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 tanggal 7 Desember 2016 tentang Penerapan Tata Kelola bagi Bank Umum.
2. Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penerapan Tata Kelola bagi Bank Umum.
3. Peraturan Otoritas Jasa Keuangan No. 45/POJK.03/2015 tanggal 23 Desember 2015 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi bagi Bank Umum.
4. Surat Edaran Otoritas Jasa Keuangan No. 40/SEOJK.03/2016 tanggal 26 September 2016 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi bagi Bank Umum.
5. Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 tanggal 8 Desember 2014 tentang Komite Nominasi dan Remunerasi emiten atau Perusahaan Publik.

a. Piagam Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi memiliki Piagam Komite Nominasi dan Remunerasi (*Nomination and Remuneration Committee Charter*) yang mengatur hal-hal terkait dengan pelaksanaan tugas dan tanggung jawab serta kewenangan, komposisi dan struktur organisasi serta persyaratan keanggotaan, tata cara dan prosedur kerja serta waktu kerja, pelaksanaan rapat dan pelaporan, masa tugas dan honorarium. Piagam Komite Nominasi dan Remunerasi (*Nomination and Remuneration Committee Charter*) ini akan ditinjau secara berkala atau apabila dianggap perlu di-review kembali dan dievaluasi kecukupannya oleh Dewan Komisaris agar fungsi Komite Nominasi dan Remunerasi dapat dilaksanakan pada tingkat yang optimal sesuai

3.3. Nomination and Remuneration Committee

The Nomination and Remuneration Committee is a committee established to assist the Board of Commissioners in supervising the nomination and remuneration policies of members of the Board of Directors and members of the Board of Commissioners. In addition, the purpose of establishing the Committee is also to ensure the following:

- Ensure compliance with the requirements from the supervisory authority of the Bank, the Minister of Manpower and other Regulations as well as matters specified in the General Meeting of Shareholders ("GMS").
- Ensure the implementation of the governance duties of the Board of Commissioners' and to meet the requirements stipulated by the supervisory authority of the Bank.

The establishment of the Nomination and Remuneration Committee refers to the following Regulations:

1. Regulation of the Financial Services Authority No. 55/POJK.03/2016 dated December 7, 2016 concerning the Implementation of Good Corporate Governance for Commercial Banks.
2. Circular Letter of the Financial Services Authority No. 13/SEOJK.03/2017 dated March 17, 2017 on the Implementation of Good Corporate Governance for Commercial Banks.
3. Regulation of the Financial Services Authority No. 45/POJK.03/2015 dated December 23, 2015 concerning the Implementation of Good Corporate Governance in the Provision of Remuneration for Commercial Banks.
4. Circular Letter of the Financial Services Authority No. 40/SEOJK.03/2016 dated September 26, 2016 regarding the Implementation of Good Corporate Governance in the Provision of Remuneration for Commercial Banks.
5. Regulation of the Financial Services Authority No. 34/POJK.04/2014 dated December 8, 2014 on the Nomination and Remuneration Committee of the issuer or Public Company.

a. Nomination and Remuneration Committee Charter

The Nomination and Remuneration Committee maintains a Nomination and Remuneration Committee Charter which governs matters relating to the performance of duties and responsibilities and authority, composition and organizational structure and requirements of membership, methods and work procedures and working hours, conduct of meetings and reporting, term of duty and honorarium. The Nomination and Remuneration Committee Charter will be reviewed periodically or if it is deemed necessary to review and evaluate its adequacy by the Board of Commissioners in order that the Nomination and Remuneration Committee functions can be performed at an optimal level in accordance with prevailing laws

dengan ketentuan perundangan terkait yang berlaku. Piagam Komite Nominasi dan Remunerasi (*Nomination and Remuneration Committee Charter*) yang ada terakhir di-review dan dimutakhirkan pada tanggal 02 Agustus 2017 serta telah diunggah dalam situs web Bank.

b. Struktur dan Keanggotaan Komite Nominasi dan Remunerasi

- Keanggotaan Komite Nominasi dan Remunerasi paling sedikit terdiri dari 1 (satu) orang Komisaris Independen yang merangkap sebagai Ketua, 1 (satu) orang Komisaris Non Independen, dan 1 (satu) orang Pejabat Eksekutif yang membawahkan Sumber Daya Manusia atau 1 (satu) orang perwakilan pegawai.
- Pejabat Eksekutif yang membawahkan Sumber Daya Manusia atau perwakilan pegawai yang menjadi anggota komite harus memiliki pengetahuan dan mengetahui ketentuan sistem remunerasi dan/atau nominasi serta rencana suksesi (*succession plan*) Bank.
- Anggota Direksi dilarang menjadi anggota Komite Nominasi dan Remunerasi.
- Dalam hal jumlah anggota Komite Nominasi dan Remunerasi yang ditetapkan lebih dari 3 (tiga) orang maka anggota Komisaris Independen paling sedikit berjumlah 2 (dua) orang.
- Dalam hal Bank membentuk Komite Nominasi dan Remunerasi secara terpisah maka Pejabat Eksekutif atau perwakilan pegawai yang menjadi anggota komite remunerasi harus memiliki pengetahuan mengenai sistem remunerasi Bank, dan Pejabat Eksekutif atau perwakilan pegawai yang menjadi anggota komite nominasi harus memiliki pengetahuan mengenai sistem nominasi dan rencana suksesi (*succession plan*) Bank.
- Memiliki integritas yang tinggi, akhlak, moral yang baik, kemampuan pengetahuan dan pengalaman perbankan yang memadai, serta mampu berkomunikasi dengan baik.
- Memiliki pengetahuan yang cukup untuk membaca dan memahami laporan keuangan bank.
- Memiliki pengetahuan yang memadai tentang peraturan perundang-undangan yang terkait dengan kegiatan usaha bank.
- Memiliki sikap mental dan etika serta tanggung jawab profesi yang tinggi.
- Memiliki kemampuan untuk menjaga informasi perusahaan yang bersifat rahasia.
- Bersedia meningkatkan kompetensi secara terus menerus melalui pendidikan dan pelatihan.
- Ketua Komite hanya dapat merangkap jabatan sebagai Ketua Komite paling banyak pada 1 (satu) komite lain pada Bank yang sama.

and regulations. The last Nomination and Remuneration Committee Charter was reviewed and updated on August 02, 2017 and has been uploaded on the Bank's website.

b. Structure and Membership of Nomination and Remuneration Committee

- Membership of the Nomination and Remuneration Committee shall consist of at least 1 (one) Independent Commissioner who is also the Chairman, 1 (one) Non-Independent Commissioner, and 1 (one) Executive Officer in charge of Human Resources or 1 (one) employee representative.
- The Executive Officer in charge of Human Resources or an employee representative who is a member of the Committee shall have knowledge and know the provisions of the Bank's remuneration and/or nomination system and the Bank's succession plan.
- Members of the Board of Directors are prohibited from becoming members of the Nomination and Remuneration Committee.
- In the event that the number of appointed members of the Nomination and Remuneration Committee are more than 3 (three) individuals, the Independent Commissioner shall be at least 2 (two) members.
- In the event that a Bank establishes a separate Nomination and Remuneration Committee, the Executive Officer or employee representative who is a member of the remuneration committee shall have knowledge of the Bank's remuneration system, and the Executive Officer or employee representative of the nomination committee shall have knowledge of the nomination system and succession plan of the Bank.
- They have high integrity, good morale, knowledge and adequate banking experience, and ability to communicate well.
- They have sufficient knowledge to read and understand the bank's financial statements.
- They have adequate knowledge of the laws and regulations related to the business activities of the bank.
- They have high mental and ethical attitudes and professional responsibilities.
- They have the ability to maintain the confidentiality of the Company's information.
- They are willing to improve competence continuously through education and training.
- The Chairman of the Committee may only concurrently serve as Chairman of the Committee at a maximum of another 1 (one) committee within the same Bank.

Berdasarkan Surat Dewan Komisaris No. 16.01/S.KOM/JTRUST/XI/2016 tertanggal 16 November 2016 dan Surat Keputusan Direksi No. 21.03/S.Kep-Dir-HCD/JTrust/XI/2016 tertanggal 21 November 2016, maka struktur dan keanggotaan Komite Nominasi dan Remunerasi menjadi sebagai berikut:

Based on Letter of the Board of Commissioners No. 16.01/S.KOM/JTRUST/XI/2016 dated November 16, 2016 and Directors Decree No. 21.03/S.Kep-Dir-HCD/JTrust/XI/2016 dated November 21, 2016, the membership of the Nomination and Remuneration Committee is as follows:

No.	Nama Name	Posisi di Komite Position in Committee
1.	Benny Luhur Komisaris Independen Independent Commissioner	Ketua/Anggota Chairman/Member
2.	N. Krisbiyanto Pejabat Eksekutif Executive Officer	Sekretaris/Anggota Secretary/Member
3.	Nobiru Adachi Komisaris Utama President Commissioner	Anggota Member
4.	Shigeyoshi Asano Komisaris Commissioner	Anggota Member
5.	Mahdi Mahmudy Komisaris Independen Independent Commissioner	Anggota Member

Sebagaimana dinyatakan diatas, per 31 Desember 2017 Komite Nominasi dan Remunerasi diketuai oleh seorang Komisaris Independen dengan anggotanya terdiri dari:

- 1 (satu) orang Komisaris Utama
- 1 (satu) orang Komisaris
- 2 (dua) orang Komisaris Independen
- 1 (satu) orang Pejabat Eksekutif

As stated above, as of December 31, 2017 the Nomination and Remuneration Committee is chaired by an Independent Commissioner with members consisting of:

- 1 (one) President Commissioner
- 1 (one) Commissioner
- 2 (two) Independent Commissioners
- 1 (one) Executive Officer

Setiap Komisaris yang menjadi Ketua dan anggota Komite Nominasi dan Remunerasi telah efektif dinyatakan lulus uji kelayakan dan kepatutan oleh OJK. Pengangkatan nama-nama Ketua dan anggota Komite Nominasi dan Remunerasi sebagaimana dimaksud di atas telah memenuhi kriteria yang ditetapkan dalam Peraturan OJK.

Each Commissioner who becomes the Chairman and member of the Nomination and Remuneration Committee has effectively passed the feasibility and proper test by OJK. Appointment of the names of the Chairman and members of the Nomination and Remuneration Committee as mentioned above meets the criteria set forth in the OJK Rules.

Sepanjang tahun 2017, jumlah Komisaris Independen dan Pejabat Eksekutif yang menjadi anggota Komite Nominasi dan Remunerasi senantiasa berjumlah lebih dari 51% (lima puluh satu perseratus) dari jumlah keseluruhan anggota Komite Nominasi dan Remunerasi.

Throughout 2017, the number of Independent Commissioners and Executive Officers who are members of the Nomination and Remuneration Committee consists of more than 51% (fifty one percent) of the total members of the Nomination and Remuneration Committee

Masa Tugas/Jabatan Anggota Komite Nominasi dan Remunerasi

Masa tugas/jabatan anggota Komite Nominasi dan Remunerasi maksimal 3 (tiga) tahun dengan ketentuan bahwa masa tugas/jabatan tidak boleh melebihi masa jabatan Komisaris.

Term of Office of Members of Nomination and Remuneration Committee

Terms of office of members of Nomination and Remuneration Committee maximum is 3 (three) years, provided always that the terms of office shall not exceed the terms of office of Commissioner.

Masa tugas/jabatan anggota Komite Nominasi dan Remunerasi Per 31 Desember 2017 yaitu:

The term of office of members of Nomination and Remuneration Committee as of December 31, 2017 is as follows:

No	Nama Name	Posisi di Komite Position in Committee	Masa Tugas/Jabatan Term of Office	
			Tanggal efektif Effective Date	Akhir Masa Tugas/ Jabatan End of Term of Office
1.	Benny Luhur Komisaris Independen Independent Commissioner	Ketua Chairman	21 November 2016 November 21, 2016	23 Juni 2018 June 23, 2018
2	Nobiru Adachi Komisaris Utama President Commissioner	Anggota Member	26 Mei 2015 May 26, 2015	30 Desember 2017 December 30, 2017
3	Shigeyoshi Asano Komisaris Commissioner	Anggota Member	21 November 2016 November 21, 2016	30 Juni 2019 June 30, 2019
4	Mahdi Mahmudy Komisaris Independen Independent Commissioner	Anggota Member	21 November 2016 November 21, 2016	30 Juni 2019 June 30, 2019
5	N. Krisbiyanto Pejabat Eksekutif Executive Officer	Sekretaris/Anggota Secretary/Member	15 Juni 2016 June 15, 2016	-

c. Riwayat Pendidikan dan Pengalaman Kerja Anggota Komite Nominasi dan Remunerasi

Riwayat pendidikan dan pengalaman kerja anggota Komite Nominasi dan Remunerasi PT Bank JTrust Indonesia Tbk dapat dilihat pada bagian Profil Perusahaan dalam buku Laporan Tahunan ini.

c. Educational Background and Work Experience of Nomination and Remuneration Committee

The education and work experience of members of the Nomination and Remuneration Committee can be seen at the Corporate Profile Section in this Annual Report.

d. Independensi Anggota Komite Nominasi dan Remunerasi

Selama tahun 2017, seluruh anggota independen pada Komite Nominasi dan Remunerasi telah memenuhi persyaratan independensi sebagai berikut:

- 1) Seluruh anggota independen pada Komite Nominasi dan Remunerasi tidak memiliki hubungan keuangan, hubungan kepengurusan, kepemilikan saham, dan/atau hubungan keluarga dengan anggota Dewan Komisaris, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan untuk bertindak independen.
- 2) Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan J Trust Bank dalam 6 (enam) bulan terakhir, kecuali Komisaris Independen.
- 3) Tidak mempunyai saham baik secara langsung maupun tidak langsung pada J Trust Bank.
- 4) Tidak memiliki hubungan afiliasi dengan J Trust Bank, Dewan Komisaris, Direksi atau Pemegang Saham Utama J Trust Bank.
- 5) Tidak memiliki hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha J Trust Bank.

d. Independence of Members of Nomination and Remuneration Committee

During 2017, all independent members of the Nomination and Remuneration Committee have fulfilled the following independence requirements:

- 1) All independent members of the Nomination and Remuneration Committee shall have no financial relationship, management relationship, share ownership and/or family relationships with members of the BoC, BoD and/or Controlling Shareholders or any relationship with the Bank, which may affect the ability to act independently.
- 2) They are not employed by or have the authority and responsibility to plan, lead, control or supervise the activities of J Trust Bank in the last 6 (six) months, except Independent Commissioners.
- 3) They do not own shares directly or indirectly in J Trust Bank.
- 4) They have no affiliated relationship with J Trust Bank, Board of Commissioners, Board of Directors or Major Shareholder of J Trust Bank.
- 5) They have no direct or indirect business relationship related to the business activities of J Trust Bank.

e. Tugas dan Tanggung Jawab Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi bertugas dan bertanggung jawab untuk memberikan rekomendasi kepada Dewan Komisaris, termasuk namun tidak terbatas pada hal-hal sebagai berikut:

- 1) Terkait dengan Kebijakan Nominasi:
 1. Memberikan rekomendasi kepada Dewan Komisaris mengenai:
 - Komposisi jabatan anggota Direksi dan/atau anggota Dewan Komisaris;
 - Kebijakan dan kriteria yang dibutuhkan dalam proses Nominasi;
 - Kebijakan evaluasi kinerja bagi anggota Direksi dan/atau anggota Dewan Komisaris
 2. Membantu Dewan Komisaris melakukan penilaian kinerja anggota Direksi dan/atau anggota Dewan Komisaris berdasarkan tolok ukur yang telah disusun sebagai bahan evaluasi.
 3. Memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris.
 4. Memberikan usulan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada RUPS.

- 2) Terkait dengan Kebijakan Remunerasi:
 1. Memberikan rekomendasi kepada Dewan Komisaris mengenai:
 - Struktur Remunerasi
 - Kebijakan atas Remunerasi
 - Besaran atas Remunerasi
 2. Membantu Dewan Komisaris melakukan penilaian kinerja dengan kesesuaian Remunerasi yang diterima masing-masing anggota Direksi dan/atau anggota Dewan Komisaris.
 3. Komite wajib memastikan bahwa kebijakan remunerasi paling kurang sesuai dengan:
 - Kinerja keuangan dan pemenuhan cadangan sebagaimana diatur dalam peraturan perundang-undangan yang berlaku.
 - Prestasi kerja individual.
 - Kewajaran dengan *peer group*.
 - Pertimbangan sasaran dan strategi jangka panjang Bank.

e. Roles and Responsibilities of Nomination and Remuneration Committee

The Nomination and Remuneration Committee is responsible for providing recommendations to the Board of Commissioners, including but not limited to the following:

- 1) Related to Nomination Policy:
 1. Provide recommendations to the Board of Commissioners on:
 - Composition of members of the Board of Directors and/or members of the Board of Commissioners;
 - Policies and criteria required in the Nomination process;
 - Performance evaluation policy for members of the Board of Directors and/or members of the Board of Commissioners
 2. Assist the Board of Commissioners to evaluate the performance of members of the Board of Directors and/or members of the Board of Commissioners on the basis of benchmarks that have been prepared as evaluation materials.
 3. Provide recommendations to the Board of Commissioners regarding the capacity building program for members of the Board of Directors and/or members of the Board of Commissioners.
 4. Provide proposals of eligible candidates as members of the Board of Directors and/or members of the Board of Commissioners to the Board of Commissioners to be submitted to the GMS.

- 2) Related to Remuneration Policy:
 1. Provide recommendations to the Board of Commissioners on:
 - Remuneration Structure
 - Policy on Remuneration
 - Amount of Remuneration
 2. Assist the Board of Commissioners to conduct performance evaluation against the remuneration received by each member of the Board of Directors and/or members of the Board of Commissioners.
 3. The Committee shall ensure that the remuneration policy is at least consistent with:
 - Financial performance and reserve as required under the prevailing laws and regulations.
 - Individual work achievement.
 - Fairness with peer group.
 - Consideration of the Bank's long term goals and strategy.

4. Memberikan rekomendasi tentang:
 - Penilaian terhadap sistem penggajian dan pemberian tunjangan;
 - Sistem pensiun dan sistem kompensasi serta manfaat lainnya dalam hal efisiensi jumlah karyawan.
5. Memberikan rekomendasi mengenai bonus dan tantiem bagi anggota Direksi dan/atau anggota Dewan Komisaris.
6. Memberikan arahan terhadap kebijakan Perseroan berkenaan dengan sistem pengangkatan, penilaian kerja, pembagian tugas dan wewenang.
7. Sistem penggajian dan pemberian tunjangan bagi pejabat Perseroan yang mempunyai pengaruh terhadap kebijakan dan operasional Perseroan serta bertanggung jawab langsung kepada Direksi (Pejabat Eksekutif Perseroan).
8. Menyusun pedoman dan tata tertib kerja Komite (Piagam), dan melakukan *review* secara periodik sesuai kebutuhan agar fungsi Komite dapat dilaksanakan pada tingkat yang optimal.

f. Kebijakan dan Pelaksanaan Rapat Komite Nominasi dan Remunerasi

- 1) Setiap rapat Komite Nominasi dan Remunerasi dipimpin oleh Ketua Komite yang merupakan seorang Komisaris Independen Bank, dan:
- 2) Rapat Komite Nominasi dan Remunerasi selalu dihadiri oleh lebih dari 51% jumlah anggota Komite Nominasi dan Remunerasi yang anggotanya terdiri dari: 1 (satu) orang Komisaris Independen selaku Ketua; dan sebagai anggota: 1 (satu) orang Komisaris Independen lainnya; 1 (satu) orang Komisaris Utama; 1 (satu) orang Komisaris; dan 1 (satu) orang Pejabat Eksekutif.
- 3) Keputusan Rapat Komite dilakukan berdasarkan musyawarah untuk mencapai mufakat. Jika tidak mencapai musyawarah mufakat, maka pengambilan keputusan dilakukan berdasarkan pemungutan suara berdasarkan suara setuju 2/3 (dua per tiga) anggota Komite yang hadir dalam rapat.
- 4) Hasil rapat tertuang di dalam risalah rapat dan didokumentasikan dengan baik.
- 5) Perbedaan pendapat (*dissenting opinions*) yang terjadi dalam rapat Komite wajib dicantumkan secara jelas dalam risalah rapat beserta alasan perbedaan pendapat tersebut.
- 6) Sepanjang tahun 2017, Komite Nominasi dan Remunerasi telah menyelenggarakan 4 kali rapat.

Frekuensi tingkat kehadiran rapat setiap anggota Komite Nominasi dan Remunerasi sebagai berikut:

f. Policy and Conduct of Nomination and Remuneration Committee Meeting

4. Provide recommendations on:
 - Assessment of payroll systems and benefits;
 - Pension system and compensation system and other benefits in terms of efficiency of the number of employees.
5. Provide recommendations on bonuses and tantiem for members of the Board of Directors and/or members of the Board of Commissioners.
6. Provide guidance on the Company's policy regarding the appointment system, job evaluation, segregation of duties and authority.
7. Payroll system and allowances for Company officers who have influence on the Company's policies and operations and are directly responsible to the Board of Directors (Executive Officer of the Company).
8. Prepare the guidelines and work order of the Committee (Charter), and conduct periodic review as necessary so that the functions of the Committee can be implemented at an optimal level.

The frequency of attendance of each member of the Nomination and Remuneration Committee is as follows:

Nama Name	Periode Jabatan Term of Office	Jumlah Rapat Komite Nominasi dan Remunerasi Number of the Nomination and Remuneration Committee Meetings	Jumlah Kehadiran Attendance	% Kehadiran % Attendance
Benny Luhur (Komisaris Independen, Ketua Independent Commissioner, Chairman)	1 Januari s/d 31 Desember 2017 January 1 until December 31, 2017	4	4	100%
Mahdi Mahmudy (Komisaris Independen, Anggota Independent Commissioner, Member)	1 Januari s/d 31 Desember 2017 January 1 until December 31, 2017	4	4	100%
Nobiru Adachi (Komisaris Utama, Anggota President Commissioner, Member)	1 Januari s/d 31 Desember 2017 January 1 until December 31, 2017	4	4	100%
Shigeyoshi Asano (Komisaris, Anggota Commissioner, Member)	1 Januari s/d 31 Desember 2017 January 1 until December 31, 2017	4	4	100%
N. Krisbiyanto (Pejabat Eksekutif, Anggota Executive Officer, Member)	1 Januari s/d 31 Desember 2017 January 1 until December 31, 2017	4	4	100%

g. Pendidikan dan/atau Pelatihan Anggota Komite Nominasi dan Remunerasi

Untuk meningkatkan kompetensi dan pemahaman dalam menunjang pelaksanaan tugas dan tanggung jawabnya, selama tahun 2017 anggota Komite Nominasi dan Remunerasi PT Bank JTrust Indonesia Tbk telah mengikuti berbagai program pendidikan/ pelatihan, *workshop*, konferensi, seminar, antara lain:

No.	Nama Name	Periode Menjabat Serving Period	Pelatihan, Workshop, Konferensi, Seminar Training, Workshop, Conference, Seminar	Penyelenggara Organizer	Tempat & Waktu Venue & Time
1	Anggota Dewan Komisaris yang mengikuti program pendidikan/pelatihan Dapat dilihat pada Tabel Program Pelatihan Anggota Dewan Komisaris Members of the Board of Commissioners who follow the education/training program Can be seen in the Training Program Table of Members of the Board of Commissioners				
2	N. Krisbiyanto	1 Januari s/d 31 Desember 2017 January 1 until December 31, 2017	<ul style="list-style-type: none"> Mega Seminar - Dave Ulrich Seminar Challenge & Opportunity In Digital Financial Technology Mega Seminar- Culture Transforming, Leadership, Branding 	<p>GML Performance Consulting</p> <p>PT. Penta Media Nusantara</p> <p>Lutan</p>	<p>Jakarta, 2-3 Agustus 2017 Jakarta, August 2-3, 2017</p> <p>Jakarta, 5 Desember 2017 Jakarta, December 5, 2017</p> <p>Jakarta, 17-18 Mei 2017 Jakarta, May 17-18, 2017</p>

h. Program Kerja dan Realisasi Komite Nominasi dan Remunerasi

Program kerja Komite Nominasi dan Remunerasi sepanjang tahun 2017 sebagai berikut:

- Memberikan rekomendasi kepada Dewan Komisaris mengenai nominasi calon anggota Dewan Komisaris dan Direksi untuk disampaikan dalam Rapat Umum Pemegang Saham.
- Memberikan rekomendasi kepada Dewan Komisaris mengenai remunerasi dari anggota Dewan Komisaris dan Direksi.

g. Education and/or Training of Members of Nomination and Remuneration Committee

To improve the competence and understanding in supporting the conduct of its duties and responsibilities, during 2017 Nomination and Remuneration Committee members of PT Bank JTrust Indonesia Tbk have attended various education/training programs, workshops, conferences, seminars, among others:

h. Work Program and Realization of Nomination and Remuneration Committee

The work program of the Nomination and Remuneration Committee in 2017 is as follows:

- Provide recommendations to the Board of Commissioners regarding the nomination of candidates for members of the Board of Commissioners and Board of Directors to be submitted in the General Meeting of Shareholders.
- Provide recommendations to the Board of Commissioners regarding the remuneration of members of the Board of Commissioners and Board of Directors.

3. Memantau penerapan kebijakan sumber daya manusia terkait remunerasi dan nominasi khususnya atas Dewan Komisaris, Direksi dan pejabat eksekutif.

3. Monitor the implementation of human resources policies related to remuneration and nomination particularly to the Board of Commissioners, Directors and executive officers.

Realisasi Program Kerja Komite Nominasi dan Remunerasi sepanjang tahun 2017 sebagai berikut:

The realization of the Work Program of the Nomination and Remuneration Committee in 2017 is as follows:

No.	Realisasi Program Kerja Realization of the Work Program
1	Penetapan paket kebijakan kompensasi benefit dan fasilitas bagi Dewan Komisaris, Direksi dan EVP PT Bank JTrust Indonesia Tbk. Decision of benefit and facility compensation package policy for BOC, BOD and EVP PT Bank JTrust Indonesia Tbk.
2	Pengusulan penunjukkan kembali anggota Komisaris Utama dan anggota Direksi PT Bank JTrust Indonesia Tbk. Proposal for the reappointment of members of the President Commissioner and members of the Board of Directors of PT Bank JTrust Indonesia Tbk.
3	Persetujuan Kebijakan Kompensasi dan Fasilitas Komisaris, Direksi dan Executive Vice President PT Bank JTrust Indonesia Tbk. Approval of Compensation Policy and Facilities of Commissioners, Directors and Executive Vice President of PT Bank JTrust Indonesia Tbk.
4	Membahas mengenai metode didalam melakukan kajian sehubungan dengan pemberian paket remunerasi bagi Dewan Komisaris, Direksi dan EVP PT Bank JTrust Indonesia Tbk. Discussion of the methods in conducting the review in relation to the remuneration package provided to the Board of Commissioners, Board of Directors and EVP of PT Bank JTrust Indonesia Tbk.

3.4. Penilaian terhadap Kinerja Komite-Komite Dibawah Dewan Komisaris

Penilaian Kinerja Komite Audit, Komite Pemantau Risiko, dan Komite Nominasi dan Remunerasi

PT Bank JTrust Indonesia Tbk melaksanakan proses evaluasi kinerja Komite-komite di bawah Dewan Komisaris untuk menilai efektivitas pelaksanaan tugas Komite-komite di bawah Dewan Komisaris melalui *self assessment* penerapan tata kelola Bank di mana masing-masing komite tersebut, yaitu: Komite Audit, Komite Pemantau Risiko dan Komite Nominasi dan Remunerasi mengisi Kertas Kerja Self Assessment untuk faktor penilaian pelaksanaan tugas dan tanggung jawabnya yang telah disampaikan kepada OJK melalui penyampaian Laporan hasil *self assessment* penerapan tata kelola Bank sebagaimana diatur pada Surat Edaran Otoritas Jasa Keuangan Nomor 13/SEOJK.03/2017 tanggal 17 Maret 2017 Tentang Penerapan Tata Kelola Bagi Bank Umum.

Kriteria/Indikator yang digunakan mencakup 3 (tiga) aspek *Governance*:

1. Penilaian *Governance Structure*
Menilai kecukupan struktur dan infrastruktur tata kelola Bank agar proses penerapan prinsip Tata Kelola yang baik menghasilkan *outcome* yang sesuai dengan harapan Pemangku Kepentingan Bank.
2. Penilaian *Governance Process*
Menilai efektivitas proses penerapan prinsip Tata Kelola yang didukung oleh kecukupan struktur dan infrastruktur Tata Kelola Bank sehingga menghasilkan *outcome* yang sesuai dengan harapan Pemangku Kepentingan Bank.

3.4. Performance Evaluation of Committees under BOC

Performance Evaluation of Audit Committee, Risk Monitoring Committee, and Nomination and Remuneration Committee

PT Bank JTrust Indonesia Tbk conducts performance evaluation process of Committees under the Board of Commissioners to assess the effectiveness of the performance of the duties of Committees under the Board of Commissioners through the self-assessment of the implementation of the Bank's governance whereby each committee namely the Audit Committee, Risk Monitoring Committee and the Nomination and Remuneration Committee shall fill out the Self Assessment Working Paper for the assessment of the implementation of the duties and responsibilities submitted to OJK through the submission of the self assessment report on the implementation of the Bank's governance as stipulated in the Circular of the Financial Services Authority No. 13/SEOJK.03/2017 dated March 17, 2017 On the Implementation of Good Corporate Governance for Commercial Banks.

Criteria/Indicators include 3 (three) aspects of Governance:

1. Governance Structure Assessment
Assessing the adequacy of the Bank's governance structure and infrastructure so that the process of adopting the Good Governance principles results in an outcome that is consistent with the expectations of the Bank's Stakeholders.
2. Governance Process Assessment
Assessing the effectiveness of the process of adopting GCG principles supported by the adequacy of Bank Governance structure and infrastructure so as to produce an outcome that aligns with the expectations of the Bank's Stakeholders.

3. Penilaian *Governance Outcome*

Menilai kualitas *outcome* yang memenuhi harapan Pemangku Kepentingan Bank yang merupakan hasil proses penerapan prinsip Tata Kelola yang baik yang didukung oleh kecukupan struktur dan infrastruktur Tata Kelola Bank.

Komite-komite di Bawah Direksi

Untuk dapat mengidentifikasi dan mengelola seluruh jenis risiko yang dihadapi Bank selain dilakukan oleh unit kerja/ Satuan Kerja Manajemen Risiko (SKMR), dan membentuk Komite Pemantau Risiko yang berada pada tingkat Dewan Komisaris, maka Direksi PT Bank JTrust Indonesia Tbk juga telah membentuk dan menetapkan Komite-Komite Dibawah Direksi sesuai dengan Surat Keputusan Direksi yang bertugas dan bertanggung jawab secara kolektif untuk membantu Direksi dalam melakukan fungsi tertentu yang membutuhkan keahlian khusus dengan memberikan bimbingan/saran/rekomendasi mengenai kebijakan dan melakukan pengawasan terhadap pengelolaan risiko Bank. Rekomendasi dari setiap komite menjadi acuan Direksi dalam proses pengambilan keputusan.

Komposisi keanggotaan komite-komite Di bawah Direksi PT Bank JTrust Indonesia Tbk disusun sesuai dengan kompleksitas tugas dan tanggung jawab komite. Komite-Komite Dibawah Direksi antara lain:

3.1. Komite Manajemen Risiko

Struktur dan Keanggotaan

Komite Manajemen Risiko adalah Komite dalam Sistem Manajemen Risiko Bank yang bersifat non-struktural, berkedudukan di Kantor Pusat yang merumuskan kebijakan, strategi dan pedoman penerapan manajemen risiko, mengawasi pelaksanaan kebijakan, memantau perkembangan dan kondisi profil risiko serta memberikan saran dan langkah perbaikan dalam forum rapat minimal diselenggarakan 1 (satu) kali dalam triwulanan. Pembentukan Komite ini berdasarkan pada Peraturan Otoritas Jasa Keuangan Nomor 18/POJK.03/2016 Tentang Penerapan Manajemen Risiko Bagi Bank Umum.

Sesuai Surat Keputusan Direksi No. 23.02/S.Kep-Dir-SKMR/JTRUST/I/2017 tanggal 23 Januari 2017, Struktur dan keanggotaan Komite Manajemen Risiko sebagai berikut:

Susunan Anggota Komite Manajemen Risiko:
Ketua : Direktur Utama
Wakil ketua : Direktur Risk, Legal & Compliance
Sekretaris : Kepala Divisi Risk Management

3. Governance Outcome Assessment

Assessing the quality of outcomes that meet the expectations of the Bank's Stakeholders as a result of the process of adopting the Good Governance principles supported by the adequacy of the Bank's structure and infrastructure.

Committees under BOD

In order to identify and manage all types of risks faced by the Bank in addition to the business unit/Risk Management Unit (SKMR), and establish a Risk Monitoring Committee at the Board of Commissioners level, the Board of Directors of PT Bank JTrust Indonesia Tbk has also established and determined the Committees under the Board of Directors in accordance with the Board of Directors' duty and collective responsibility to assist the Board of Directors in performing certain functions requiring special expertise by providing guidance/advice/recommendations for the policy and by supervising the Bank's risk management. Recommendations from each committee will serve as a reference for the Board of Directors in the decision-making process.

The composition of committees under the Board of Directors of PT Bank JTrust Indonesia Tbk is prepared in accordance with the complexity of the committee's duties and responsibilities. Committees under the Board of Directors include:

3.1. Risk Management Committee

Structure and Membership

The Risk Management Committee is a non-structural Risk Management Committee of the Bank, domiciled in the Head Office to formulate policies, strategies and guidelines for the implementation of risk management, to oversee policy implementation, to monitor the progress and conditions of the risk profile and to provide suggestions and remedial measures in the meeting which is held at least 1 (one) time on a quarterly basis. The establishment of this Committee is based on the Financial Services Authority Regulation No. 18/POJK.03/2016 concerning Implementation of Risk Management for Commercial Banks.

In accordance with the Decree of the Board of Directors No. 23.02/S.Kep-Dir-SKMR/JTRUST/I/2017 dated January 23, 2017, Structure and membership of the Risk Management Committee is as follows:

Members of the Risk Management Committee:
Chairman: President Director
Vice Chairman: Director of Risk, Legal & Compliance
Secretary: Head of Risk Management Division

1. Anggota dengan Hak Suara (*Voting Member*)
 - a. Anggota Tetap dengan Hak Suara (*Permanent Voting Member*)
 - Direktur Utama
 - Direktur *Risk, Legal & Compliance*
 - Direktur IT & Operasi
 - Direktur *Finance & Planning*
 - b. Anggota Tidak Tetap dengan Hak Suara (*Non-Permanent Voting Member*)
 - Direktur *Treasury & Funding*
 - Direktur Bisnis
 - Direktur Bisnis Risk
 - EVP *Human Capital & General Service*
2. Anggota Pemberi Kontribusi Tanpa Hak Suara (*Contributing Non-Voting Member*)
 - a. Anggota Tetap Pemberi Kontribusi Tanpa Hak Suara (*Contributing Permanent Non-Voting Member*)
 - Internal Audit Division Head
 - Compliance Division Head
 - Corporate Legal & Litigation Division Head
 - Financial Control Division Head
 - Operation Division Head
 - Planning Performance Division Head
 - Corporate Secretary Division Head
 - Risk Management Division Head
 - b. Anggota Tidak Tetap Pemberi Kontribusi Tanpa Hak Suara (*Contributing Non-Permanent & Non-Voting Member*) yang hadir sesuai keterkaitan dengan agenda/topik.
 - *Division Head* yang terkait dengan materi yang menjadi agenda pembahasan rapat komite.

Tugas dan Tanggung Jawab

Tugas dan tanggung jawab Komite Manajemen Risiko adalah memberikan rekomendasi kepada Direktur Utama, yang sekurang-kurangnya meliputi:

- Penyusunan kebijakan, strategi, dan pedoman penerapan Manajemen Risiko;
- Perbaikan atau penyempurnaan pelaksanaan Manajemen Risiko berdasarkan hasil evaluasi pelaksanaan dimaksud;
- Penetapan (*justification*) hal-hal yang terkait dengan keputusan bisnis yang menyimpang dari prosedur normal (*irregularities*).

Pelaksanaan Tugas dan Frekuensi Rapat

Selama tahun 2017, Komite Manajemen Risiko telah menyelenggarakan 4 (empat) kali rapat dan melakukan berbagai program kerja yang membahas agenda sebagai berikut:

1. Voting Member
 - a. Permanent Voting Member
 - President Director
 - Director of Risk, Legal & Compliance
 - Director of IT & Operation
 - Director of Finance & Planning
 - b. Non-Permanent Voting Member
 - Director of Treasury & Funding
 - Director of Business
 - Director of Business Risk
 - EVP of Human Capital & General Service
2. Contributing Non-Voting Member
 - a. Contributing Permanent Non-Voting Member
 - Internal Audit Division Head
 - Compliance Division Head
 - Corporate Legal & Litigation Division Head
 - Financial Control Division Head
 - Operation Division Head
 - Planning Performance Division Head
 - Corporate Secretary Division Head
 - Risk Management Division Head
 - b. Contributing Non-Permanent & Non-Voting Member who is present based on involvement in the agenda/topic
 - Division Head related to the committee meeting agenda.

Roles and Responsibilities

The roles and responsibilities of the Risk Management Committee are to provide recommendations to the President Director, which at least include:

- Preparation of policies, strategies and guidelines for the implementation of Risk Management;
- Improvement or refinement of the implementation of Risk Management based on the results of the evaluation of such implementation;
- The justification of matters related to business decisions that deviate from normal procedures (*irregularities*).

Conduct of Duties and Frequency of Meetings

During 2017, the Risk Management Committee has held 4 (four) meetings and conducted various work programs with the following agenda:

No	Tanggal Date	Agenda Pembahasan Agenda
1	14 Januari 2017 January 14, 2017	Laporan Tingkat Kesehatan Bank - Periode Desember 2016/Semester II 2016 ke Otoritas Jasa Keuangan (OJK) Bank Soundness Report - December 2016/Semester II 2016 Period to the Financial Services Authority (FSA)
2	20 April 2017 April 20, 2017	Laporan Profil Risiko Periode Maret 2017/Triwulan I ke Otoritas Jasa Keuangan (OJK) Risk Profile Report - March 2017/Quarter I 2017 Period to the Financial Services Authority (FSA)
3	21 Juli 2017 July 21, 2017	Laporan Tingkat Kesehatan Bank - Periode Juni 2017/Semester I 2017 ke Otoritas Jasa Keuangan (OJK) Bank Soundness Report - June 2017/Semester I 2017 Period to the Financial Services Authority (FSA)
4	17 Oktober 2017 October 17, 2017	Laporan Profil Risiko - Periode September 2017/Triwulan III ke Otoritas Jasa Keuangan (OJK) Risk Profile Report - September 2017/Quarter III 2017 Period to the Financial Services Authority (FSA)

Penilaian Kinerja Komite Manajemen Risiko

Komite Manajemen Risiko secara rutin dan aktif telah melaksanakan tugasnya untuk memastikan bahwa pengelolaan risiko di Bank berjalan dengan baik, sehingga Bank dapat mengantisipasi setiap perubahan sebagai akibat dari perkembangan usaha maupun adanya perubahan kondisi eksternal. Selama tahun 2017, Komite Manajemen Risiko telah melakukan antara lain:

- Menyetujui Laporan Profil Risiko Bank yang dilakukan secara berkala.
- Menyetujui Laporan Tingkat Kesehatan Bank yang dilakukan secara berkala.

3.2. Asset & Liability Committee (ALCO)

Sesuai dengan Ketentuan Bank Indonesia, di mana Bank membentuk *Asset & Liability Committee* (ALCO) yang besaran organisasinya disesuaikan dengan kompleksitas Bank. *Asset & Liability Committee* (ALCO) adalah suatu komite yang bertanggung jawab menetapkan kebijakan tingkat suku bunga dan strategi pengelolaan aktiva dan pasiva Bank berdasarkan prinsip kehati-hatian dan sesuai dengan ketentuan yang berlaku.

Struktur dan Keanggotaan

Asset & Liability Committee (ALCO) tidak lagi merupakan Sub Komite dari Komite Manajemen Risiko, melainkan komite tersendiri yang bertanggung jawab kepada Direksi. Sesuai Surat Keputusan Direksi No. 01.63/S.Kep-DIR/TRD/JTRUST/X/2015 tanggal 01 Oktober 2015 dan perubahannya sesuai Memo No. 549/Memo/TRD/V/2016 tanggal 31 Mei 2016 perihal Permohonan Pengesahan Surat Keputusan Direksi PT Bank J Trust Indonesia Tbk tentang *Asset & Liability Committee*, Struktur dan keanggotaan *Asset & Liability Committee* (ALCO) sebagai berikut:

Susunan Anggota ALCO:

Ketua : Direktur Utama
Wakil ketua : Direktur/EVP Treasury & Institutional Banking
Sekretaris : Kepala Divisi Treasury

Performance Evaluation of Risk Management Committee

The Risk Management Committee regularly and actively undertakes its duties to ensure that risk management in the Bank is well implemented, so that the Bank can anticipate any changes as a result of business development as well as changes in external conditions. During 2017, the Risk Management Committee has conducted among others:

- Approval for Bank Risk Profile Reports conducted periodically.
- Approval for periodic Bank Rating Report.

3.2. Asset & Liability Committee (ALCO)

In accordance with Bank Indonesia Regulations, in which the Bank established an *Asset & Liability Committee* (ALCO) whose organizational size is adjusted to the Bank's complexity. *Asset & Liability Committee* (ALCO) is a committee that is responsible for determining interest rate policy and management strategy of Bank assets and liabilities based on prudent principles and in accordance with prevailing regulations.

Structure and Membership

The *Asset & Liability Committee* (ALCO) is no longer a Sub Committee of the Risk Management Committee, but a separate committee that is responsible to the Board of Directors. In accordance with the Letter of Decision of the Board of Directors No. 01.63/S.Kep-DIR/TRD/JTRUST/X/2015 dated October 01, 2015 and the amendment pursuant to Memo No. 549/Memo/TRD/V/2016 dated May 31, 2016 regarding Request for Approval of Decision Letter of Directors PT Bank J Trust Indonesia Tbk on *Asset & Liability Committee*, Structure and Membership of *Asset & Liability Committee* (ALCO) is as follows:

Composition of ALCO Members:

Chairman : President Director
Vice Chairman : Director/EVP of Treasury & Institutional Banking
Secretary : Head of Treasury Division

1. Anggota dengan Hak Suara (*Voting Member*)
 - a. Anggota Tetap dengan Hak Suara (*Permanent Voting Member*)
 - Direktur Utama
 - EVP/Direktur Business
 - EVP/Direktur Treasury & Institutional
 - EVP/Direktur Corporate Business
 - EVP/Direktur Retail & Network
 - EVP/Direktur Business Development
 - b. Anggota Tidak Tetap dengan Hak Suara (*Non-Permanent Voting Member*)
 - EVP/Direktur Finance & Operation
 - EVP/Direktur Commercial Risk

 2. Anggota Pemberi Kontribusi Tanpa Hak Suara (*Contributing Non-Voting Member*)
 - a. Anggota Tetap Pemberi Kontribusi Tanpa Hak Suara (*Contributing Permanent Non-Voting Member*)
 - Direktur Risk & Compliance
 - Direktur Information & Technology
 - Linkage Business Division Head
 - Retail Business Division Head
 - Retail Priority & Network Division Head
 - Satuan Kerja Manajemen Risiko (SKMR)
 - Compliance & Legal Division Head
 - Planning Performance Management Division Head
 - Middle Business Division Head
 - Corporate Business Division Head
 - Micro Business Division Head
 - b. Anggota Tidak Tetap Pemberi Kontribusi Tanpa Hak Suara (*Contributing Non-Permanent & Non-Voting Member*) yang hadir sesuai keterkaitan dengan agenda/topik.
 - Financial Control Division Head
 - Kepala Kantor Wilayah yang terkait dengan materi yang menjadi agenda pembahasan rapat komite.
-
1. Voting Member
 - a. Permanent Voting Member
 - President Director
 - EVP/Director of Business
 - EVP/Director of Treasury & Institutional
 - EVP/Director of Corporate Business
 - EVP/Director of Retail & Network
 - EVP/Director of Business Development
 - b. Non-Permanent Voting Member
 - EVP/Director of Finance & Operation
 - EVP/Director of Commercial Risk

 2. Contributing Non-Voting Member
 - a. Contributing Permanent Non-Voting Member
 - Director of Risk & Compliance
 - Director of Information & Technology
 - Linkage Business Division Head
 - Retail Business Division Head
 - Retail Priority & Network Division Head
 - Risk Management Business Unit (SKMR)
 - Compliance & Legal Division Head
 - Planning Performance Management Division Head
 - Middle Business Division Head
 - Corporate Business Division Head
 - Micro Business Division Head
 - b. Contributing Non-Permanent & Non-Voting Member who is present based on the involvement in agenda/topic.
 - Financial Control Division Head
 - Head of Regional Office related to the committee meeting agenda.

Tugas dan Tanggung Jawab

Asset & Liability Committee (ALCO) memiliki tugas pokok sebagai berikut:

- Melakukan pengembangan, kajian dan simulasi strategi *asset* dan *liabilities* management (ALMA).
- Melakukan evaluasi risiko suku bunga, risiko nilai tukar dan risiko likuiditas beserta strategi pengelolannya.
- Melakukan kaji ulang *pricing* aktiva dan pasiva dalam rangka mengoptimalkan pendapatan dari aktiva dan mengurangi dari beban (biaya) dari pasiva.
- Melakukan kaji ulang antar realisasi dan rencana bisnis bank yang telah ditetapkan.
- Menyampaikan informasi setiap perkembangan ketentuan dan peraturan yang mempengaruhi strategi dan kebijakan ALMA kepada Direksi.

Roles and Responsibilities

The *Asset & Liability Committee* (ALCO) has the following key tasks:

- Conduct the development, review and simulation of *asset* and *liability* management strategies (ALMA).
- Evaluate interest rate risk, exchange rate risk and liquidity risk and management strategies.
- Review *assets* and *liabilities* pricing in order to optimize revenue from *assets* and reduce expenses from *liabilities*.
- Review the realizations and business plans of the established bank.
- Deliver information on every development of the rules and regulations affecting the ALMA strategy and policies to the Board of Directors.

1. Anggota Tetap Dengan Hak Suara dan Anggota Tidak Tetap dengan Hak Suara
 - Sebagai pengambilan keputusan yaitu 75% dari Anggota Tetap Dengan Hak Suara dan ditambah minimal oleh 1 (satu) orang dari Anggota Tidak Tetap dengan Hak Suara.
 2. Anggota Tetap Pemberi Kontribusi Tanpa Hak Suara dan Anggota Tidak Tetap Pemberi Kontribusi Tanpa Hak Suara
 - Sebagai pengambilan keputusan yaitu 50% dari Anggota Tetap Pemberi Kontribusi Tanpa Hak Suara
 3. *Working Group*
 - *Working Group* komite ALCO adalah kelompok kerja yang beranggotakan perwakilan masing-masing divisi, minimal diwakili oleh Departemen Head dari Anggota Tetap Pemberi Kontribusi Tanpa Hak Suara (*Contributing Permanent Non-Voting Member*) dan Anggota Tidak Tetap Pemberi Kontribusi Tanpa Hak Suara (*Contributing Non-Permanent & Non-Voting Member*). *Working Group* bertanggung jawab untuk mendukung Komite dalam merumuskan usulan dari unit kerja hingga menjadi rekomendasi yang akan diputus oleh komite di dalam rapat Komite. Peserta *Working Group* dapat disesuaikan dengan materinya yang akan diusulkan atau dibahas dalam rapat Komite.
 - Dalam mendukung persiapan Rapat Komite, *Working Group* akan melakukan pembahasan atas usulan yang terkait dengan agenda Rapat Komite.
 - Dalam hal dipandang perlu melaksanakan Rapat Lintas Komite, maka *Working Group* dapat mengundang group terkait dalam Komite lain untuk membahas materi dalam rapat secara lintas komite tersebut.
 - Pertemuan *Working Group* diselenggarakan selambat-lambatnya 2 (dua) hari kerja sebelum penyelenggaraan Rapat komite dan membahas materi yang akan diputuskan pada Rapat Komite.
 - Rapat *Working Group* memiliki wewenang untuk menyetujui atau tidak menyetujui pengajuan usul materi untuk dibahas dalam Rapat Komite.
 - Rapat *Working Group* dipimpin oleh Sekretaris Komite sesuai topik yang dibahas. Dalam hal Sekretaris berhalangan, maka Sekretaris pengganti ditetapkan oleh Sekretaris Komite yang bertindak sebagai Pimpinan Rapat *Working Group* yaitu dipimpin oleh pejabat struktural yang ditunjuk oleh Sekretaris Komite.
 - Risalah Rapat *Working Group* dibuat oleh Sekretaris Komite dan disampaikan pada peserta rapat dengan tembusan kepada *Voting Members*.
1. Permanent Voting Member and Non-Permanent Voting Member
 - Decision making is 75% of Permanent Voting Members and is added at least by 1 (one) person from Non-Permanent Voting Member.
 2. Contributing Permanent Non-Voting Member and Contributing Non-Permanent & Non-Voting Member
 - Decision-making is 50% of Contributing Permanent Non-Voting Member
 3. Working Group
 - The Working Group of the ALCO Committee is a working group of representatives of each division, at least represented by the Head Department of a Contributing Permanent Non-Voting Member and Contributing Non-Permanent & Non-Voting Member. The Working Group is responsible for supporting the Committee in formulating proposals from the business unit as recommendations to be decided by the committee in the Committee meetings. Working Group participants may be adapted based on the materials to be proposed or discussed in the Committee meetings.
 - In support of the preparation of the Committee Meetings, the Working Group will discuss the proposals related to the agenda of the Committee Meetings.
 - Where it is deemed necessary to conduct a Cross-Committee Meeting, the Working Group may invite relevant groups in other Committees to discuss the matter in meetings on a cross-committee basis.
 - The Working Group Meeting shall be held no later than 2 (two) working days prior to the conduct of the Committee Meeting and it will discuss the material to be decided at the Committee Meetings.
 - Working Group Meetings have the authority to approve or not approve the submission of material for discussion in the Committee Meetings.
 - Working Group Meetings are chaired by the Secretary of the Committee based on the topics covered. In the event that the Secretary is absent, the replacement Secretary shall be determined by the Secretary of the Committee acting as Chairman of the Working Group Meeting which is chaired by a structural officer appointed by the Secretary of the Committee.
 - Minutes of Working Group Meetings are made by the Secretary of the Committee and submitted to the meeting participants with a copy to the Voting Members.

- *Working Group* bertanggung jawab dalam pembahasan bahan rapat serta rekomendasi yang akan disampaikan dalam Rapat Komite.
 - Dalam hal terdapat usul materi yang dibahas dalam Rapat *Working Group* telah menghasilkan rekomendasi yang tetap, maka proses pengesahan dan/atau persetujuannya dari Anggota dengan Hak Suara (Direksi & EVP) dapat dilaksanakan secara sirkuler.
- The Working Group is responsible for the discussion of meeting materials and recommendations to be presented in the Committee Meetings.
 - In the event that any proposed material discussed in the Working Group Meeting has resulted in a permanent recommendation, the process of ratification and/or approval of the Member with the Voting Right (Board of Directors & EVP) may be implemented in circular.

Pelaksanaan Tugas dan Frekuensi Rapat

Selama tahun 2017, *Asset & Liability Committee* (ALCO) telah melaksanakan 12 (dua belas) kali rapat dan melakukan berbagai program kerja yang membahas agenda sebagai berikut:

Conduct of Duties and Frequency of Meetings

During 2017, the Asset & Liability Committee (ALCO) has conducted 12 (twelve) meetings and conducted various work programs with agenda as follows:

No	Tanggal Date	Agenda Pembahasan Meeting Agenda
1	23 Januari 2017 January 23, 2017	1. Perhitungan <i>Fund Transfer Pricing</i> (FTP) mulai tanggal 24 Januari 2017 Fund Transfer Pricing (FTP) calculation effective January 24, 2017 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 24 Januari 2017 Changes in the Interest Rate of Credit effective January 24, 2017 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 24 Januari 2017 Changes in the Interest Rate of Deposit effective January 24, 2017
2	7 Februari 2017 February 7, 2017	1. Perhitungan <i>Fund Transfer Pricing</i> (FTP) mulai tanggal 7 Februari 2017 Fund Transfer Pricing (FTP) calculation effective February 7, 2017 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 7 Februari 2017 Changes in the Interest Rate of Credit effective February 7, 2017 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 7 Februari 2017 Changes in the Interest Rate of Deposits effective February 7, 2017
3	6 Maret 2017 March 6, 2017	1. Perhitungan <i>Fund Transfer Pricing</i> (FTP) mulai tanggal 7 Maret 2017 Fund Transfer Pricing (FTP) calculation effective March 7, 2017 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 7 Maret 2017 Changes in the Interest Rate of Credit effective March 7, 2017 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 7 Maret 2017 Changes in the Deposit Interest Rate effective March 7, 2017
4	10 April 2017 April 10, 2017	1. Perhitungan <i>Fund Transfer Pricing</i> (FTP) mulai tanggal 11 April 2017 Fund Transfer Pricing (FTP) calculation effective April 11, 2017 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 11 April 2017 Changes in the Interest Rate effective April 11, 2017 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 11 April 2017 Changes in the Interest Rate of Deposits effective April 11, 2017
5	9 Mei 2017 May 9, 2017	1. Perhitungan <i>Fund Transfer Pricing</i> (FTP) mulai tanggal 10 Mei 2017 Fund Transfer Pricing (FTP) calculation effective May 10, 2017 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 10 Mei 2017 Changes in the Interest Rate of Credit effective May 10, 2017 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 10 Mei 2017 Changes in the Deposit Interest Rate effective May 10, 2017
6	12 Juni 2017 June 12, 2017	1. Perhitungan <i>Fund Transfer Pricing</i> (FTP) mulai tanggal 13 Juni 2017 Fund Transfer Pricing (FTP) calculation effective June 13, 2017 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 13 Juni 2017 Credit Interest Rate Changes effective June 13, 2017 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 13 Juni 2017 Changes in the Interest Rate of Deposits effective June 13, 2017
7	6 Juli 2017 July 6, 2017	1. Perhitungan <i>Fund Transfer Pricing</i> (FTP) mulai tanggal 7 Juli 2017 Fund Transfer Pricing (FTP) calculation starting July 7, 2017 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 7 Juli 2017 Changes in the Interest Rate of Credit shall be effective starting July 7, 2017 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 7 Juli 2017 Changes in the Interest Rate of Deposit shall enter into force on July 7, 2017

No	Tanggal Date	Agenda Pembahasan Meeting Agenda
8	7 Agustus 2017 August 7, 2017	<ol style="list-style-type: none"> 1. Perhitungan <i>Fund Transfer Pricing</i> (FTP) mulai tanggal 8 Agustus 2017 Fund Transfer Pricing (FTP) calculation starting August 8, 2017 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 8 Agustus 2017 Changes in the Interest Rate of Credit shall be effective starting August 8, 2017 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 8 Agustus 2017 Changes in the Interest Rate of Deposits shall be effective starting August 8, 2017
9	11 September 2017 September 11, 2017	<ol style="list-style-type: none"> 1. Perhitungan <i>Fund Transfer Pricing</i> (FTP) mulai tanggal 12 September 2017 Fund Transfer Pricing (FTP) calculation starting from September 12, 2017 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 12 September 2017 Changes in the Interest Rate of Credit shall be effective starting September 12, 2017 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 12 September 2017 Changes in the Deposit Interest Rate shall be effective starting September 12, 2017
10	9 Oktober 2017 October 9, 2017	<ol style="list-style-type: none"> 1. Perhitungan <i>Fund Transfer Pricing</i> (FTP) mulai tanggal 10 Oktober 2017 Fund Transfer Pricing (FTP) calculation starting from October 10, 2017 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 10 Oktober 2017 Changes in the Interest Rate of Credit shall be effective starting October 10, 2017 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 10 Oktober 2017 Changes in the Deposit Interest Rate shall be effective starting October 10, 2017
11	8 November 2017 November 8, 2017	<ol style="list-style-type: none"> 1. Perhitungan <i>Fund Transfer Pricing</i> (FTP) mulai tanggal 9 November 2017 Fund Transfer Pricing (FTP) calculation from November 9, 2017 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 9 November 2017 Credit Interest Rate Changes are valid from November 9, 2017 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 9 November 2017 Changes in the Deposit Interest Rate shall be effective starting November 9, 2017
12	11 Desember 2017 December 11, 2017	<ol style="list-style-type: none"> 1. Perhitungan <i>Fund Transfer Pricing</i> (FTP) mulai tanggal 12 Desember 2017 Fund Transfer Pricing (FTP) calculation starting from December 12, 2017 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 12 Desember 2017 Changes in the Interest Rate of Credit shall be effective starting December 12, 2017 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 12 Desember 2017 Changes in the Deposit Interest Rate shall be effective starting December 12, 2017

Penilaian Kinerja Komite ALCO

Komite ALCO melakukan rapat rutin bulanan untuk memantau risiko likuiditas dan *Interest Rate Risk in Banking Book* (IRRBB), serta mengarahkan strategi untuk mengoptimalkan komposisi *Balance Sheet* dan mengoptimalkan *Net Interest Margin* (NIM) Bank.

3.3. Komite Pengarah Teknologi Informasi

Komite Pengarah Teknologi Informasi berfungsi membantu Direksi dalam merumuskan dan menetapkan rencana strategis dan kebijakan dalam setiap tahapan penggunaan teknologi informasi sejak proses perencanaan, pengadaan, pengembangan, operasional, pemeliharaan hingga penghentian dan penghapusan sumber daya teknologi informasi, untuk meningkatkan efektivitas dan efisiensi pengolahan data kegiatan usaha PT Bank JTrust Indonesia Tbk sehingga dapat memberikan hasil yang benar, akurat, tepat waktu, dan dapat menjamin kerahasiaan informasi.

Struktur dan Keanggotaan

Sehubungan dengan perubahan struktur organisasi PT Bank JTrust Indonesia Tbk yang berlaku karena adanya proses penyempurnaan organisasi dalam rangka penerapan prinsip-prinsip dasar tata kelola yang baik dan untuk menyesuaikan kondisi bisnis Bank saat ini, maka dilakukan perubahan Struktur Keanggotaan Komite Pengarah Teknologi Informasi PT Bank JTrust Indonesia

ALCO Committee Performance Evaluation

The ALCO Committee conducts monthly meetings to monitor liquidity risk and the Interest Rate Risk in Banking Book (IRRBB), and devises strategies to optimize Balance Sheet composition and optimize the Bank's Net Interest Margin (NIM).

3.3 IT Steering Committee

The Information Technology Steering Committee functions to assist the Board of Directors in formulating and establishing strategic and policy plans in each stage of the utilization of information technology since the planning, procurement, development, operation, maintenance to discontinuation and elimination of information technology resources, to improve the effectiveness and efficiency of data processing of business activities PT Bank JTrust Indonesia Tbk so as to provide correct, accurate, timely results and to maintain the confidentiality of information.

Structure and Membership

In connection with changes in organizational structure of PT Bank JTrust Indonesia Tbk applicable due to the process of improving the organization in order to apply the basic principles of good governance and to adjust the current business condition of the Bank, the changes the Membership Structure of Information Technology Steering Committee PT Bank JTrust Indonesia Tbk based on Decree

Tbk berdasarkan Surat Keputusan Direksi No. 12.02/S. Kep-Dir-ITD/JTRUST/IV/2017 tanggal 12 April 2017 sebagai berikut:

Susunan Anggota Komite Pengarah Teknologi Informasi:

1. Ketua, merangkap anggota: Direktur IT & Operation
2. Sekretaris, merangkap anggota: Kepala Divisi IT
3. Anggota-anggota:
 - Direktur Risk, Legal & Compliance
 - Direktur Business
 - Direktur Finance & Planning
 - Kepala Divisi Risk Management
 - Kepala Divisi Compliance
 - Kepala Divisi Operation
 - Kepala Divisi Financial Control
 - Kepala Divisi Corporate Secretary
 - Kepala Divisi Business Initiative
 - Kepala Divisi Planning & Performance

Fungsi

Komite Pengarah Teknologi Informasi berfungsi membantu Direksi dalam merumuskan dan menetapkan rencana strategis dan kebijakan dalam setiap tahapan penggunaan teknologi informasi sejak proses perencanaan, pengadaan, pengembangan, operasional, pemeliharaan hingga penghentian dan penghapusan sumber daya teknologi informasi, untuk meningkatkan efektivitas dan efisiensi pengolahan data kegiatan usaha PT Bank JTrust Indonesia Tbk sehingga dapat memberikan hasil yang benar, akurat, tepat waktu, dan dapat menjamin kerahasiaan informasi.

Wewenang:

- 1) Memberikan rekomendasi kepada Direksi yang terkait dengan Rencana Strategis Teknologi Informasi (*Information Technology Strategic Plan*) yang searah dengan rencana strategis kegiatan usaha PT Bank JTrust Indonesia Tbk.
- 2) Memberikan rekomendasi kepada Direksi yang terkait dengan kesesuaian proyek-proyek Teknologi Informasi yang disetujui dengan Rencana Strategis Teknologi Informasi yang telah dibuat oleh PT Bank JTrust Indonesia Tbk dan juga menetapkan status prioritas proyek Teknologi Informasi serta bersifat kritis (berdampak signifikan) terhadap kegiatan operasional Bank.
- 3) Memberikan rekomendasi kepada Direksi yang terkait dengan kesesuaian antara pelaksanaan proyek-proyek Teknologi Informasi dengan rencana proyek yang disepakati, agar sejalan dengan Rencana Bisnis Bank dan senantiasa mengupayakan investasi teknologi informasi yang memberikan nilai tambah kepada Bank.

of Directors No. 12.02/S.Kep-Dir-ITD/JTRUST/IV/2017 dated April 12, 2017 is as follows:

Composition of Members of IT Steering Committee:

1. Chairman, cum member: Director of IT & Operation
2. Secretary, cum member: Head of IT Division
3. Members:
 - Director of Risk, Legal & Compliance
 - Director of Business
 - Director of Finance & Planning
 - Head of Risk Management Division
 - Head of Compliance Division
 - Head of Operation Division
 - Head of Financial Control Division
 - Head of Corporate Secretary Division
 - Head of Business Initiative Division
 - Head of Planning & Performance Division

Function

The Information Technology Steering Committee functions to assist the Board of Directors in formulating and establishing strategic and policy plans in each stage of the utilization of information technology since the planning, procurement, development, operation, maintenance to discontinuation and elimination of information technology resources, to improve the effectiveness and efficiency of data processing of business activities PT Bank JTrust Indonesia Tbk so as to provide correct, accurate, timely results and to maintain the confidentiality of information.

Authorities:

- 1) Provide recommendations to the Board of Directors in connection with the Information Technology Strategic Plan that is in line with the strategic plan of PT Bank JTrust Indonesia Tbk.
- 2) Provide recommendations to the Board of Directors in relation to the conformity of approved Information Technology projects with the Information Technology Strategic Plan established by PT Bank JTrust Indonesia Tbk and also establish the priority status of the Information Technology project as well as critical (significant) impact on the Bank's operational activities.
- 3) Provide recommendations to the Board of Directors related to the conformity of the implementation of the Information Technology projects with the agreed project plan, in line with the Business Plan of the Bank and continuously seek information technology investments that add value to the Bank.

- 4) Memberikan rekomendasi kepada Direksi tentang teknologi yang sesuai kebutuhan sistem informasi manajemen dan kegiatan usaha, di mana rekomendasi yang disampaikan memperhatikan faktor efisiensi, efektivitas serta hal-hal sebagai berikut:
 - a. Rencana pelaksanaan (*road map*) untuk mencapai kebutuhan teknologi informasi yang mendukung strategi bisnis Bank. *Road map* terdiri dari kondisi saat ini (*current state*), kondisi yang ingin dicapai (*future state*) serta langkah-langkah yang akan dilakukan untuk mencapai *future state*.
 - b. Sumber daya yang dibutuhkan.
 - c. Keuntungan/manfaat yang akan diperoleh saat rencana diterapkan.
- 5) Memberikan rekomendasi kepada Direksi yang terkait dengan efektivitas langkah-langkah meminimalkan risiko atas investasi Bank pada sektor Teknologi Informasi agar investasi tersebut memberikan kontribusi terhadap tercapainya tujuan bisnis Bank.
- 6) Memberikan rekomendasi kepada Direksi yang terkait dengan aktivitas pengawasan dan pemantauan atas kinerja Teknologi Informasi dan upaya peningkatannya.
- 7) Memberikan rekomendasi kepada Direksi yang terkait dengan upaya penyelesaian berbagai masalah terkait Teknologi Informasi, yang tidak dapat diselesaikan oleh satuan kerja pengguna dan penyelenggara secara efektif, efisien dan tepat waktu.
- 8) Memberikan rekomendasi kepada Direksi dalam menetapkan vendor terkait penyelenggaraan Teknologi Informasi yang diserahkan kepada pihak ketiga, atas dasar *due diligence* dengan melakukan evaluasi dan menilai informasi-informasi yang terkait dengan penyedia jasa antara lain meliputi:
 - a. Eksistensi dan sejarah perusahaan.
 - b. Kualifikasi, latar belakang dan reputasi pemilik perusahaan.
 - c. Perusahaan lain yang menggunakan jasa yang sama dari penyedia jasa sebagai referensi.
 - d. Kondisi keuangan termasuk *review* atas laporan keuangan *audited*.
 - e. Kemampuan dan efektivitas pemberian jasa termasuk dukungan purna jual.
 - f. Teknologi dan arsitektur sistem.
 - g. Lingkungan pengendalian intern, sejarah pengamanan dan cakupan audit.
 - h. Kepatuhan terhadap hukum dan ketentuan yang berlaku.
 - i. Kepercayaan dan keberhasilan dalam berhubungan dengan sub kontraktor.
 - j. Jaminan asuransi.
 - k. Kemampuan untuk menyediakan *disaster recovery* dan *business continuity plan*.
 - l. Penerapan manajemen risiko.
 - m. Laporan hasil pemeriksaan pihak independen.
- 4) Provide recommendation to the Board of Directors on technology that suits the needs of management information systems and business activities, where the recommendations conveyed consider the efficiency, effectiveness and the following factors:
 - a. Road map to achieve the information technology needs that support the Bank's business strategy. Road map consists of the current condition (current state), the condition to be achieved (future state) and the steps to be taken to achieve the future state.
 - b. Resources needed.
 - c. The benefits that will be obtained when the plan is implemented.
- 5) Provide recommendations to the Board of Directors in relation to the effectiveness of measures to minimize risks to the Bank's investment in the Information Technology sector so that the investment contributes to the achievement of the Bank's business objectives.
- 6) Provide recommendations to the Board of Directors in connection with monitoring activities on the performance of Information Technology and its improvement efforts.
- 7) Provide recommendations to the Board of Directors in connection with efforts to resolve various problems related to Information Technology, which can not be completed by the user and organize business units effectively, efficiently and timely.
- 8) Provide recommendations to the Board of Directors in determining vendors related to the implementation of Information Technology submitted to third parties, on the basis of due diligence by evaluating and assessing information related to service providers, including:
 - a. Existence and history of the company.
 - b. Qualifications, background and reputation of the company owner.
 - c. Other companies that use the same services from service providers as references.
 - d. Financial conditions including review of audited financial statements.
 - e. Ability and effectiveness of providing services including after sales support.
 - f. Technology and system architecture.
 - g. Internal control environment, security history and audit coverage.
 - h. Compliance with prevailing laws and regulations.
 - i. Trust and success in dealing with sub contractors.
 - j. Insurance coverage.
 - k. Ability to provide disaster recovery and business continuity plan.
 - l. Implementation of risk management.
 - m. Independent inspection report.

- 9) Membuat rekomendasi kepada Direksi sebagai hasil proses analisa yang dilakukan terhadap usulan pengembangan dan/atau pembelian aplikasi/software yang diajukan oleh *End User/Unit Kerja*.
 - 10) Memberikan rekomendasi kepada Direksi terkait kesiapan *Disaster Recovery Center* (DRC), di mana tersedianya fasilitas pengganti pada saat Pusat Data (*Data Center*) mengalami gangguan atau tidak dapat berfungsi dan merekomendasikan diperlukannya pengujian secara berkala dalam mendukung keberlangsungan kegiatan usaha (*Business Continuity Plan*). Dalam hal ini termasuk kesiapan Data Center dan DRC jika terjadi relokasi Data Center atau DRC.
- 9) Make recommendations to the Board of Directors as a result of the process of analysis carried out on the proposal of development and/or purchase of applications/software submitted by the End User/ Business Unit.
 - 10) Provide recommendations to the Board of Directors regarding the readiness of the Disaster Recovery Center (DRC), where substitute facilities are available when the Data Center is impaired or unable to function and make recommendation for regular testing in support of Business Continuity Plan. In this case it includes Data Center and DRC readiness in case of Data Center or DRC relocation.

Tanggung Jawab:

- 1) Melakukan *review* dan evaluasi secara berkala atas implementasi proyek-proyek Teknologi Informasi yang dilakukan untuk memastikan keselarasan dengan rencana semula.
- 2) Membantu Direksi dalam menetapkan penerapan prinsip-prinsip sistem pengawasan dan pengamanan terhadap penggunaan sistem dan aplikasi yang mengandung risiko tinggi, khususnya yang menyangkut teknologi topologi jaringan, database, komputer mikro, dan komunikasi data.
- 3) Membantu Direksi dalam menetapkan kebijakan dalam penggunaan Teknologi Informasi agar sesuai dengan kebutuhan dan kemampuan keuangan PT Bank JTrust Indonesia Tbk.
- 4) Membantu Direksi dalam menetapkan pengendalian manajemen yang meliputi perencanaan, penetapan kebijakan, standar dan prosedur, serta organisasi yang berkaitan dengan penggunaan Teknologi Informasi pada PT Bank JTrust Indonesia Tbk.
- 5) Membantu Direksi dalam menetapkan sistem kontrol terhadap sistem aplikasi Teknologi Informasi yang akan digunakan yang mencakup pengadaan, pengembangan, pengoperasian dan pemeliharannya.
- 6) Melakukan analisa atas usulan pengembangan dan atau pembelian aplikasi/software yang diajukan oleh *End User/unit kerja*.
- 7) Analisa yang dimaksud pada angka 6) diatas sekurang-kurangnya terdiri atas:
 - Tujuan pengembangan dan atau pembelian.
 - Tingkat kebutuhan dan kepentingan Bank untuk melakukan pengembangan dan atau pembelian.
 - Kesesuaian dengan Rencana Kerja Tahunan Bank.
 - Fitur-fitur pengamanan dan pengendalian yang terdapat pada aplikasi/software, perangkat keras/hardware dan jaringan komunikasi tersebut.
 - *Maintenance* dan *support* dari pihak *vendor*.
 - Aspek biaya dan manfaat.
 - Kecukupan kebijakan dan prosedur dalam penyelenggaraan teknologi informasi oleh pihak ketiga.

Responsibilities:

- 1) Conduct periodic review and evaluation of the implementation of Information Technology projects undertaken to ensure alignment with the original plan.
- 2) Assist the Board of Directors in determining the application of supervisory and security system principles to the use of systems and applications that contain high risk, particularly concerning the technology of network topology, database, microcomputer, and data communications.
- 3) Assist the Board of Directors in establishing policies in the use of Information Technology to meet the needs and financial capabilities of PT Bank JTrust Indonesia Tbk.
- 4) Assist the Board of Directors in determining management control which includes planning, stipulation of policies, standards and procedures, and organizations related to the use of Information Technology at PT Bank JTrust Indonesia Tbk.
- 5) Assist the Board of Directors in establishing a control system on the Information Technology application system to be used which includes procurement, development, operation and maintenance.
- 6) Analyze the proposal for development and/or purchase of applications/software submitted by End Users/work units.
- 7) The analysis referred to in number 6) above shall consist of at least:
 - Purpose of development and or purchase.
 - The level of needs and interests of the Bank for development and or purchase.
 - Compliance with the Bank's Annual Work Plan.
 - Security and control features contained in applications/software, hardware and communication networks.
 - Maintenance and support from vendors.
 - Aspects of costs and benefits.
 - The adequacy of policies and procedures in the organization of information technology by third parties.

- 8) Berkoordinasi dan menyampaikan kepada unit kerja terkait mengenai Rencana Strategis Teknologi Informasi (*Information Technology Strategic Plan*) yang mendukung kegiatan strategis usaha Bank, yang selanjutnya dijabarkan dalam Rencana Bisnis Bank.
- 9) Melakukan analisa terhadap perkembangan dan perubahan teknologi sistem informasi terutama di bidang perbankan.
- 10) Mengkaji keefektifan rencana mitigasi risiko atas pelaksanaan investasi IT serta memastikan kontribusi investasi terhadap rencana bisnis Bank.
- 11) Melakukan penilaian diri sendiri/*self assessment* untuk efektivitas fungsi dari Komite Pengarah Teknologi Informasi.

- 8) Coordinate and submit to the relevant business unit on the Information Technology Strategic Plan that supports the Bank's strategic business activities, which are further elaborated in the Bank's Business Plan.
- 9) Analyze the development and change of information system technology particularly in the banking sector.
- 10) Review the effectiveness of risk mitigation plans for the implementation of IT investments and ensure investment contribution to the Bank's business plan.
- 11) Conduct self-assessment for the effectiveness of functions of the Information Technology Steering Committee.

Pelaksanaan Tugas dan Frekuensi Rapat

Selama tahun 2017, Komite Pengarah Teknologi Informasi telah melaksanakan 6 (enam) kali rapat yang membahas agenda sebagai berikut:

No	Tanggal Date	Agenda Pembahasan Meeting Agenda
1	23 Januari 2017 January 23, 2017	Status Progress Project IT
2	6 Maret 2017 March 6, 2017	Status Progress Project IT
3	21 Juni 2017 June 21, 2017	Status Progress Project Core Banking dan eBanking Finacle
4	7 Juli 2017 July 7, 2017	Status Progress Project Core Banking System Finacle
5	31 Juli 2017 July 31, 2017	Status Progress Project Core Banking System Finacle
6	11 Desember 2017 December 11, 2017	Status Progress Project Core Banking System Finacle

Penilaian Kinerja Komite Pengarah Teknologi Informasi

Komite Pengarah Teknologi Informasi telah memberikan kontribusi dalam pelaksanaan seluruh kegiatan terkait Teknologi Informasi, di antaranya melakukan review terhadap strategi Teknologi Informasi, *review* anggaran Teknologi Informasi, melaksanakan evaluasi proyek Teknologi Informasi yang dikembangkan sesuai dengan kebutuhan dari *business user* dengan mengacu ke IT Road Map dan/atau Rencana Bisnis Bank serta memastikan investasi proyek Teknologi Informasi yang akan dijalankan memberikan hasil optimal.

3.4. Komite Human Capital

Struktur dan Keanggotaan

Kegiatan anggota Komite *Human Capital* telah dilaksanakan menyesuaikan dengan perubahan struktur organisasi PT Bank JTrust Indonesia Tbk yang berlaku. Berdasarkan Surat Keputusan (SK) Direksi No. 07.07/S.Kep-DIR-HCD/JTRUST/XI/2016 tanggal 07 November 2016, maka susunan Anggota Komite *Human Capital*:

Conduct of Duties and Frequency of Meeting

During 2017, the Information Technology Steering Committee has conducted 6 (six) meetings on the following agenda:

Performance Evaluation of IT Steering Committee

The Information Technology Steering Committee has contributed to the implementation of all Information Technology related activities, including reviewing the Information Technology strategy, reviewing the Information Technology budget, implementing an Information Technology project evaluation developed in accordance with the needs of the business user with reference to the IT Road Map and/or the Bank's Business Plan and ensuring the investment of the Information Technology project to be run will provide optimal results.

3.4 Human Capital Committee

Structure and Membership

The activities of the Human Capital Committee members have been carried out in accordance with changes to the applicable organizational structure of PT Bank JTrust Indonesia Tbk. Based on the Decision Letter (SK) of the Board of Directors No. 07.07/S.Kep-DIR-HCD/JTRUST/XI/2016 dated November 07, 2016, the composition of Human Capital Committee Members is as follows:

Ketua Komite A Chairman of Committee A	Anggota Member	Ketua Komite B Chairman of Committee B	Anggota Member
Direktur Utama President Director	Direktur Utama President Director	Direktur Utama President Director	Direktur Utama President Director
	Seluruh Direktur Bidang All Director Department		Seluruh Direktur Bidang All Director Department
	Kepala Divisi Human Capital Head of Human Capital Division		Kepala Divisi Human Capital Head of Human Capital Division
			Kepala Divisi Terkait Related Division Head

Tugas dan Tanggung Jawab

Komite A:

1. Memastikan keselarasan Kebijakan *Human Capital* dengan strategi dan tujuan perusahaan;
2. Menetapkan strategi untuk mempertahankan sumber dan mengembangkan *Human Capital* yang berkualitas;
3. Membahas dan menyempurnakan berbagai kebijakan penting terkait *Human Capital*;
4. Menetapkan program yang akan dijalankan berkaitan dengan kebijakan *Human Capital*;
5. Menyetujui usulan remunerasi untuk karyawan baru *level Department Head*/setingkat ke atas.

Komite B:

1. Melakukan wawancara/*interview/assessment* terhadap calon karyawan/karyawan yang diusulkan promosi untuk *level Department Head*/setingkat ke atas;
2. Menyetujui usulan rotasi, mutasi/demosi karyawan untuk *level Department Head*/setingkat ke atas;
3. Menyetujui usulan remunerasi untuk karyawan baru *level Department Head*/setingkat ke atas.

Pelaksanaan Tugas dan Frekuensi Rapat

Selama tahun 2017, Komite *Human Capital* telah melaksanakan 35 (tiga puluh lima) kali rapat sirkulasi terkait dengan proses rekrutmen dengan tujuan untuk memenuhi *level Department Head*/setingkat ke atas dengan agenda sebagai berikut:

No.	Tanggal Sirkulasi Radir HC Circulation Date of Radir HC	Agenda Pembahasan Rapat terkait Usulan dan Penetapan Karyawan Meeting Agenda related to the Proposal and Determination of Employees	Penempatan Karyawan Employee Placement
1	10 Januari 2017 January 10, 2017	Credit Risk Reviewer Deputy Head	Kantor Pusat Head Office
	10 Januari 2017 January 10, 2017	Internal Audit Division Head	Kantor Pusat Head Office
2	30 Januari 2017 January 30, 2017	Non Bank FI Department Head	Kantor Pusat Head Office
3	8 Februari 2017 February 8, 2017	Consumer & Credit Program Div Head	Kantor Pusat Head Office
	8 Februari 2017 February 8, 2017	SME Business Manager	Kantor Pusat Head Office
	8 Februari 2017 February 8, 2017	Senior Business Manager	Kantor Pusat Head Office
4	17 Februari 2017 February 17, 2017	Compliance Division Head	Kantor Pusat Head Office
5	21 Februari 2017 February 21, 2017	HCBP Support	Kantor Pusat Head Office

Roles and Responsibilities

Committee A:

1. Ensure the alignment of Human Capital Policies with corporate strategy and objectives;
2. Establish strategies for sustaining sources and developing qualified Human Capital;
3. Discuss and refine various important policies related to Human Capital;
4. Establish programs to be implemented in relation to Human Capital policies;
5. Approve the remuneration proposal for new employees at Department Head level/above.

Committee B:

1. Conduct interviews/assessment of prospective employee/employee promotion candidate for Department Head level/above;
2. Approve the rotation, employee transfer/demotion for the Department Head level/above;
3. Approve the remuneration proposal for new employees at Department Head level/above.

Conduct of Duties and Frequency of Meeting

During 2017, the Human Capital Committee has conducted 35 (thirty five) circulation meetings related to the recruitment process with the aim of meeting the needs of Department Head level/above with the following agenda:

No.	Tanggal Sirkulasi Radir HC Circulation Date of Radir HC	Agenda Pembahasan Rapat terkait Usulan dan Penetapan Karyawan Meeting Agenda related to the Proposal and Determination of Employees	Penempatan Karyawan Employee Placement
6	01 Maret 2017 March 01, 2017	Investor Relation Department Head	Kantor Pusat Head Office
7	02 Maret 2017 March 02, 2017	Branch Manager	Bandung
8	03 Maret 2017 March 03, 2017	Senior Business Manager	Bandung
9	13 Maret 2017 March 13, 2017	SME Business Division Head	Kantor Pusat Head Office
10	14 Maret 2017 March 14, 2017	Funding & Distribution Management 1	Kantor Pusat Head Office
11	17 Maret 2017 March 17, 2017	Wholesale Funding Business Division Head	Kantor Pusat Head Office
12	20 Maret 2017 March 20, 2017	Marketing & Strategy Department Head	Kantor Pusat Head Office
	20 Maret 2017 March 20, 2017	Head of National Sales & Distribution	Kantor Pusat Head Office
13	24 Maret 2017 March 24, 2017	SME Project Department Head	Kantor Pusat Head Office
14	27 Maret 2017 March 27, 2017	Business Manager	Kantor Pusat Head Office
15	29 Maret 2017 March 29, 2017	Senior BM/Business Manager	Bandung
16	20 April 2017 April 20, 2017	Business Manager	Kantor Pusat Head Office
17	25 April 2017 April 25, 2017	Credit Risk Reviewer Division Head	Kantor Pusat Head Office
18	28 April 2017 April 28, 2017	Business Manager	Kantor Pusat Head Office
19	01 Mei 2017 May 01, 2017	Sr Business Manager	Kantor Pusat Head Office
20	03 Mei 2017 May 03, 2017	Business Manager	Kantor Pusat Head Office
21	10 Mei 2017 May 10, 2017	Appraisal & Support Department Head	Kantor Pusat Head Office
	10 Mei 2017 May 10, 2017	Credit Risk Department Head	Kantor Pusat Head Office
22	30 Mei 2017 May 30, 2017	Sr Business Manager	Surabaya Kertajaya
23	07 Juni 2017 June 07, 2017	Advisor 1	Kantor Pusat Head Office
24	18 Juli 2017 July 18, 2017	Branch Manager	Ciburur
25	03 Agustus 2017 August 03, 2017	Deputy Internal Audit	Kantor Pusat Head Office
26	10 Agustus 2017 August 10, 2017	Core Banking Project	Kantor Pusat Head Office
27	18 Agustus 2017 August 18, 2017	Deputy Risk Management	Kantor Pusat Head Office
28	21 Agustus 2017 August 21, 2017	Deputy Information Technology	Kantor Pusat Head Office
29	31 Agustus 2017 August 31, 2017	Field Collection 2 Department Head	Kantor Pusat Head Office
30	06 September 2017 September 06, 2017	IT Security Department Head	Kantor Pusat Head Office
31	18 September 2017 September 18, 2017	Regulatory Reporting Department Head	Kantor Pusat Head Office
32	19 Oktober 2017 October 19, 2017	Branch Manager	Balikpapan
33	6 November 2017 November 6, 2017	Tax and Cost Management Department Head	Kantor Pusat Head Office
34	13 November 2017 November 13, 2017	Business Manager	Bali - Denpasar
35	30 November 2017 November 30, 2017	Trade Finance Dept Head	Kantor Pusat Head Office
	30 November 2017 November 30, 2017	Business Strategy Dept. Head	Kantor Pusat Head Office

Penilaian Kinerja Komite *Human Capital*

Komite *Human Capital* telah berkontribusi dalam penyempurnaan dan penyesuaian kebijakan SDM dengan strategi dan tujuan perusahaan sehingga Bank dapat berjalan sesuai strategi dan tujuan perusahaan yang diharapkan.

Performance Evaluation of Human Capital Committee

The Human Capital Committee has contributed to the improvement and alignment of HR policies with the Company's strategy and objectives so that the Bank can proceed based on the Company's strategy and objectives.

3.5. Komite Produk & Aktivitas Baru (PAB)

Dengan semakin kompleksnya risiko terhadap produk dan aktivitas baru yang diterbitkan bank sehingga diperlukan peningkatan kewaspadaan bank melalui kajian dan analisa yang komprehensif agar produk dan aktivitas baru yang diterbitkan tidak menimbulkan dampak kerugian, serta penerbitan produk dan aktivitas baru harus memperhatikan ketentuan yang terkait dalam Peraturan Bank Indonesia, Surat Edaran Bank Indonesia, Peraturan OJK, SOP Produk dan Aktivitas Baru, dan menerapkan prinsip-prinsip GCG.

Sehubungan dengan hal tersebut, maka PT Bank JTrust Indonesia Tbk telah membentuk Komite Produk & Aktivitas Baru (PAB).

Struktur dan Keanggotaan

Berdasarkan Surat Keputusan (SK) Direksi No. 23.03/S.Kep-Dir-BID/JTRUST/VIII/2016 tanggal 23 Agustus 2016, maka susunan Anggota Komite Produk & Aktivitas Baru (PAB):

1. Ketua, merangkap anggota: Direktur Non Business
Nama Ketua Komite ditetapkan dalam Surat Keputusan Direksi No. SK: 11.01/S.Kep-Dir-BID/JTRUST/X/2016 tanggal 11 Oktober 2016.
2. Sekretaris, merangkap anggota: -
3. Anggota Tetap:
 - 1) Business Initiative Division (BID)
 - 2) Compliance & Legal Division (CPD)
 - 3) Risk Management Division (SKMR)
 - 4) Internal Audit Division (IAD)
 - 5) Information Technology Division (ITD)
 - 6) Financial Control Division (FCD)
 - 7) Operation Division (OPD)
 - 8) Treasury Division (TRD)
4. Anggota Tidak Tetap:
Divisi diluar Anggota Tetap yang diundang untuk memberikan masukan dan saran. Penambahan Anggota Tidak Tetap dimungkinkan sehubungan dengan produk atau aktivitas baru yang berhubungan/ memiliki keterkaitan dengan wilayah/cakupan kerja dengan Divisi tersebut.

Fungsi

1. Memberikan masukan dan kajian terhadap rencana produk dan aktivitas baru yang akan diterbitkan dengan mempertimbangkan profil risiko yang mungkin timbul dari rencana tersebut.
2. Membuat kajian dan masukan ke manajemen terhadap produk dan aktivitas bank, dalam rangka penyesuaian, pengkinian dan perubahan dengan mengacu pada regulasi dan ketentuan yang berlaku.

3.5 Committee of New Products & Activities (PAB)

With the increasing complexity of risks to new products and activities issued by the bank, it is necessary to raise bank awareness through comprehensive review and analysis so that new products and activities issued will not cause any disadvantage, and the issuance of new products and activities should take into account the relevant provisions of Bank Indonesia Regulation, Bank Indonesia Circular Letter, OJK Regulations, SOP of New Products and Activities, and adoption of GCG principles.

In relation thereto, PT Bank JTrust Indonesia Tbk has established a New Product & Activity Committee (PAB).

Structure and Membership

Based on the Directors Decree (SK) No. 23.03/S.Kep-Dir-BID/JTRUST/VIII/2016 dated August 23, 2016, the composition of New Product & Activity Committee (PAB) Members is as follows:

1. Chairman, cum member: Director of Non Business
The name of the Chairman of the Committee is stipulated in Decision Letter of the Board of Directors No. SK: 11.01/S.Kep-Dir-BID/JTRUST/X/2016 dated October 11, 2016.
2. Secretary, cum member: -
3. Permanent Members:
 - 1) Business Initiative Division (BID)
 - 2) Compliance & Legal Division (CPD)
 - 3) Risk Management Division (SKMR)
 - 4) Internal Audit Division (IAD)
 - 5) Information Technology Division (ITD)
 - 6) Financial Control Division (FCD)
 - 7) Operation Division (OPD)
 - 8) Treasury Division (TRD)
4. Non-permanent members:
This include divisions outside of the Permanent Members who are invited to provide feedback and suggestions. The addition of a Non-Permanent Member is possible in connection with a new product or activity which is related to/having involvement with the region/ scope of work of such Division.

Function

1. Provide input and review of new product plans and activities to be issued by taking into account the risk profile that may arise from the plan.
2. Prepare a review and feedback to management on bank products and activities, in order to adapt, update and change with reference to prevailing rules and regulations.

Kewenangan

1. Melakukan tinjauan dan kajian secara komprehensif terhadap produk dan aktivitas baru yang diajukan.
2. Merekomendasikan keputusan Komite Produk & Aktivitas Baru kepada Direksi terhadap suatu produk dan aktivitas baru bank.

Tugas-Tugas

1. Menyelenggarakan pertemuan/rapat untuk mengkaji penerbitan produk dan aktivitas bank, baik untuk produk baru maupun produk yang sudah berjalan apabila dirasa diperlukan.
2. Membahas regulasi/ketentuan baru yang berlaku yang memiliki dampak pada operasional, produk, layanan dan teknologi bank, dalam rangka penyesuaian, pengkinian dan perubahan yang harus dilakukan.
3. Memberikan jawaban, penjelasan dan masukan kepada regulator seperti Otoritas Jasa Keuangan (OJK) dan Bank Indonesia (BI) atas kebijakan dan ketentuan berkenaan dengan Produk dan Aktivitas Baru.

Tanggung Jawab

1. Bertanggung jawab bahwa produk dan aktivitas baru yang diterbitkan sudah sesuai dengan (*comply with*) regulasi yang berlaku.
2. Bertanggung jawab memberikan masukan dan rekomendasi kepada Direksi terhadap usulan Produk dan Aktivitas Baru.

Pelaksanaan Tugas dan Frekuensi Rapat

Di tahun 2017, Komite Produk & Aktivitas Baru (PAB) telah menyelenggarakan 2 (dua) kali rapat yang membahas agenda sebagai berikut:

No	Tanggal Date	Agenda Pembahasan Meeting Agenda
1	27 Februari 2017 February 27, 2017	Penetapan produk dan aktivitas baru, sehubungan dengan akan dilaksanakan <i>launching</i> produk Tabungan J Trust Komunitas Determination of new products and activities, in connection with the planned launch of Tabungan J Trust Communities savings product
2	23 Mei 2017 May 23, 2017	Program rencana pemberian hadiah asuransi jiwa kepada nasabah Tabungan Rencana J Trust The planned program of providing life insurance benefit prize to customers of Tabungan Rencana J Trust product

Penilaian Kinerja Komite Produk & Aktivitas Baru

Komite Produk & Aktivitas Baru telah melakukan fungsinya dengan memberikan masukan dan opini produk-produk yang akan di-*launching*/diterbitkan. Pemberian opini dilakukan melalui memo dan juga evaluasi pada saat pertemuan tentang produk tersebut. Beberapa produk yang telah dibahas antara lain: penerbitan produk *bancassurance*, Giro bisnis dan rencana Tabungan Komunitas (Tabungan Moe). Pembahasan yang dilakukan berkaitan dengan risiko yang timbul dari produk baru, ketentuan yang berlaku yang berhubungan dengan produk tersebut, legalitas dari perjanjian kerja sama dan sistem operasional.

Authority

1. Conduct a comprehensive review of the proposed new products and activities.
2. Recommend the decision of the New Products & Activity Committee to the Board of Directors of a new product and activity of the bank.

Duties

1. Organize meetings to review the issuance of bank products and activities, both for new products and products that are already in operation if deemed necessary.
2. Discuss the newly enacted regulations that have an impact on the operations, products, services and technology of the bank, in the context of adjustments, updates and changes to be made.
3. Provide answers, explanations and inputs to regulators such as the Financial Services Authority (OJK) and Bank Indonesia (BI) on policies and regulations regarding New Products and Activities.

Responsibilities

1. Be responsible that newly issued products and activities are in compliance with applicable regulations.
2. Be responsible to provide input and recommendation to the Board of Directors on the proposed New Products and Activities.

Conduct of Duties and Frequency of Meeting

In 2017, the New Products & Activity Committee (PAB) has organized 2 (two) meetings that discuss the following agenda:

Performance Evaluation of PAB Committee

The New Product & Activity Committee has performed its function by providing input and opinion of the products to be launched/published. Opinion is made through memo and also evaluation at the meetings pertaining to the product. Some of the products that have been discussed include: publishing bancassurance products, Business account and Community Savings plans (Tabungan Moe). Discussions are made in relation to risks arising from new products, applicable provisions relating to such products, the legality of cooperative agreements and operational systems.

Keputusan yang diambil oleh Komite Produk & Aktivitas Baru akan menjadi rekomendasi bagi manajemen untuk memutuskan kebijakan terhadap suatu produk. Ini merupakan hal yang paling penting dari kehadiran Komite Produk & Aktivitas Baru. Kinerja Komite Produk & Aktivitas Baru diwujudkan melalui masukan yang tepat dan akurat terhadap produk-produk yang diterbitkan, memberikan saran dan kajian serta menjaga agar produk-produk tersebut tidak bertentangan dengan ketentuan yang berlaku. Dengan adanya masukan tersebut manajemen akan terbantu dalam menentukan kebijakan.

3.6. Komite Internal Control (Internal Control Committee)

Bank mengimplementasikan pemberian penghargaan dan sanksi atas hasil pemeriksaan/temuan *Internal Control* (*Internal Audit Division* dan *Quality Assurance & SOP Department*) sehingga untuk penetapan kantor cabang/unit/karyawan yang akan menerima penghargaan dan sanksi dimaksud perlu dibahas dalam suatu forum untuk memastikan pemberian telah dilakukan secara tepat berdasarkan data/informasi yang komprehensif dan sesuai dengan ketentuan dalam Perjanjian Kerja Bersama PT Bank JTrust Indonesia Tbk dengan Serikat Pekerja J Trust Bank.

Sehubungan dengan hal tersebut, maka PT Bank JTrust Indonesia Tbk telah membentuk Komite *Internal Control*.

Struktur dan Keanggotaan

Berdasarkan Surat Keputusan (SK) Direksi No. 31.07/S.Kep-Dir-SKMR/JTRUST/VIII/2017 tanggal 31 Agustus 2017, maka susunan Anggota Komite *Internal Control*:

1. Ketua, merangkap anggota: Kepala Divisi Risk Management
2. Sekretaris, merangkap anggota: Kepala Bagian QA & SOP
3. Anggota Tetap:
 - 1) Kepala Divisi Human Capital
 - 2) Kepala Divisi Compliance
 - 3) Kepala Divisi Internal Audit
 - 4) Kepala Divisi Corporate Legal & Litigation
4. Anggota Tidak Tetap:
 - 1) Kepala Divisi Operation
 - 2) Kepala Divisi Business Unit

Tugas-Tugas

1. Melakukan diskusi dan membahas terkait pemberian penentuan *punishment* berdasarkan dengan temuan QAS dalam rapat *Internal Control* secara bulanan.
2. Melakukan diskusi dan membahas terkait pemberian *reward* kepada Cabang-cabang berdasarkan rekomendasi dari QAS dan parameter-parameter yang ditentukan dalam rapat *Internal Control* secara bulanan.
3. Melakukan diskusi dan membahas isu atau temuan QAS terkait kejadian yang cukup signifikan (contoh: indikasi *fraud* atau kejadian dengan kerugian *financial* yang cukup signifikan) secara insidental.

Decisions made by the New Products & Activity Committee will be a recommendation for management to decide policies for such product. This is the most important matter for the launch of the New Products & Activity Committee. The performance of the New Products & Activity Committee is realized through appropriate and accurate inputs on published products, by advising and reviewing and keeping the products from conflicting with the applicable provisions. Such inputs will assist management in determining the policy.

3.6 Internal Control Committee

The Bank implements awarding and sanctions on the Internal Audit Division and Quality Assurance & SOP Department results so that the establishment of branch offices/units/employees who will receive the award and sanctions should be discussed in a forum to ensure the award has been made appropriately based on comprehensive data/information and in accordance with the provisions of Joint Working Agreement of PT Bank JTrust Indonesia Tbk with Trustee Union J Trust Bank.

In relation thereto, PT Bank JTrust Indonesia Tbk has established an Internal Control Committee.

Structure and Membership

Based on Directors Decree No. SK. 31.07/S.Kep-Dir-SKMR/JTRUST/VIII/2017 dated August 31, 2017, the composition of the Internal Control Committee Members is as follows:

1. Chairman, concurrently member: Head of Risk Management Division
2. Secretary, concurrently member: Head of Section QA & SOP
3. Permanent Members:
 - 1) Head of Human Capital Division
 - 2) Head of Compliance Division
 - 3) Head of Internal Audit Division
 - 4) Head of Corporate Legal & Litigation Division
4. Non Permanent Member:
 - 1) Head of Operations Division
 - 2) Head of Business Unit Division

Duties

1. Conduct discussions regarding the provision of sanction based on QAS findings in Internal Control meetings on a monthly basis.
2. Conduct discussions related rewards to Branches based on recommendations from QAS and parameters specified in the monthly Internal Control meetings.
3. Conduct discussions regarding issues or QAS findings related to significant events (e.g. indications of fraud or events with significant financial losses) incidentally.

Tanggung Jawab

1. Mengajukan izin Direksi dan pihak terkait mengenai pemberian *punishment* ke Cabang
2. Mengajukan Izin Direksi dan pihak terkait mengenai pemberian *reward* untuk Cabang.

Pelaksanaan Tugas dan Frekuensi Rapat

Selama tahun 2017, Komite *Internal Control* telah melaksanakan 2 (dua) kali rapat dan melakukan berbagai program kerja yang membahas agenda sebagai berikut:

No	Tanggal Date	Agenda Pembahasan Meeting Agenda
1	Oktober 2017 October 2017	Pemberian <i>reward and punishment</i> kepada cabang yang layak terkait temuan dan rekomendasi QAS untuk bulan September 2017 The administering of reward and punishment to the appropriate branches related to QAS findings and recommendations for September 2017
2	November 2017 November 2017	Pemberian <i>reward and punishment</i> kepada cabang yang layak terkait temuan dan rekomendasi QAS untuk bulan Oktober 2017 The administering of reward and punishment to the appropriate branches related to QAS findings and recommendations for October 2017

Penilaian Kinerja Komite *Internal Control*

Komite *Internal Control* telah melakukan penentuan pemberian *reward and punishment* kepada cabang-cabang yang dianggap layak berdasarkan hasil temuan dan rekomendasi dari tim *Quality Assurance*.

3.7. Komite Kredit (*Credit Committee*)

Proses kredit yang memperhatikan prinsip kehati-hatian dan penerapan *four eyes principle* merupakan prinsip utama yang mendasari pengambilan keputusan kredit di mana setiap keputusan kredit minimal dilakukan oleh 2 (dua) orang pemegang kewenangan yang independen, berasal dari *Business Unit* di satu pihak, dan *Credit Risk Reviewer (CRR)* pada pihak lainnya. Proses Persetujuan Kredit secara *four-eyes* dilakukan oleh Komite Kredit sesuai limit kewenangannya.

Inisiasi kredit dan pengajuan *proposal* kredit dilakukan oleh *Business Unit*. *Credit Risk Reviewer* akan melakukan kaji ulang (*review*) dan memberikan rekomendasi terhadap *proposal* kredit yang telah dibuat oleh *Business Unit*. Dalam proses *review*, *Business Unit* dapat meminta unit *Credit Risk Reviewer* untuk melakukan kunjungan proyek (*on the spot*), khususnya dalam rangka menilai suatu permohonan kredit yang dinilai kompleks. *Proposal* atau inisiasi kredit dibuat secara lengkap oleh *Business Unit* sesuai dengan Pedoman Pelaksanaan Kredit bank dan ketentuan-ketentuan lain seperti memorandum prosedur yang mengatur mengenai SOP pemberian kredit.

Struktur dan Keanggotaan

Keputusan kredit diambil oleh pemegang kewenangan melalui Rapat Komite Kredit atau sirkular sesuai dengan limit kredit yang diajukan.

Responsibilities

1. Seek for approval for the permission of the Board of Directors and related parties regarding the sanction imposed on the Branch
2. Seek for approval from the Board of Directors and related parties regarding the reward for Branch.

Conduct of Duties and Frequency of Meeting

During 2017, the Internal Control Committee has conducted 2 (two) meetings and conducted various work programs with the following agenda:

Performance Evaluation of Internal Control Committee

The Internal Control Committee has justified the reward and sanction to branches deemed feasible based on findings and recommendations from the Quality Assurance team.

3.7 Credit Committee

The credit process that takes into account the prudent principle and four eyes principle serves as the main principles underlying credit decision making where every credit decision is made by 2 (two) independent authorities, derived from Business Unit on one side, and Credit Risk Reviewer (CRR) on the other side. The Credit Approval process is conducted by the Credit Committee in accordance with the limit of authority.

Credit initiation and credit proposal submission are conducted by Business Unit. Credit Risk Reviewers will conduct reviews and provide recommendations on credit proposals made by Business Units. In the review process, Business Units may request Credit Risk Review unit to undertake project visits (on the spot), particularly in order to assess a complex credit application. The credit proposal or initiation is made completely by the Business Unit in accordance with the Bank Credit Implementation Guidelines and other provisions such as the memorandum of procedures which govern SOP for loan process.

Structure and Membership

Credit decisions are taken by the authorized party through Credit Committee Meeting or circulars in accordance with the proposed credit limit.

Rapat Komite Kredit (RKK) dihadiri oleh pejabat pemegang kewenangan memutus kredit sesuai limit yang ditetapkan (*voting member*), rekomendasi, pengusul, dan *non voting member* yaitu Divisi *Compliance* dan Divisi *Corporate Legal & Litigation*.

Pemutus kredit adalah pejabat yang karena kemampuan, kompetensi dan integritasnya diberi wewenang untuk memutus kredit kredit yang mewakili fungsi *Business Unit* dan *Credit Risk Reviewer* sesuai dengan *four eyes principle*.

Keputusan kredit dibawah kewenangan Direksi/EVP dilakukan oleh minimal 2 (dua) Pemegang Kewenangan Memutus Kredit (PKK) yaitu individu yang diberi kewenangan memutus kredit mewakili *Business Unit* dan *Credit Risk Reviewer* dengan Batas Wewenang Memutus Kredit yang ditetapkan oleh Direksi.

Dengan demikian sesuai limit kredit yang ditetapkan dalam Pedoman Pelaksanaan Kredit yang berlaku sejak tanggal 17 Desember 2015 (Ref. SK Direksi No. 25.05/S. Kep-DIR/SKMR/JTRUST/VII/2017 tanggal 25 Juli 2017), kewenangan Komite Kredit PT Bank JTrust Indonesia Tbk terdiri atas:

Komite Kredit Kategori A

Komite Kredit Kategori A merupakan komite tertinggi dalam struktur kewenangan memutus kredit, minimal terdiri dari 2 (dua) pihak yaitu dari Direksi/EVP *Business Unit* dan Direksi/EVP *Credit Risk Reviewer*. Komite bertanggung jawab memberikan keputusan kredit final sesuai limit kewenangannya melalui mekanisme Rapat Komite Kredit (RKK) maupun *sirkulair*.

Anggota Komite Kredit Pemutus Kategori A, terdiri dari Komite Kredit Kategori A1, Komite Kredit Kategori A2 dan Komite Kredit Kategori A3 yang dibedakan berdasarkan Batas Wewenang Memutus Kredit-nya sebagai berikut:

Credit Committee Meetings (RKK) are attended by officers who have the authority to terminate the credit based on the stipulated limit (*voting member*), recommendation, proposal, and non voting members which are Compliance Division and Corporate Legal & Litigation Division.

Credit decision maker is an officer whose ability, competence and integrity are authorized to approve credits representing Business Unit and Credit Risk in accordance with the four eyes principle.

Credit decisions under the authority of the Board of Directors/EVP shall be conducted by at least 2 (two) Authorized Parties to Approve Credit (PKK) i.e. individuals authorized to approve credit representing Business Units and Credit Risk Reviewer with the Limit of Authority to Approve Credit stipulated by the Board of Directors.

Accordingly, in accordance with the credit limit stipulated in the Credit Implementation Guidelines effective since December 17, 2015 (Ref. SK of the Board of Directors No. 25.05/S.Kep-DIR/SKMR/JTRUST/VII/2017 dated July 25, 2017), the authority of the Credit Committee of PT Bank JTrust Indonesia Tbk is as follows:

Credit Committee Category A

Category A Credit Committee is the highest committee in the structure of authority to approve credits, consisting of 2 (two) parties, which are from the Board of Directors/EVP Business Unit and Board of Directors/EVP Credit Risk Reviewer. The Committee is responsible for providing final credit decisions in accordance with the limits of its authority under the mechanism of Credit Committee Meetings (RKK) and in circulars.

Members of the Category A Credit Committee Category, consisting of Category A1 Credit Committee, Category A2 Credit Committee and Category A3 Credit Committee are distinguished by the Limit of Authority to Approve Credit as follows:

Kategori A Category A			
Komite Kredit Credit Committee	A1	A2	A3
Mekanisme Mechanism	Rapat Komite Committee Meeting	Sirkulair Circular	Sirkulair Circular
Voting Member			
President Director + MD/EVP Business atau MD Treasury & Funding + MD Business Risk	≥ Rp51 miliar ≥ Rp51 billion		
Direktur Bisnis + EVP Commercial Risk		Rp21 miliar Rp21 billion s/d. Rp50 miliar Rp50 billion	
EVP Bisnis + EVP Commercial Risk			Rp5 miliar Rp5 billion s/d. Rp20 miliar Rp20 billion
Non Voting Member			
Direktur Risk, Legal, & Compliance	≥ Rp51 miliar ≥ Rp51 billion		

Komite Kredit Kategori B

Komite Kredit Kategori B merupakan keputusan kredit yang dilakukan oleh minimal 2 (dua) PKK secara *sirkular* yang mewakili *Business Unit* dan *Credit Risk Reviewer* dan bertanggung jawab atas kredit yang diputus sesuai dengan kewenangan limitnya.

Komite Kredit Kategori B, terdiri dari Komite Kredit Kategori B1 dan Komite Kredit Kategori B2 yang dibedakan berdasarkan limitnya sebagai berikut:

Kategori B Category B		
Komite Kredit Credit Committee	B1	B2
Business Unit		
Division Head	Rp2 miliar s/d. Rp5 miliar Rp2 billion until Rp5 billion	
Pejabat yang ditunjuk Appointed officials		< Rp2 miliar < Rp2 billion
Credit Risk Reviewer		
Division Head	Rp2 miliar s/d. Rp5 miliar Rp2 billion until Rp5 billion	
Pejabat yang ditunjuk Appointed officials		< Rp2 miliar < Rp2 billion

Tugas dan Tanggung Jawab

Komite Kredit bertanggung jawab untuk menelaah dan memberikan keputusan atas aplikasi/permohonan fasilitas kredit sesuai Batas Wewenang Memutus Kredit (BWMK)-nya dalam rangka pemenuhan prinsip kehati-hatian pemberian kredit yang sehat baik untuk permohonan fasilitas kredit baru, penambahan, perpanjangan, perubahan (penggantian agunan, perubahan jangka waktu/*rescheduling*, restrukturisasi, dan sebagainya).

Pelaksanaan Tugas dan Frekuensi Rapat

Selama tahun 2017, Komite Kredit telah melaksanakan rapat sesuai kebutuhan dan permohonan kredit. Selanjutnya program kerja yang dilaksanakan adalah memastikan keputusan kredit telah sesuai dengan Kebijakan Perkreditan Bank dan Pedoman Pelaksanaan Kredit PT Bank JTrust Indonesia Tbk yang berlaku.

Penilaian Kinerja Komite Kredit

Komite Kredit telah memperhatikan prinsip kehati-hatian dan penerapan *four eyes principle* sesuai limit kewenangannya dalam proses pemberian kredit.

Credit Committee Category B

Category B Credit Committee is a credit decision made by at least 2 (two) PKK in circulars representing Business Unit and Credit Risk Reviewer and is responsible for credit approval in accordance with the limit authority.

Category B Credit Committee, consisting of Category B1 Credit Committee and Category B2 Credit Committee are distinguished by their limit of authority as follows:

Roles and Responsibilities

The Credit Committee is responsible for reviewing and giving decision on the application/request for credit facility according to the Limit of Authority to Approve Credit (BWMK) in order to comply with the prudent principle of sound credit for the application of new credit facility, addition, extension, amendment (replacement of collateral, amendment of time period/*rescheduling*, restructuring, etc.).

Conduct of Duties and Frequency of Meeting

During 2017, the Credit Committee has conducted meetings based on needs and credit applications. The further work program being implemented is to ensure that the credit decision is in accordance with the Credit Policy of Bank and Guidelines for Credit Implementation of PT Bank JTrust Indonesia Tbk.

Performance Evaluation of Credit Committee

The Credit Committee has taken into account the prudent principles and four eyes principle in accordance with the limits of its authority in the process of credit approval.

BAB IV PENERAPAN FUNGSI KEPATUHAN BANK, AUDIT INTERN DAN AUDIT EKSTERN

CHAPTER IV Implementation of the Bank's Compliance Function, Internal Audit, and External Audit

4.1. Penerapan Fungsi Kepatuhan Bank

Bank merupakan industri yang diatur dan diawasi secara ketat oleh regulator, serta semakin meningkatnya kompleksitas kegiatan usaha Bank dapat memberikan dampak yang besar terhadap eksposur risiko yang dihadapi oleh Bank, sehingga dalam pelaksanaannya diperlukan fungsi kepatuhan dalam mengawasi dan mengarahkan kegiatan usaha Bank agar senantiasa sesuai dengan peraturan perundang-undangan yang berlaku. Pelaksanaan Fungsi Kepatuhan Bank berpedoman pada Peraturan Otoritas Jasa Keuangan Nomor 46/POJK.03/2017 tanggal 12 Juli 2017 tentang Pelaksanaan Fungsi Kepatuhan Bank Umum.

Fungsi Kepatuhan adalah serangkaian tindakan atau langkah-langkah yang bersifat preventif (*ex-ante*) untuk:

- Mewujudkan terlaksananya Budaya Kepatuhan pada semua tingkatan organisasi dan kegiatan usaha Bank.
- Mengelola Risiko Kepatuhan yang dihadapi oleh Bank.
- Memastikan bahwa kebijakan, ketentuan, sistem, dan prosedur, serta kegiatan usaha Bank telah sesuai dengan ketentuan Otoritas Jasa Keuangan dan peraturan perundang-undangan yang berlaku.
- Memastikan kepatuhan Bank terhadap komitmen yang dibuat oleh Bank kepada Otoritas Jasa Keuangan dan/atau otoritas pengawas lain yang berwenang.

Komitmen pelaksanaan fungsi kepatuhan perlu dilaksanakan secara konsisten dan merupakan unsur yang penting dalam meminimalkan risiko kepatuhan dan membangun budaya kepatuhan. Dewan Komisaris dan Direksi memegang peranan penting dalam melakukan pengawasan aktif antara lain dalam bentuk persetujuan atas kebijakan dan prosedur, pelaporan secara periodik, dan permintaan penjelasan. Fungsi Kepatuhan yang bersifat *ex-ante* (sebelum terjadi event yang tidak diharapkan) hendaknya dapat terlaksana secara menyeluruh (*comprehensive*), yaitu tidak hanya melalui tersedianya kebijakan/peraturan, Standar Operasional Prosedur (SOP), tetapi juga pencegahan langsung oleh para pelakunya. Hal ini dapat tercipta jika telah terjadi internalisasi budaya kepatuhan secara menyeluruh bagi seluruh karyawan sehingga karyawan juga diharapkan memiliki kesadaran atas risiko di masing-masing unit kerjanya.

4.1. Implementation of the Bank's Compliance Function

Bank is an industry that is closely regulated and monitored by the regulators, furthermore, as the complexity of banks' businesses increase, which have a large impact on the risk exposure faced by the bank, the compliance function is necessary in overseeing and directing the business activities of the bank in order to always be in accordance with the applicable regulations. The implementation of the Bank's Compliance Function refers to Financial Services Authority Regulation (PBI) No. 46/POJK.03/2017 dated July 12, 2017 on "Implementation of the Compliance Function of Commercial Bank".

The Compliance Function is a series of tasks or measures that are preventive in nature to:

- Realize and implement the compliance culture at all levels of the organization and activities of the Bank.
- Manage compliance risks faced by the Bank.
- Ensure that the policies, regulations, systems and procedures, as well as business activities of the Bank are in accordance with the provisions of Bank Indonesia/Financial Services Authority and the prevailing legislations.
- Ensure the Bank is in compliance with the commitments made to Financial Services Authority and/or other relevant supervisory authorities.

The commitment for the implementation of the compliance function should be carried out consistently and is an important element in minimizing compliance risk and building a compliance culture. The Board of Commissioners and the Board of Directors have an important role in conducting active surveillance, among others in the form of approval of policies and procedures, periodic reports, and requesting explanations. The Compliance Function is preventive and anticipative in nature, and carried out in a comprehensive manner, not only through enforcing the policies/regulations and standard operating procedures (SOP), but also directly preventing the perpetrators. This environment can only be created if there has been a comprehensive internalization of the compliance culture to all employees so they are well aware of the risks in each of their work units.

4.1.1. Peran Dewan Komisaris dan Direksi

a. Dewan Komisaris wajib melakukan pengawasan aktif terhadap pelaksanaan Fungsi Kepatuhan di Bank, dengan:

- a) Mengevaluasi pelaksanaan Fungsi Kepatuhan Bank paling kurang 2 (dua) kali dalam satu tahun melalui laporan pelaksanaan tugas yang disampaikan oleh Direktur yang Membawahkan Fungsi Kepatuhan kepada Otoritas Jasa Keuangan, yang ditembuskan kepada Direktur Utama dan Dewan Komisaris, maupun laporan mengenai pelaksanaan Fungsi Kepatuhan Bank yang disampaikan oleh Divisi/ Satuan Kerja Kepatuhan. Untuk melaksanakan evaluasi yang tepat dan akurat dapat dilakukan melalui rapat-rapat, baik rapat Dewan Komisaris, rapat Direksi maupun rapat komite-komite.
- b) Berdasarkan hasil evaluasi pelaksanaan Fungsi Kepatuhan, Dewan Komisaris menyampaikan saran kepada Direktur Utama dengan tembusan kepada Direktur yang membawahkan Fungsi Kepatuhan dalam rangka meningkatkan kualitas pelaksanaan Fungsi Kepatuhan Bank.

b. Direksi berkewajiban:

- a) Menumbuhkan dan mewujudkan terlaksananya Budaya Kepatuhan pada semua tingkatan organisasi dan kegiatan usaha Bank.
- b) Memastikan terlaksananya Fungsi Kepatuhan Bank.

4.1.2. Kerangka Kerja Kepatuhan

Kerangka Kerja Kepatuhan menyajikan kebijakan dan pedoman/Standar Operasional Prosedur kepatuhan serta pengawasan bagi Bank. Kebijakan dan Pedoman Kepatuhan ini bertujuan untuk memastikan ketaatan pada hukum, peraturan, perundang-undangan, kebijakan internal, kode etik dan pedoman tingkah laku. Kebijakan dan Pedoman disusun sesuai dengan Peraturan Otoritas Jasa Keuangan Nomor 46/POJK.03/2017 tanggal 12 Juli 2017 tentang Pelaksanaan Fungsi Kepatuhan Bank Umum, dan *best practice* yang berlaku dalam rangka mengidentifikasi, menilai, memonitor dan mengontrol risiko kepatuhan secara terus menerus di seluruh kegiatan usaha dan aktivitas di Bank.

Bank melaksanakan upaya/inisiatif strategis sebagai tolak ukur pelaksanaan mitigasi risiko kepatuhan sejalan dengan perkembangan, tantangan serta risiko usaha Bank yang semakin besar dan kompleks. Upaya yang dilakukan dapat bersifat *ex-ante* maupun *ex-post*.

Fungsi Kepatuhan maupun peran satuan kerja kepatuhan ke depannya selain memiliki kemampuan pemantauan yang bersifat *ex-ante* serta melakukan pengelolaan Risiko Kepatuhan secara berkesinambungan selaras dengan penerapan manajemen risiko di Bank secara keseluruhan.

4.1.1. Role of the Board of Commissioners and Directors

a. The Board of Commissioners is required to actively monitor the implementation of compliance function at the Bank through:

- a) Evaluating the implementation of Bank Compliance Function at least 2 (two) times a year through the implementation report submitted by the Director responsible for the Compliance Function and the implementation report submitted by the Compliance Division/Unit. The appropriate and accurate evaluation are carried out through the Board of Commissioners, Board of Directors and Committee meetings.
- b) Based on the evaluation results on the implementation of the Compliance Function, the Board of Commissioners conveys the recommendations of the Directors in order to improve the quality of the Bank's Compliance Function implementation.

b. The Board of Directors will:

- a) Develop and realize the Compliance Culture at all levels of the organization and activities of the Bank.
- b) Ensure the implementation of the Bank's Compliance Function.

4.12. Compliance Framework

The Compliance Framework presents the policies and guidelines/Standard Operating Procedures of compliance and supervision of the Bank. The Compliance Policy and Guidelines are intended to ensure compliance with laws, regulations, legislation, internal policies, codes of conduct, and behavioral guidelines. The Policies and Guidelines are prepared in accordance with Financial Services Authority Regulation (PBI) 46/POJK.03/2017 dated July 12, 2017 on the Implementation of the Compliance Function for Commercial Bank, and the applicable best practices in order to continually identify, assess, monitor and control compliance risk in all businesses and activities of the Bank.

Bank carry out strategic initiatives/efforts to measure the mitigation implementation of compliance risk in line with the development and increased complexity, challenges, and risks of the Bank's business. Efforts are preventory and anticipatory in nature.

The future of the compliance function and the role of the compliance work unit in addition to monitor preventory and anticipatory capabilities, is to perform Compliance Risk management on an ongoing basis in line with the implementation of risk management of the Bank as a whole.

Kerangka Kerja Pengelolaan Risiko Kepatuhan

Kerangka kerja pengelolaan Risiko Kepatuhan dilakukan melalui pendekatan penerapan budaya kepatuhan yang didasarkan pada 3 (tiga) lini pertahanan yaitu:

Compliance Risk Management Framework

The Compliance Risk management framework is implemented through an approach based on the following three (3) lines of defense:



- First Lines of Defense**, merupakan peran lini pertahanan pertama yang diwakili oleh Unit Bisnis dan Unit Pendukung yang berfungsi sebagai unit pengambil dan pemilik risiko (*risk taking and risk owner unit*), di mana mereka mengejar pertumbuhan usaha dan mengambil keputusan yang mempertimbangkan aspek risiko.
- Second Lines of Defense**, merupakan lini pertahanan kedua yang dilakukan oleh *Risk Management Division* dan *Compliance Division* yang berfungsi sebagai *risk control unit*, yang tugasnya antara lain: menetapkan kerangka dan regulasi internal mengenai pengelolaan risiko, baik yang sifatnya finansial maupun nonfinansial; melakukan pemantauan terhadap bagaimana fungsi bisnis dan nonbisnis dilaksanakan dalam koridor kebijakan manajemen risiko, dan prosedur standar operasional yang telah ditetapkan → **ex ante** (upaya preventif/pencegahan).
- Third Lines of Defense**, merupakan lini pertahanan ketiga yang dilaksanakan oleh auditor internal yang berfungsi sebagai *risk assurance*. Auditor bersifat independen dan bertanggung jawab langsung kepada Direktur Utama. Peran utama auditor internal terkait
 - First Lines of Defense**, a role represented by the Business Units and Support Units that serves as the risk-taking and risk owner unit, where they pursue business growth and make decisions which take into account risk aspects.
 - Second Lines of Defense**, carried out by the Risk Management Division and the Compliance Division, which serves as a risk control unit, whose duties include: establishing the framework and internal regulations on the management of risk, both in financial and non-financial nature; monitoring of how the business and non-business functions are carried out in the corridors of risk management policies and established standard operating procedures → **ex ante** (preventive measures).
 - Third Lines of Defense**, carried out by the internal auditor who serves as risk assurance. Auditors are independent and responsible directly to the President Director. The primary role of internal auditors related to risk management is conducting a review and periodic evaluation of the framework and the governance of the overall risk of the Bank's performed by the first

manajemen risiko adalah melakukan *review* dan evaluasi berkala terhadap kerangka dan tata kelola risiko di Bank secara keseluruhan yang dilakukan oleh lini pertahanan pertama dan kedua untuk memastikan kedua lini ini berjalan sesuai dengan perannya masing-masing —► *ex post* (*review* setelah kejadian).

4.1.3. Kunci Keberhasilan dan Tantangan Dalam Penerapan Fungsi Kepatuhan

PT Bank JTrust Indonesia Tbk terus berupaya meningkatkan sinergi antara fungsi kepatuhan dan fungsi bisnis dapat terjaga dan tetap berjalan dengan baik apabila serangkaian faktor kunci keberhasilan (*key success factor*) dapat dipenuhi, yaitu:

- **Start From the Top**
Komitmen tinggi dari Direksi dan Dewan Komisaris, termasuk para pejabat eksekutif organisasi tersebut. Keberadaan kebijakan dan prosedur kepatuhan yang telah ditetapkan harus diupayakan semaksimal mungkin oleh seluruh jajaran manajemen sesuai dengan tugas, tanggung jawab dan wewenangnya masing-masing.
- **Compliance Culture**
Adanya budaya 'patuh' disemua jajaran pekerja dan manajemen merupakan salah satu faktor penentu keberhasilan dalam menjaga strategi sinergi antara fungsi kepatuhan dan fungsi bisnis sebagaimana diinginkan. Secara konkrit untuk menjamin bahwa kepatuhan telah disepakati sebagai salah satu budaya perusahaan, maka perlu dituangkan dalam berbagai ketentuan internal bank yang berlaku, antara lain dalam ketentuan GCG, kode etik, serta kebijakan dan prosedur kepatuhan lainnya. Dengan demikian penerapannya dapat dipantau dan ditingkatkan.
- **Compliance Procedure and Policy in Place**
Keberadaan kebijakan dan prosedur kepatuhan formal merupakan kunci keberhasilan karena hal tersebut mencerminkan kesiapan dan kesungguhan suatu organisasi untuk menerapkan fungsi kepatuhan sebagaimana diamanatkan oleh regulator. Harus jelas tergambar uraian tugas, tanggung jawab dan wewenang fungsi kepatuhan dalam mengelola risiko yang dihadapi oleh organisasi, termasuk tata cara pengelolaan isu-isu utama risiko yang mencakup proses identifikasi, pengukuran, penilaian dan mitigasi risiko kepatuhan.
- **People and Infrastructure**
Faktor kunci keberhasilan penerapan fungsi kepatuhan di suatu organisasi pada akhirnya akan bertumpu pada keberadaan sumber daya manusia dan infrastruktur lainnya seperti teknologi sistem informasi baik untuk pelaporan maupun penyimpanan data. Dalam hal ini perlu dicermati kondisi sumber daya manusia, dalam artian diperlukan sumber daya manusia yang memiliki

and second line of defense to ensure these lines are operating in accordance with their respective roles —► *ex post* (*review* after the event).

4.1.3. Key of Success and Challenges in the Implementation of the Compliance Function

PT Bank JTrust Indonesia Tbk continuously strives to improve the synergy between the compliance function and business functions given the following key success factors are maintained and implemented namely:

- **Start From the Top**
The high commitment of the Board of Commissioners, Board of Directors, and Executive Officers of the organization. The prevailing compliance policies and procedures are fully adhered to at all levels of management in accordance with their respective duties, responsibilities, and authorities.
- **Compliance Culture**
The existence of the 'compliance' culture across the ranks of employees and management is one of the critical success factors in maintaining the synergy between the compliance and the business function. In concrete terms, to ensure that compliance is embedded as one of the element of corporate culture, it is necessary to set forth in the Bank's various prevailing internal provisions, among others the provisions in GCG, code of conduct, as well as other compliance policies and procedures. Subsequently enabling the implementation to be monitored and improved.
- **Compliance Procedure and Policy in Place**
The existence of formal compliance policies and procedures is a key to success because it reflects the readiness and seriousness of an organization to implement the compliance functions as mandated by the regulator. These compliance policies and procedures should clearly illustrate the duties, responsibilities, and authority of the compliance function in managing the risks faced by the organization, including the procedures for managing the main issues of risk that includes the identification, measurement, assessment, and mitigation of compliance risk.
- **People and Infrastructure**
A key factor in successful implementation of the compliance function of an organization ultimately relies on the human resources and other infrastructure, such as information systems technology, both for reporting and data storage. In this respect, the conditions of the human resources must be observed, human resources that have multi-talent or skills is required,

multi-talent atau *skills* mengingat isu-isu kepatuhan yang demikian luas cakupannya dan senantiasa berubah secara dinamis.

4.1.4. Direktur yang Membawahkan Fungsi Kepatuhan

- 1. Tugas dan tanggung jawab yang dimiliki oleh Direktur yang Membawahkan Fungsi Kepatuhan adalah:**
 - a. Merumuskan strategi guna mendorong terciptanya Budaya Kepatuhan Bank.
 - b. Mengkaji dan mengusulkan kebijakan kepatuhan atau prinsip-prinsip kepatuhan yang akan ditetapkan oleh Direksi.
 - c. Menetapkan sistem dan prosedur kepatuhan yang akan digunakan untuk menyusun ketentuan dan pedoman internal Bank.
 - d. Mengkomunikasikan kebijakan dan prosedur kepada unit kerja/karyawan melalui Surat Edaran atau internal memo maupun internal *email*.
 - e. Memastikan bahwa seluruh kebijakan, ketentuan, sistem, dan prosedur, serta kegiatan usaha yang dilakukan Bank telah sesuai dengan ketentuan Otoritas Jasa Keuangan berdasarkan prinsip kehati-hatian Bank, tata kelola perusahaan yang baik dan peraturan perundang-undangan.
 - f. Meminimalkan Risiko Kepatuhan Bank.
 - g. Melakukan berbagai upaya perbaikan dan penyempurnaan terhadap ketentuan internal serta mekanisme sistem pelaporan dan pengendalian intern.
 - h. Melakukan tindakan pencegahan agar kebijakan dan/atau keputusan yang diambil Direksi Bank tidak menyimpang dari ketentuan Otoritas Jasa Keuangan dan peraturan perundang-undangan.
 - i. Melakukan tugas-tugas lain yang terkait dengan Fungsi Kepatuhan, antara lain memantau dan menjaga kepatuhan Bank terhadap komitmen yang dibuat oleh Bank kepada Otoritas Jasa Keuangan maupun otoritas pengawas lainnya yang berwenang.
- 2. Tugas dan tanggung jawab tersebut tidak menghilangkan hak dan kewajiban Direktur yang Membawahkan Fungsi Kepatuhan sebagai anggota Direksi Bank sebagaimana diatur dalam Undang-Undang tentang Perseroan Terbatas.**
- 3. Direktur yang Membawahkan Fungsi Kepatuhan harus memenuhi persyaratan independensi dan kriteria lain yaitu:**
 - a. Tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham, dan/atau hubungan keluarga sampai derajat kedua dengan anggota Dewan Komisaris, Direksi, dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank yang

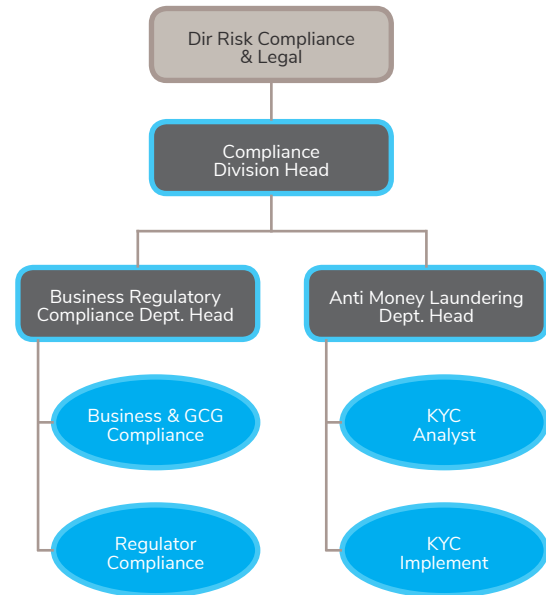
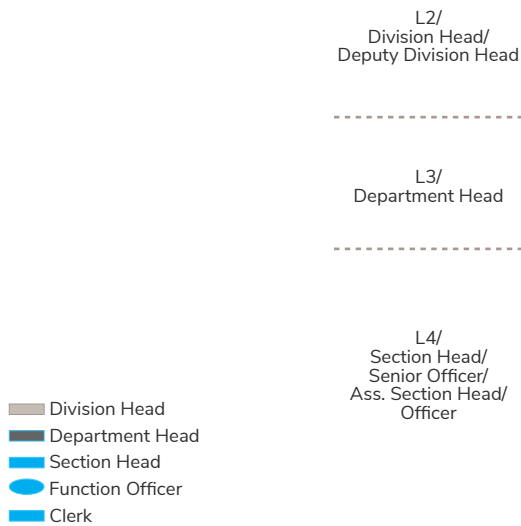
considering compliance issues are so broad in scope and dynamically changing.

4.1.4. Director Responsible for the Compliance Function

- 1. Duties and responsibilities of the Director Responsible for the Compliance Function are:**
 - a. Formulate strategies to encourage the creation of the Bank's Compliance Culture.
 - b. Study and recommend compliance policy or principles to be endorsed by the Board of Directors.
 - c. Establish the compliance systems and procedures to be utilized to formulate the Bank's internal rules and guidelines.
 - d. Communicate the policies and procedures to unit and employees through Circular Letter or internal memos as well as internal email.
 - e. Ensure that all policies, regulations, systems and procedures, as well as business activities conducted by the Bank are in accordance with the provisions of Financial Services Authority based on the principle of prudence, Good Corporate Governance, and the prevailing legislations.
 - f. Minimize the Bank's Compliance Risk.
 - g. Improve and refine the internal regulations and the mechanisms for reporting and internal control systems.
 - h. Take precautions to ensure that policies and/or decisions made by the Board of Directors of the Bank do not deviate from the provisions of Bank Indonesia and the prevailing legislations.
 - i. Perform other tasks related to the compliance function, among others, monitor and maintain the Bank's compliance to the commitments made by the Bank to the Financial Services Authority as well as other related supervisory authorities.
- 2. The duties and responsibilities does not eliminate the rights and obligations of the Director in charge of the Compliance Function as a member of the Board of Directors of the Bank as stipulated in the Law on Limited Liability Companies.**
- 3. Director Responsible in charge of the Compliance Function shall meet the independence requirement and other criteria, namely:**
 - a. Has no financial relationship, stewardship, share ownership, and/or family relationship up to the second degree with members of the Board of Commissioners, the Board of Directors, and/or Controlling Shareholders or any relationship

- dapat mempengaruhi kemampuannya untuk bertindak independen.
- b. Tidak ada rangkap jabatan dengan Direktur Utama dan/atau Wakil Direktur Utama.
 - c. Tidak membawahkan fungsi-fungsi:
 - 1) Bisnis dan operasional (kegiatan penghimpunan dan/atau penyaluran dana dan kegiatan keagenan).
 - 2) Manajemen risiko yang melakukan pengambilan keputusan pada kegiatan usaha Bank.
 - 3) Treasury.
 - 4) Keuangan dan akuntansi.
 - 5) Logistik dan pengadaan barang/jasa.
 - 6) Teknologi informasi.
 - 7) Audit Intern.
 - d. Memiliki integritas dan pengetahuan yang memadai mengenai ketentuan Otoritas Jasa Keuangan dan peraturan perundang-undangan.
4. **Struktur Organisasi unit kerja/Divisi Dibawah Direktur yang Membawahkan Fungsi Kepatuhan untuk Tahun 2017 berdasarkan SK Direksi Nomor 05.12/S.Kep-Dir-HCD/JTRUST/I/2017 tertanggal 05 Januari 2017, di mana Direktur Kepatuhan membawahi Divisi Compliance, Divisi Corporate Legal & Litigation, dan Satuan Kerja Manajemen Risiko (SKMR).**
 5. Dalam melaksanakan tugas dan tanggung jawabnya di Direktorat Kepatuhan, Direktur yang Membawahkan Fungsi Kepatuhan dibantu oleh Kepala Divisi Kepatuhan (*Compliance Division Head*) yang membawahi Satuan Kerja Kepatuhan yang meliputi Departemen *Business Regulatory Compliance*, dan Departemen *Anti Money Laundering*.
 6. Berdasarkan SK Direksi Nomor 05.06/S.Kep-DIR-HCD/JTRUST/I/2017 tertanggal 05 Januari 2017, struktur organisasi Divisi Kepatuhan (*Compliance Division*) PT Bank JTrust Indonesia Tbk adalah sebagai berikut:
 - a. with the Bank that may affect its ability to act independently.
 - b. No concurrent positions with the President Director and/or Vice President Director.
 - c. Not responsible for the following functions:
 - 1) Business and Operations (activities of collection and/or distribution of funds and agency related activities).
 - 2) Risk management, taking decision for the Bank's business activities.
 - 3) Treasury.
 - 4) Finance and accounting.
 - 5) Logistics and goods/services procurement.
 - 6) Information Technology.
 - 7) Internal Audit.
 - d. Have integrity and a sufficient knowledge of the regulations of Bank Indonesia and the prevailing legislation.
4. The Organizational Structure under the Director responsible for the compliance function for 2017 based on the Board of Directors Decree (SK) No. 05.12/S.Kep-Dir-HCD/JTRUST/I/2017 dated January 5, 2017, where the Director of Compliance oversees the Compliance Division, Corporate Legal & Litigation Division, and Risk Management Work Unit.
 5. In carrying out its duties and responsibilities, the Director in charge of the Compliance Function is assisted by the Compliance & Legal Division Head with the Compliance & Legal Deputy Division Head in charge of the Legal work unit, Compliance Unit (includes the Business & GCG Compliance unit and the Regulatory Compliance unit), as well as the Anti-Money Laundering Department.
 6. Based on Directors Decree No. 05.06/S.Kep-DIR-HCD/JTRUST/I/2017 dated January 5, 2017, the following is the organizational structure of PT Bank JTrust Indonesia Tbk is as follows:

Divisi Compliance Compliance Division



7. Kepala Divisi/Satuan Kerja Kepatuhan (*Compliance Division Head*)

Kepala Satuan Kerja Kepatuhan atau Kepala Divisi Kepatuhan (*Compliance Division Head*) PT Bank JTrust Indonesia Tbk telah memenuhi kriteria yaitu:

- Memenuhi persyaratan independensi.
- Menguasai ketentuan Otoritas Jasa Keuangan dan peraturan perundang-undangan.
- Tidak melaksanakan tugas lain di luar Fungsi Kepatuhan atau tidak merangkap jabatan struktural lain.
- Memiliki komitmen yang tinggi untuk melaksanakan dan mengembangkan Budaya Kepatuhan (*compliance culture*).

Pengangkatan, pemberhentian, atau penggantian Kepala Divisi Kepatuhan (*Compliance Division Head*) telah dilaporkan kepada Bank Indonesia/OJK yang mengacu ketentuan pelaporan bagi Pejabat Eksekutif mengenai Bank Umum.

8. Divisi/Satuan Kerja Kepatuhan

Satuan Kerja Kepatuhan mempunyai kedudukan setingkat Divisi dan bertanggung jawab kepada Direktur yang Membawahkan Fungsi Kepatuhan sebagai unit kerja yang bersifat independen yaitu:

- Dibentuk secara tersendiri di Kantor Pusat Bank, namun melaksanakan tugasnya di seluruh jaringan kantor Bank.

7. Compliance Division Head

The Compliance Division Head of PT Bank JTrust Indonesia must meet the following criteria:

- Meets the independence requirement.
- Understand the Financial Services Authority regulations and the prevailing legislation.
- Does not perform other duties beyond the compliance function or does not hold any other structural position.
- Have a strong commitment to implement and develop the compliance culture.

The appointment, dismissal, or replacement of the Compliance Division Head has been reported to Bank Indonesia/OJK, referring to the reporting requirements on Executive Officers of Commercial Banks.

8. Compliance Division/Work Unit

The Compliance Unit has a Division level position and is responsible the Director in charge of the Compliance Function as an independent work unit, namely:

- Established as an independent unit in the Bank's Head Office, but carry out its duties throughout the branch network of the Bank.

- b. Bebas dari pengaruh satuan kerja lainnya.
- c. Mempunyai akses langsung pada Direktur yang Membawahkan Fungsi Kepatuhan.

Pejabat dan staf di Divisi/Satuan Kerja Kepatuhan tidak ditempatkan pada posisi menghadapi *conflict of interest* dalam melaksanakan tanggung jawab Fungsi Kepatuhan.

Dalam rangka melaksanakan Fungsi Kepatuhan Bank, Divisi/Satuan Kerja Kepatuhan memiliki tugas dan tanggung jawab antara lain:

- a) Membuat langkah dalam rangka mendukung terciptanya Budaya Kepatuhan pada seluruh kegiatan usaha Bank pada setiap jenjang organisasi.
- b) Berkoordinasi dengan Satuan Kerja Manajemen Risiko untuk melakukan identifikasi, pengukuran, pemantauan, dan pengendalian terhadap Risiko Kepatuhan dengan mengacu pada ketentuan Otoritas Jasa Keuangan mengenai Penerapan Manajemen Risiko bagi Bank Umum.
- c) Menilai dan mengevaluasi efektivitas, kecukupan, dan kesesuaian kebijakan, ketentuan, sistem maupun prosedur yang dimiliki oleh Bank dengan ketentuan peraturan perundang-undangan.
- d) Melakukan kaji ulang dan/atau merekomendasikan pengkinian dan penyempurnaan kebijakan, ketentuan, sistem maupun prosedur yang dimiliki oleh Bank agar sesuai dengan ketentuan Otoritas Jasa Keuangan dan ketentuan peraturan perundang-undangan.
- e) Melakukan upaya untuk memastikan bahwa kebijakan, ketentuan, sistem dan prosedur, serta kegiatan usaha Bank telah sesuai dengan ketentuan Otoritas Jasa Keuangan dan ketentuan peraturan perundang-undangan.
- f) Melakukan tugas lain yang terkait dengan Fungsi Kepatuhan, antara lain:
 - 1) Memastikan kepatuhan komitmen Bank kepada Otoritas Jasa Keuangan maupun otoritas pengawas lain yang berwenang.
 - 2) Sosialisasi/pelatihan kepada seluruh pegawai Bank mengenai ketentuan yang berlaku terkait dengan fungsi Kepatuhan.
 - 3) Bertindak sebagai narahubung (*contact person*) untuk permasalahan kepatuhan Bank bagi pihak internal maupun eksternal.
- g) Melakukan *Compliance Checklist* secara on-site atas aktivitas yang berkaitan dengan perizinan pembukaan/relokasi/penutupan dan peningkatan status jaringan kantor.

- b. Free from the influence of other work units.
- c. Has direct access to the Director in charge of the Compliance Function.

Officers and staff of the Compliance Division/Work Unit are not assigned in the position which faces conflict of interest in carrying out their compliance function responsibilities.

In implementing the Bank's compliance function, the duties and responsibilities of Compliance Division include:

- a. Take steps to support the creation of compliance culture in all Bank's business activities at every level of the organization.
- b. Coordinating with the Risk Management Unit for the identification, measurement, monitoring, and control of the Compliance Risk with reference to Financial Services Authorities Regulation concerning the Implementation of Risk Management for Commercial Banks.
- c. Assessing and evaluating the effectiveness, adequacy, and suitability of policies, regulations, and systems and procedures of the Bank with the prevailing legislations.
- d. Reviewing and recommending update and refinement of policies, regulations, and systems and procedures of the Bank to comply with Financial Services Authorities regulations and the prevailing legislations.
- e. Ensuring that the policies, regulations, systems and procedures, as well as business activities of the Bank are in accordance with the provisions of Financial Services Authorities and the prevailing legislations.
- f. Performing other tasks related to the Compliance Function, among others:
 - 1. Ensuring compliance with the Bank's commitment to Financial Services Authorities or other relevant supervisory authorities.
 - 2. Disseminating/training to all employees of the Bank regarding the applicable provisions relating to the Compliance function.
 - 3. Acting as the contact person for the Bank's compliance issues for internal and external parties.
- g. Conduct Compliance Checklist of on-site activities related to the licensing of the opening/relocation/closure and improvement of the status of the office network.

4.1.5. Program Kerja Pelaksanaan Fungsi Kepatuhan Bank

Sesuai dengan tugas dan tanggung jawab Direktur yang Membawahkan Fungsi Kepatuhan, selama tahun 2017, Satuan Kerja Kepatuhan telah melaksanakan Fungsi Kepatuhan Bank pada seluruh unit kerja sebagai berikut:

1. Pemantauan tingkat kepatuhan Bank terhadap seluruh ketentuan dan peraturan perundang-undangan yang berlaku sebagai berikut:
 - a) Indikator kepatuhan Bank dari perkembangan masing-masing faktor yang dimonitor menunjukkan keadaan antara lain:

4.1.5. Work Program Relating to the Implementation of the Bank's Compliance Function

In accordance with the duties and responsibilities of the Director in charge of Compliance Function, during 2017, the Compliance Function Work Unit has implemented the Bank's Compliance Function throughout the work units as follows:

1. Monitoring the level of the Bank's compliance to all applicable rules and regulations as follows:
 - a) The Bank's compliance indicators on development of each factor monitored indicate the following conditions:

Faktor-Faktor yang Dimonitor Monitored Factors	Indikator/Rasio Indicator/Ratio		Keterangan Description
	Semester I Posisi Juni 2017 June 2017 Position	Semester II Posisi Desember 2017 December 2016 Position	
Rasio Kecukupan Modal (Capital Adequacy Ratio/CAR) untuk Risiko Kredit, Operasional & Pasar Capital Adequacy Ratio/CAR (Credit, Operational & Market Risk)	15,86%	14,15%	Patuh Comply
Batas Maksimum Pemberian Kredit (BMPK) Legal Lending Limit BMPK Kredit LLL Credit: Pelanggaran Violation Pelampauan Exceedance	Nil Nil	Nil Rp7.064 juta million	Patuh Comply Masih terdapat pelampauan BMPK, namun terus diupayakan agar di tahun 2018 dapat diselesaikan. There was exceedance of LLL but efforts continue to resolve the issue in 2018
BMPK Surat Berharga LLL Securities Pelanggaran Violation Pelampauan Exceedance	Nil Nil	Nil Nil	Patuh Comply Patuh Comply
Posisi Devisa Neto (PDN) Net Open Position (NOP)	3,51%	3,58%	Patuh, sesuai ketentuan maksimal 20% Comply, in accordance with the maximum limit of 20%
Kualitas Aktiva Produktif (KAP)/ Non Performing Loan (NPL): Earnings Asset Quality/ Non Performing Loan (NPL):			
NPL Gross	4,69%	2,94%	Patuh, sesuai ketentuan di bawah 5% Comply, in accordance with the limit of under 5%
NPL Net	3,12%	1,53%	Patuh, sesuai ketentuan di bawah 5% Comply, in accordance with the limit of under 5%

Faktor-Faktor yang Dimonitor Monitored Factors	Indikator/Rasio Indicator/Ratio		Keterangan Description
	Semester I Posisi Juni 2017 June 2017 Position	Semester II Posisi Desember 2017 December 2016 Position	
Giro Wajib Minimum (GWM) Minimum Statutory Reserves (GWM):			
GWM Rupiah Primer Primary Reserve in Rupiah	6,67%	9,93%	Patuh, sudah sesuai ketentuan Comply as required
GWM Rupiah Sekunder Secondary Reserve in Rupiah	19,04%	13,85%	Patuh, sesuai ketentuan min.4% Comply with the minimum provision at 4%
GWM Rupiah LDR/LFR Reserve in Rupiah LDR/LFR	Nil	Nil	Patuh, sesuai ketentuan rasio LDR Target (78% - 92%) Comply with the provision on LDR ratio Target (78% - 92%)
GWM Valas Reserves in Foreign Currencies	10,23%	9,63%	Patuh, sudah sesuai ketentuan minimal 8% Comply in accordance with BI provision (minimum of 8%)
Tingkat Kesehatan Bank (TKB) Bank Soundness Level (TKB)	3 (cukup sehat) 3 (fairly healthy)	3 (cukup sehat) 3 (fairly healthy)	Peringkat Komposit TKB sesuai penilaian OJK Composite TKB rating as per OJK assessment
Profil Risiko Bank The Risk Profile:			
Profil Risiko Risk Profile	3	2	
Risiko Inheren Inherent Risk	Moderate	Low To Moderate	Trend peringkat komposit membaik Stable/fixed composite rating trend
Kualitas Penerapan Manajemen Risiko Risk Management Implementation Quality	Fair	Satisfactory	

b) Masih terdapat sanksi peringatan/teguran, administrasi dan denda terhadap proses dan penyampaian Laporan Rutin Bank kepada Regulator selama periode Tahun 2017, sebagai berikut:

b) There are penalty of warning/reprimand, administrative and fines to the process and submission of routine Bank reports to the Regulator during the 2017 period, among others:

Waktu Pembebanan Denda Penalty Imposition Date	Periode Pelaporan Denda Reporting Penalty Period	Jumlah Sanksi Number of Sanction	Keterangan Sanksi Description of Sanction	Nominal Denda Nominal of Penalty (Rp)
Maret 2017 March 2017	Februari 2017 February 2017	1	Sanksi terlambat koreksi Online LBU data Februari 2017 (KY 83/1101804) Late penalty for revision of Online LBU data February 2017 (KY 83/1101804)	100.000
April 2017 April 2017	Februari 2017 February 2017	1	Sanksi Administratif berupa denda atas keterlambatan pelaporan transaksi efek periode Februari 2017 Administrative sanction in the form of penalty for late reporting of securities transactions in February 2017	20.000

Waktu Pembebanan Denda Penalty Imposition Date	Periode Pelaporan Denda Reporting Penalty Period	Jumlah Sanksi Number of Sanction	Keterangan Sanksi Description of Sanction	Nominal Denda Nominal of Penalty (Rp)
Juni 2017 June 2017	Juni 2017 June 2017	1	Sanksi denda karena terlambat menyampaikan koreksi laporan secara online tanggal 1-5 Juni 2017, namun baru disampaikan pada tanggal 06 Juni 2017 Penalty on late submission of revision of online report for June 1-5, 2017, being submitted on June 06, 2017	100.000
Juli 2017 July 2017	Juni 2017 June 2017	1	Sanksi denda atas temuan 1 (satu) transaksi yg menggunakan TTC tidak sesuai dengan ketentuan yg telah ditetapkan oleh BI sesuai dengan SE No. 18/8/DPSP tgl. 2 Mei 2016 Penalty on findings of 1 (one) transaction using TTC not in alignment with BI provisions in SE No. 18/8/DPSP dated May 2, 2016	123.000
September 2017 September 2017	Juli 2017 July 2017	1	Penyampaian koreksi laporan bulanan bank umum (LBU) secara offline bulan data Juli 2017 Submission of offline revision of the monthly Commercial Bank Report (LBU) for data of July 2017	650.000
September 2017 September 2017	Juni 2017 June 2017	1	Kesalahan 34 item pada LBBUK periode data Minggu IV Juni 2017 (melanggar ketentuan PBI No. 13/19/PB/2011 tgl 22 September 2011 pasal 20 ayat 5) Mistakes on 34 items of the LBBUK for the data period 4th Week June 2017 (in violation of PBI No. 13/19/PB/2011 dated September 22, 2011 article 20 point 5)	1.700.000
September 2017 September 2017	Agustus 2017 August 2017	1	Penyampaian data LHBU Form 407 -Posisi saldo pinjaman Luar negeri jangka pendek secara tidak benar posisi data tanggal 14 Agustus 2017 (Melanggar ketentuan PBI No. 13/8/PBI/2011 tanggal 04 Februari 2011 dan pasal 16 ayat 5) Submission of incorrect LHBU Form 407 data - balance of short-term overseas loans - for data position at August 14, 2017 (in violation of PBI No. 13/8/PBI/2011 dated 04 February 2011 and article 16 point 5)	150.000
Agustus 2017 August 2017	Desember 2016 December 2017	1	Sanksi denda atas koreksi laporan LHBU mengenai mata uang dasar (Melanggar ketentuan PBI No. 13/8/PBI/2011 tanggal 04 Februari 2011 tentang LHBU) Penalty on revision of LHBU on base currency (in violation of PBI No. 13/8/PBI/2011 dated February 04, 2011 on LHBU)	50.000

Waktu Pembebanan Denda Penalty Imposition Date	Periode Pelaporan Denda Reporting Penalty Period	Jumlah Sanksi Number of Sanction	Keterangan Sanksi Description of Sanction	Nominal Denda Nominal of Penalty (Rp)
Oktober 2017 October 2017	September 2017 September 2017	1	Sanksi denda atas keterlambatan pelimpahan penerimaan Negara dari rekening kas Negara pada J Trust Bank ke Rekening Sub RKUN Direktorat Pengelolaan Kas Negara pada Bank Indonesia Nomor 500000005980 Penalty on late transfer of State Revenue from State account at J Trust Bank to Account Sub RKUN Direktorat Pengelolaan Kas Negara at Bank Indonesia Number 500000005980	1.234.434
November 2017 November 2017	Juli 2017 July 2017	1	Sanksi Denda atas 65 item kesalahan pada LBBUK periode data Minggu IV Juli 2017 Penalty on mistakes of 65 items on LBBUK for data period 4 th Week July 2017	3.250.000
Desember 2017 December 2017	November 2017 November 2017	1	Pelanggaran atas penyampaian LHBU Form 301-Laporan Perdagangan Surat Berharga di Pasar Sekunder di luar batas waktu pelaporan Violation on submission of LHBU Form 301 - Report of Trading in Marketable Securities in the Secondary Market outside the time limit for reporting	250.000
Desember 2017 December 2017	November 2017 November 2017	1	Pelanggaran pelaporan Sistem Informasi Debitur sesuai dengan (Ref.: PBI No. 9/14/PBI/2007 tanggal 30 November 2017 Violation Debtor Information System reporting in accordance with PBI No. 9/14/PBI/2007 dated November 30, 2017	150.500.000
TOTAL		12		158.127.434

- c) Mengingatkan *Compliance Report Monitoring* (CRM) secara lebih intensif kepada setiap unit kerja terkait, agar pelaporan dapat disampaikan secara akurat dan tepat waktu, sehingga terhindar dari adanya teguran, sanksi dan denda.
- d) Proses analisa kredit perlu dilakukan secara lebih optimal termasuk monitoring kredit serta pemenuhan kelengkapan data, di mana masih terdapat beberapa hal yang tidak dicantumkan/diinformasikan antara lain:
- a. Belum dipenuhi aspek keuangan, antara lain: belum dimintakan laporan keuangan *inhouse*, analisa berdasarkan laporan keuangan *inhouse* yang juga perlu dipastikan tersedianya informasi berdasarkan dokumen pendukung verifikasi.
 - c) Reminds the submission of the Compliance Monitoring Report (CRM) in a more intensive manner to all relevant work units, ensuring reports are delivered accurately and in a timely manner, in order to avoid sanctions and fines.
 - d) The process of credit analysis needs to be more optimal including credit monitoring and fulfillment of data completeness, where there are still some data that are not included/informed, among others:
 - a. Financial aspects have not been fulfilled, among others: not yet requested inhouse financial statements, analysis based on inhouse financial statements also need to be ensured that the available information are based on verified supporting documents.

- b. Belum dipenuhi aspek legalitas, antara lain: Legalitas usaha yang diberikan tidak lengkap atau sudah jatuh tempo, jatuh tempo SHGB tidak dicantumkan dalam NAK, jaminan aset belum dilakukan balik nama atas nama calon debitur, jaminan deposito tidak diikat gadai hanya diblokir, dan *Inventory* di gudang tidak diikat Fiducia.
 - c. Belum dipenuhi aspek KYC, antara lain: perusahaan termasuk kategori *high risk profile* yang harus menuntut pemantauan secara ketat dan pelaporan STR apabila transaksi nasabah dipandang mencurigakan, dan pada *internet checking* agar diperhatikan adanya berita negatif terkait dengan calon debitur.
 - e) Aktivitas Bidang Operasional yang perlu mendapatkan perhatian antara lain:
 - a. Dilakukan secara optimal pengkinian dan dokumentasi secara lengkap terhadap Surat Keputusan, *Job Desk* dan surat-surat penunjukan.
 - b. Meningkatkan kualitas sistem pengendalian intern dengan meningkatkan kemampuan/pemahaman, *monitoring*, dan fungsi *control Operation Officer* terhadap SOP yang berlaku dalam pelaksanaan operasional/transaksi perbankan di Kantor Cabang/Capem/Kas.
 - f) Aktivitas Bidang *Treasury* yang perlu mendapatkan perhatian antara lain Bank senantiasa perlu mengikutsertakan para pegawai yang menjalankan aktivitas *Treasury* dalam program sertifikasi kompetensi *Treasury* sebagaimana hal ini diwajibkan oleh Bank Indonesia.
 - g) Selama tahun 2017 kejadian *fraud* yang signifikan lebih banyak dilakukan oleh pihak eksternal (debitur), sedangkan yang dilakukan oleh pihak internal adalah kejadian *fraud* dengan nominal lebih kecil dari Rp100 juta.
 - h) Bekerja sama dengan unit kerja SKAI dalam menindaklanjuti hasil temuan Tim Pengawas OJK yang masih belum diselesaikan maupun temuan Hasil Audit internal yang dilakukan SKAI pada seluruh unit kerja di Kantor Pusat dan seluruh Kantor Cabang/Capem.
2. Melakukan pemantauan atas aktivitas yang berkaitan dengan perizinan pembukaan/relokasi/penutupan dan peningkatan status jaringan kantor yaitu melalui:
 - a) Penyusunan *Compliance Checklist* persiapan kantor untuk memastikan kesiapan fisik gedung, kesiapan sumber daya manusia dan kesiapan aktiva yang akan digunakan sebelum pengajuan permohonan izin kepada Otoritas Jasa Keuangan/Bank Indonesia.
 - b) Koordinasi dengan *project manager* (Unit Kerja terkait yang berwenang).
- b. Legality aspects have not been fulfilled, such as: The business legality provided is incomplete or due, the SHGB due date is not included in the NAK, the names on the collateral asset has not been transferred on behalf of the debtor candidate, the guarantee deposit is not binded, only blocked, and *Inventory* in the warehouse is not filed fiduciary.
 - c. KYC aspects have not been fulfilled, among others: companies that are included as in the high risk profile category that demand strict monitoring and STR reporting if the customer transactions are considered suspicious, and on internet checking need to be noted any negative news related to prospective debtor.
 - e) Operational activities that need attention include:
 - a. Performed optimally documentation updating and completion of Decision Letter, Job Desk and letter of appointment.
 - b. Improve the quality of internal control systems through improved ability/understanding, monitoring, and control functions of Operation Officer on the applicable SOP in the implementation of banking operations/ transaction in Branch/Sub-Branch/Cash Offices.
 - f) Treasury activities that need attention, among other things, the Bank always needs to include employees who perform Treasury activities in the certification program of Treasury competency as required by Bank Indonesia.
 - g) During 2017, Internal Fraud cases were significantly more committed by external parties (debtors), while the cases that were committed by internal party were fraud cases with nominal value less than Rp100,000,000 (one hundred million).
 - h) Cooperation with the Internal Audit unit to follow up the findings of the OJK Supervisory Team that have not been resolved and Internal Audit findings conducted by the Internal Audit Unit on all work units at the Head Office and all Branch/Sub-Branch Offices.
2. Monitoring activities related to the licensing of opening/relocation/closure and improving the status of the office network through:
 - a) Preparation of the Compliance Checklist to ensure the physical readiness of buildings, human resources readiness and assets readiness to be used prior to the submission of application for license to Financial Services Authority/Bank Indonesia.
 - b) Coordinate with project manager (related authorized Work Unit).

- c) Melakukan *review* dokumen yang akan disampaikan kepada Otoritas Jasa Keuangan/Bank Indonesia.
- d) Melakukan kunjungan (*on-site*) sekaligus untuk melihat dan memastikan kesiapan sarana dan prasarana ke lokasi kantor yang diajukan permohonannya kepada Otoritas Jasa Keuangan/Bank Indonesia.

- c) Reviewing the documents to be submitted to Financial Services Authority/Bank Indonesia.
- d) On site visit to ensure the readiness of facilities and infrastructure to the location on which the application license has been filed to Financial Services Authority/Bank Indonesia.

Sampai dengan periode Desember 2017 PT Bank JTrust Indonesia Tbk telah mengajukan Pembukaan maupun Relokasi, Penutupan, dan Peningkatan/ Penurunan Status Jaringan Kantor yang telah disetujui oleh Otoritas Jasa Keuangan/Bank Indonesia dan telah diklasifikasikan dengan rincian:

Up to December 2017 PT Bank JTrust Indonesia Tbk has proposed Opening or Relocation, Closure, and Change in status of Network of Branch Office that has been approved by the Financial Services Authority/Bank Indonesia classified as follows:

Keterangan Description	Status Januari s/d Desember 2017 Disetujui Bank Indonesia/OJK Status January to December 2017 Approved by Bank Indonesia/OJK		Proses Persetujuan Approval Process	Belum Dapat Disetujui Waiting for Approval
	Business Plan	Realisasi Realization		
Pembukaan Kantor Branch Opening	KC Balikpapan	Done, 16 Oktober 2017 Done, October 16, 2017	Surat Izin OJK No. S-318/PB.12/2017 tanggal 15 September 2017 OJK Permit No. S-318/PB.12/2017 dated September 15, 2017	-
	KC Lampung	Carry forward 2018	-	-
	KC Pontianak	Carry forward 2018	-	-
	KC Jayapura	Batal	-	-
	KC Cirebon	Carry forward 2018	-	-
	KC Malang	Carry forward 2018	-	-
	KF Kuta	Batal	-	-
	KF Mikro	Batal	-	-
	KK Papaya Melawai	Done, 10 Januari 2017 Done, January 10, 2017	Surat Laporan Pelaksanaan No. 20.03/S-DIR-GLD/JTrust/II/2017 Letter of Implementation Report No. 20.03/S-DIR-GLD/JTrust/II/2017	-
	KK Bali – Seminyak	Carry forward 2018	-	-
	KK Cikarang	Done, 29 Desember 2017 Done, December 29, 2017	Surat laporan Pelaksanaan No. 22.03/S-DIR-PPD/JTrust/VI/2017 Letter of Implementation Report No. 22.03/S-DIR-PPD/JTrust/VI/2017	-
	KK Pasar Atom	Batal	-	-
	KK Cakung	Done, 2 Oktober 2017 Done, October 2, 2017	Surat laporan Pelaksanaan No. 22.03/S-DIR-PPD/JTrust/VI/2017 Letter of Implementation Report No. 22.03/S-DIR-PPD/JTrust/VI/2017	-

Keterangan Description	Status Januari s/d Desember 2017 Disetujui Bank Indonesia/OJK Status January to December 2017 Approved by Bank Indonesia/OJK		Proses Persetujuan Approval Process	Belum Dapat Disetujui Waiting for Approval
	Business Plan	Realisasi Realization		
Relokasi Kantor Office Relocation	KC Karawang	Done, 25 September 2017 Done, September 25, 2017	Surat Izin OJK No. S-47/ PB.1211/2017 OJK Permit No. S-47/PB.1211/2017	-
	KCP Surabaya – Kertajaya	Carry forward 2018	-	-
	KC Makassar - Ahmad Yani	Carry forward 2018	Surat Permohonan Izin No. 05.04/S. DIR-BID/I TRUST/XII/2017 tanggal 5 Desember 2017 Permit Application Letter No. 05.04/S.DIR-BID/I TRUST/XII/2017 dated December 5, 2017	-
	KC Pangkal Pinang	Carry forward 2018	Surat Permohonan Izin No. 11.01/S. DIR-BID/I TRUST/XII/2017 tanggal 11 Desember 2017 Permit Application Letter No. 11.01/S.DIR-BID/I TRUST/XII/2017 dated December 11, 2017	-
	KC Batam	Carry forward 2018	-	-
	KC Medan – Putri Hijau	Batal Cancelled	-	-
	KCP Palembang – Sudirman	Carry forward 2018	Surat Permohonan Izin No. 21.01/S. DIR-BID/I TRUST/XI/2017 tanggal 21 November 2017 Permit Application Letter No. 21.01/S.DIR-BID/I TRUST/XI/2017 dated November 21, 2017	-
	KC Tomang	Batal Cancelled	-	-
	KCP Sunter	Batal Cancelled	-	-
	KCP Klender	Batal Cancelled	-	-
KCP Hayam Wuruk	Carry forward 2018	-	-	

Keterangan Description	Status Januari s/d Desember 2017 Disetujui Bank Indonesia/OJK Status January to December 2017 Approved by Bank Indonesia/OJK		Proses Persetujuan Approval Process	Belum Dapat Disetujui Waiting for Approval
	Business Plan	Realisasi Realization		
Penutupan Kantor Office Closing	Kantor Wilayah I Regional Office I Kantor Wilayah II Regional Office II Kantor Wilayah III Regional Office III Kantor Wilayah IV Regional Office IV	Done, 2 Desember 2017 Done, December 2, 2017	Surat Izin No. S.65/PB.3112/2017 tanggal 14 Desember 2017 Permit Letter No. S.65/ PB.3112/2017 dated December 14, 2017	-
Peningkatan/ Penurunan Status Upgrade/ Downgrade Status	KC Tanah Abang KC Fatmawati KC Tomang KC Kelapa Gading Boulevard	Carry forward 2018	-	-

Sampai dengan periode akhir Desember 2017 jumlah jaringan kantor menjadi sebanyak 45 kantor dengan perincian sebagai berikut:

Up to December 2017 the number of branch network of 45 offices is as follows:

Jenis Kantor	Jumlah Total		Type of Office
	Sampai dengan Juni 2017 Up to June 2017	Sampai dengan Desember 2017 Up to December 2017	
Kantor Wilayah	4	-	Regional Office
Kantor Cabang	21	22	Branch Office
Kantor Cabang Pembantu	20	20	Sub Branch Office
Kantor Kas	1	3	Cash Office
Total	42	45	Total

- Mengikuti proses pengambilan keputusan manajemen bank dengan mengkaji/menguji terlebih dahulu terhadap setiap rencana/rancangan peraturan intern Bank maupun kebijakan/keputusan manajemen apakah telah patuh pada ketentuan dan perundang-undangan yang berlaku, serta memberikan arahan dan saran dalam mengikuti proses Rapat Komite Kredit (RKK), Rapat Teknis, Rapat penetapan Suku Bunga Dasar Kredit (SBDK), Rapat ALCO, Rapat Penyusunan Kebijakan dan SOP, dan rapat-rapat lainnya.
- Melakukan pemantauan penerapan kebijakan dan prosedur kepatuhan (*compliance procedure*) kegiatan operasi Bank pada setiap satuan kerja/Divisi terkait, yang memberikan "*Compliance Opinion*" atas penerapan kebijakan dan prosedur kepatuhan seperti permohonan masukan/opini dari Divisi/unit kerja lain dalam rangka persiapan peluncuran produk dan aktivitas baru agar tidak menyimpang dari ketentuan yang berlaku.
- Participate in the bank's management decision-making process by reviewing/testing prior to any plan/draft regulations as well as the Bank's internal policy/management decisions to determine compliance level to the prevailing rules and legislations, as well as providing guidance and recommendations in the Credit Committee Meeting (RKK), Technical Meeting, Prime Lending Rate (SBDK) Meeting, ALCO Meeting, Policy and SOP Formulation Meeting, and other meeting processes.
- To monitor the implementation of policies and procedures for compliance (*compliance procedure*) of the Bank's operations in each related business unit/division, which provides "*Compliance Opinion*" on the application of compliance policies and procedures such as application for input/opinions from other Division/Work Unit, in preparation for the launching of new products and activities, therefore not deviating from the prevailing provisions.

5. Mensosialisasikan kesadaran kepatuhan untuk seluruh jajaran insan JTrust Bank dalam rangka pengembangan Budaya Kepatuhan (*Compliance Culture*) dengan:
 - a) Melaksanakan sosialisasi dan pelatihan yang terkait dengan prosedur, peraturan dan ketentuan yang berlaku yang diselenggarakan secara internal bank maupun oleh pihak eksternal di tempat pelatihan yang ditentukan kepada seluruh karyawan di unit kerja/Divisi, Kantor Wilayah, Kantor Cabang/Capem/Kas, antara lain pelatihan terkait dengan APU-PPT, tata kelola perusahaan yang baik/GCG, Kepatuhan, dan lain-lain.
 - b) Rapat Budaya setiap hari Rabu oleh seluruh Divisi/unit kerja, Kantor Wilayah, dan Kantor Cabang/Capem/Kas yang senantiasa mengingatkan karyawan untuk melaksanakan aktivitas kinerja sesuai dengan prosedur, ketentuan, dan peraturan yang berlaku.
 - c) Menumbuh-kembangkan budaya kepatuhan terhadap prinsip kehati-hatian serta pengelolaan risiko di lingkungan PT Bank JTrust Indonesia Tbk, antara lain:
 - a. Meningkatkan citra Bank kepada pihak pemangku kepentingan (*Stakeholders*) dengan mengembangkan penerapan budaya kepatuhan secara konsisten, dengan mematuhi peraturan dan kebijakan yang ditetapkan oleh regulator/eksternal maupun internal pada setiap unit kerja/lingkungan kerja.
 - b. Memastikan bahwa suatu rencana, kebijakan dan atau keputusan yang akan diambil oleh Manajemen tetap memperhatikan prinsip kehati-hatian (*prudential banking*) dan tata kelola perusahaan yang baik.
 - c. Memantau dan menjaga/memastikan kepatuhan Bank terhadap seluruh perjanjian dan komitmen yang dibuat oleh Bank kepada Otoritas Jasa Keuangan maupun otoritas pengawas lain yang berwenang.
 - d. Melakukan pembinaan dan/atau pelatihan terhadap penerapan program Anti Pencucian Uang (APU) dan Pencegahan Pendanaan Terorisme (PPT) sesuai dengan ketentuan yang berlaku.
 - e. Memantau dan melakukan pengkinian data nasabah, termasuk di dalamnya pemantauan terhadap kelengkapan data *mandatory* atas pembukaan CIF/Rekening baru sesuai dengan data yang telah disampaikan oleh seluruh Kantor Cabang/Capem/Kas.
 - f. Melaksanakan Sertifikasi kompetensi termasuk *refreshment* bagi seluruh Pejabat/Staff sesuai dengan jenjang jabatan.
 - g. Mengirimkan personil Bank untuk mengikuti seminar dan pelatihan yang terkait dengan ketentuan dan peraturan perbankan yang berlaku.
5. Socialization for awareness of compliance to all level of employees of J Trust Bank in order to embed Compliance Culture with:
 - a) Implement socialization and training associated with the applicable procedures, rules and regulations, organized internally by the bank and by external parties in a designated training location to all employees in the work unit/division, Regional Office, Branch Office/Sub-Branch Office/Cash office, among others training associated with AML-TPP, Good Corporate Governance/GCG, compliance, and others.
 - b) Culture Meeting every Wednesday by all Division/Work Unit, Regional Office, and Branch/Sub-Branch Office/Cash Office constantly reminding employees to carry out performance activities in accordance with the prevailing procedures, rules and regulations.
 - c) Grow and develop the compliance culture towards the prudence principles as well as risk management at PT Bank JTrust Indonesia Tbk, among others:
 - a. Improve the image of the Bank to the Stakeholders by developing a consistent compliance culture implementation, in compliance with the rules and policies set by the regulators/external or internal in each work unit/work environment.
 - b. Ensure that a plan, policy or decision to be taken by the management takes into account the prudence principle (prudential banking) and Good Corporate Governance.
 - c. Monitor and maintain/ensure the Bank's compliance to all agreements and commitments made by the Bank to Financial Services Authority or another competent supervisory authority.
 - d. Counselling and/or training on the application of the Anti-Money Laundering (AML) and Combating the Financing of Terrorism (PPT) program in accordance with the applicable regulations.
 - e. Monitor and update customer data, including monitoring on the completeness of the data for the opening of CIF/New accounts are in accordance with the data that has been submitted by all Branch/Sub-Branch/Cash Offices.
 - f. Implement competency Certification including refreshment for all Officers/Staff in accordance with the level of position.
 - g. Sending personnel to attend seminars and trainings related to applicable banking rules and regulations.

6. Pengelolaan Risiko Kepatuhan Bank yang baik dan tepat waktu diharapkan dapat meminimalisir dampak risiko sedini mungkin agar sejalan dengan penerapan manajemen risiko yang telah berjalan di Bank secara keseluruhan.

- a) Risiko Kepatuhan yang dihadapi
 - a. Pelampauan BMPK debitur PT. Sinar Central Sandang sebesar 1.98% dari total modal dan Bank telah menyampaikan *action-plan* kepada OJK mengenai rencana tindak-lanjut penyelesaian pelampauan BMPK tersebut.
 - b. Pengenaan sanksi denda atas penyampaian Laporan kepada Regulator baik karena faktor keterlambatan maupun koreksi *data-error*.
 - c. Ketentuan Bank Indonesia tentang Sertifikasi Manajemen Risiko terhadap pejabat Bank untuk Direksi telah terpenuhi, namun sebagian Pejabat Eksekutif (Kepala Divisi) yang diwajibkan masih dalam proses sertifikasi/*refreshment* sedangkan level dibawahnya telah memenuhi ketentuan.
- b) Mitigasi Risiko Kepatuhan yang Telah Dilaksanakan
 - a. Pengawasan aktif Dewan Komisaris dan Direksi dalam pemantauan terhadap Kepatuhan Bank melalui Laporan yang disampaikan secara rutin oleh *Compliance Division*, seperti Laporan Pemantauan Kepatuhan, Laporan Uji Kepatuhan di bidang Kredit, dan Laporan yang terkait di bidang Tata Kelola.
 - b. Peningkatan fungsi unit kepatuhan untuk memastikan bahwa Bank sudah melaksanakan kepatuhan sesuai dengan ketentuan dari regulator, salah satunya melalui *Compliance Report Monitoring* secara lebih sistematis, dan mengevaluasi secara berkelanjutan.
 - c. Untuk pelampauan BMPK, Bank telah menyusun *Action Plan* dalam menyelesaikan permasalahan pelampauan BMPK tersebut.
 - d. Denda yang diakibatkan *cleansing* data pelaporan Sistem Informasi Debitur (SID) tahun 2016 sehingga mengakibatkan adanya beberapa data yang belum sesuai dengan dengan Bank Indonesia antara lain data NIK & KTP debitur, dan tindak lanjut yang akan dilakukan Bank adalah melakukan perbaikan data pada Laporan SLIK (aplikasi baru pengganti SID) di periode laporan Desember 2017, dan dilakukan validasi internal Bank sebelum dilakukan pengiriman ke Bank Indonesia.
- c) Pengukuran Profil Risiko untuk Risiko Kepatuhan

Hasil dari penilaian (Assessment) OJK atas *Compliance Risk* yang menjadi bagian dari Laporan *Risk Profile* Bank tahun 2017 telah disampaikan sebagai berikut:

6. The management of the Bank's Compliance Risk in an adequate and timely manner is expected to minimize the impact of risk as early as possible, to be in line with the risk management implementation, which has been implemented in the Bank comprehensively.

- a) Compliance Risk faced
 - a. Excess of LLL by borrower PT. Sinar Central Sandang amounting to 1.98% of total capital and Bank has submitted the action plan to OJK regarding the follow-up for settling the LLL limit.
 - b. The imposition of fine sanction on the submission of Report to the Regulator either due to factors delay or data-error correction.
 - c. Bank Indonesia regulation on Risk Management Certification to the Bank's Board of Directors officials have been fulfilled, but the certification for several required Executive Officer (Head of Division) are still in the certification/refreshment process, while the level below has fulfilled the provision.
- b) Implemented Compliance Risk Mitigation
 - a. Active supervision of the Board of Commissioners and Directors in monitoring the Bank Compliance through regular reports submitted by the Compliance Division, such as the Compliance Monitoring Reports, Compliance Assessment Report in the field of credit, and such GCG Report.
 - b. Increased compliance unit functions to ensure that the Bank has implemented compliance in accordance with the provisions of the regulator, one of which through the Compliance Monitoring Report in a more systematic manner, and evaluating on an ongoing basis.
 - c. For the exceedance of the LLL, the Bank has formulated the Action Plan to resolve the LLL exceedance issue.
 - d. Fines resulting from the cleansing of Debtor Information System (SID) reporting in 2016 resulting some data not in accordance with Bank Indonesia, among others, NIK & KTP data of debtor, and the follow-up to be performed by Bank is to improve data on SLIK Report (new application substituting SID) in the reporting period December 2017, and perform internal Bank validation before the delivery to Bank Indonesia.
- c) Assessing the Risk Profile for Compliance Risk

Results of the OJK's Assessment on Compliance Risk as part of the Bank's Risk Profile Reports 2017 has been submitted as follows:

No	Periode/Posisi Penilaian Period/Assessment Position	Peringkat Komposit Profil Risiko Composite Risk Profile Rating	Trend	Peringkat Risiko Inheren Inherent Risk Rating	Trend	Peringkat Kualitas Penerapan Manajemen Risiko Risk Management Quality Rating	Trend
1.	Triwulan 2/Juni 2017 2 nd Quarter/June 2017	Moderate	Tetap Fixed	Moderate	Tetap Fixed	Fair	Tetap Fixed
2.	Triwulan 4/Desember 2017 4 th Quarter/December 2017	Moderate	Tetap Fixed	Moderate	Tetap Fixed	Fair	Tetap Fixed

7. Menyampaikan laporan secara berkala kepada OJK tentang pelaksanaan tugas Direktur yang Membawahkan Fungsi Kepatuhan dalam bentuk:
- Laporan Rencana kerja kepatuhan, yang dimuat dalam rencana bisnis Bank.
 - Laporan khusus mengenai kebijakan dan/atau keputusan Direksi yang menurut Direktur yang Membawahkan Fungsi Kepatuhan telah menyimpang dari ketentuan Bank Indonesia/OJK dan/atau peraturan perundang-undangan.
 - Laporan kepatuhan, yang ditandatangani oleh Direktur yang Membawahkan Fungsi Kepatuhan dan disampaikan secara semesteran (setiap periode Juni dan Desember) serta disajikan secara komparatif dalam 2 (dua) periode laporan dengan tembusan kepada Dewan Komisaris dan Direktur Utama. Selama tahun 2017 telah disampaikan Laporan Kepatuhan kepada OJK dengan perincian sebagai berikut:

Laporan Kepatuhan Compliance Report	Nomor Surat Letter No.	Tanggal Surat Letter Date
Semester I	No.28.10/S.Dir-CPD/JTRUST/VII/2017	28 Juli 2017 July 28, 2017
Semester II	No.18.13/S.Dir-CPD/JTRUST//2018	18 Januari 2018 January 18, 2018

8. Untuk meningkatkan efektivitas penerapan program APU dan PPT sesuai dengan Peraturan Otoritas Jasa Keuangan Nomor 12/POJK.01/2017 tanggal 16 Maret 2017 dan Surat Edaran Otoritas Jasa Keuangan Nomor 32/SEOJK.03/2017 tanggal 22 Juni 2017, Bank telah melakukan hal sebagai berikut:
- Menyusun Rencana Kerja (*Action Plan*) penerapan program APU dan PPT Tahun 2018.
 - Memberikan opini/*review* terkait penerapan APU dan PPT terhadap produk dan/atau aktivitas baru, yaitu:
 - Melakukan Revisi terhadap Buku Kebijakan APU dan PPT J Trust Bank melalui SK Direksi Nomor 31.01/S.Kep-Dir-CPD/JTrust/VIII/2017 tanggal 31 Agustus 2017 sesuai dengan POJK Nomor 12/POJK.01/2017 dan SE OJK Nomor 32/SEOJK.03/2017 tentang Penerapan Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme di Sektor Perbankan.

7. Deliver periodic reports to the OJK on the implementation of the tasks of the Director responsible for Compliance Function in the form of:
- Report of compliance work plan which is contained in the Bank's business plan.
 - A special report on the policies and/or the Board of Directors' decision that according to the Director in charge of the Compliance Function notwithstanding the provisions of Bank Indonesia/OJK and/or prevailing legislation.
 - Compliance report, signed by the Director in charge of the Compliance Function and submitted biannually (every period in June and December) and are presented comparatively in two (2) reporting period with a copy to the Board of Commissioners and the Board of Directors. During the year 2017 Compliance Report to OJK was submitted with details as follows:

8. To improve the effectiveness of the implementation of the AML and PFT program in accordance with Financial Services Authority Regulation No. 12/POJK.01/2017 dated March 16, 2017 and Financial Services Authority Circular Letter No. 32/SEOJK.03/2017 dated June 22, 2017, the Bank has conduct the following:
- Prepare action plan form program implementation APU and PPT year 2018.
 - Provide opinion/*review* in connection to the APU and PPT implementation on new products and/or activities, that is:
 - Revising the APU and PPT J Bank Policy Books through the Decree of the Board of Directors No. 31.01/S.Kep-Dir-CPD/JTrust/VIII/2017 dated August 31, 2017 pursuant to POJK No. 12/POJK.01/2017 and Financial Services Authority Circular Letter No. 32/SEOJK.03/2017 on the Implementation of Anti-Money Laundering and Counter-Terrorism Financing Program in the Banking Sector.

- b. Menyampaikan Rencana Kerja Bidang APU dan PPT melalui RKAP tahun 2018 kepada *Planning Performance Division* pada tanggal 29 September 2017.
 - c. Pendampingan saat kunjungan *oversight review cycle* yang dilakukan oleh MoneyGram ke beberapa cabang J Trust Bank pada bulan September 2017.
 - d. Memberikan tanggapan atas pertanyaan-pertanyaan dari Cabang terkait materi Refreshment APU dan PPT selama triwulan 3 tahun 2017 (CDD, EDD dan KYE) pada tanggal 15 September 2017.
 - e. Opini melalui *e-mail* mengenai Tipe Penggolongan nasabah pada Sistem *Equation* kepada Cabang Mangga Dua pada tanggal 12 Juli 2017.
 - f. Penyampaian Opini terhadap temuan OJK Cabang Makassar terkait dokumen NPWP pada tanggal 24 November 2017.
 - g. Penyampaian Opini atas permohonan deviasi atas penemuan DMTL Cabang Kelapa Gading pada tanggal 27 Desember 2017.
- 3) Menjawab surat dan atau pemenuhan permintaan data/informasi dari KPK, PPATK dan Kantor Pajak yang terkait dengan proses hukum, serta korespondensi kepada Pihak Eksternal, yaitu:
- a. Kantor Pajak
Menindaklanjuti permintaan Direktorat Jenderal Pajak melalui beberapa kantor pajak di Indonesia untuk memblokir/permintaan informasi rekening sebanyak 56 permintaan, sesuai pengecekan terdapat 3 rekening di antaranya pernah terdaftar sebagai nasabah, namun telah melakukan penutupan rekening, dan 53 rekening tidak terdaftar.
 - b. PPATK
Menindaklanjuti Permintaan PPATK sebanyak 10 permintaan terkait data profil dan transaksi nasabah dalam rangka kepentingan analisis PPATK.
 - c. KPK
Menindaklanjuti permintaan KPK untuk memblokir rekening/permintaan informasi rekening sebanyak 7 permintaan, namun sesuai pengecekan identitas yang diminta terdapat 1 yang terdaftar sebagai Nasabah dan 6 tidak terdaftar sebagai Nasabah.
 - d. Menindaklanjuti permintaan *AML Questionnaire* dari Bank Koresponden sebanyak 6 *Questionnaire*.
Dalam menindaklanjuti permintaan data/informasi atau pemblokiran rekening nasabah yang diminta oleh KPK, Kantor Pajak atau PPATK, UKPN Kantor Pusat telah melakukan koordinasi dengan divisi terkait dan Kantor
- b. Submit the APU and PPT Working Plan through RKAP 2018 to Planning Performance Division on September 29, 2017.
 - c. Accompany during the oversight review cycle conducted by MoneyGram to several branches of J Trust Bank in September 2017.
 - d. Respond to questions from Branches relating to APU and PPT Refreshment materials during Q3-2017 (CDD, EDD and KYE) on September 15, 2017.
 - e. Opinion via e-mail on the Client Classification Unit on System Equation to Mangga Dua Branch on July 12, 2017.
 - f. Submit Opinion to the findings of OJK of Makassar Branch related to NPWP document on November 24, 2017.
 - g. Submit Opinion on the deviation request for the discovery of DMTL Kelapa Gading Branch on December 27, 2017.
- 3) Respond to letter and/or fulfillment of data/information request from KPK, PPATK and Tax Office related to legal process, and correspondence to External Parties, namely:
- a. Tax office
Following the request of the Directorate General of Taxation through several tax offices in Indonesia to block/request account information as many as 56 requests, according to the check there are 3 accounts among them that were registered as a customer, but has closed the account, and 53 accounts were not listed.
 - b. PPATK
Following up on PPATK Requests on as many as 10 requests related to customer profile and transaction data in the interest of PPATK analysis.
 - c. KPK
Following up on KPK request to block account/demand account information as many as 7 requests, but as per the identity check requested there are 1 registered as customer and 6 were not registered as customer.
 - d. Following the request of AML Questionnaire from the Correspondent Bank as many as 6 Questionnaire.
In following up requests for data/information or customer account blocking requested by KPK, Tax Office or PPATK, UKPN Head Office has

Cabang/Capem/Kas untuk mencegah keterlambatan pelaporan sesuai dengan ketentuan.

- 4) Sosialisasi/Pelatihan Reguler APU dan PPT, yaitu:
 - a. *Refreshment* Materi Penerapan APU dan PPT melalui *e-learning*, mekanisme penyampaian materi dilakukan melalui *e-mail* ke seluruh cabang setiap bulan, kemudian cabang diminta untuk mendiskusikan materi tersebut, membuat daftar hadir dan notulen serta menyampaikan tanggapan maupun pertanyaan dari materi tersebut kepada *AML Department-Compliance Division*.
 - b. *Training* Induksi kepada Karyawan baru yang akan di tempatkan di Cabang dengan metode tatap muka/*class room*.
- 5) Kewajiban Pelaporan, antara lain:

coordinated with related division and Branch Office/Sub Branch Office/Cash to prevent delay in reporting in accordance with the provisions.

- 4) Socialization/APU and PPT Regular Training, namely:
 - a. Refreshment of APU and PPT Implementation Material through e-learning, the delivery of materials is e-mailed to all branches every month, then branches are requested to discuss the material, make attendance lists and minutes and submit responses or questions from the material to AML Department- Compliance Division.
 - b. Training Induction to new employees who will be placed in the Branch by face-to-face/class room method.
- 5) Reporting Obligations, among others:

Jenis Laporan Type of Report	Periode Period	
	Semester II (Juli 2017 s/d Desember 2017) July 2017 - December 2017)	Semester I (Januari 2017 s/d Juni 2017) January 2017 - June 2017)
LTKM/STR	24 laporan report	24 laporan report
LTKT/CTR	1.998 laporan report	1.938 laporan report
LTKL/IFTI	2.997 laporan report	3.794 laporan report
SIPESAT	3.882 nasabah customers	2.621 nasabah customers
Penundaan transaksi nasabah kepada PPKATK	2	Nihil

Keterangan | Note:

LTKM/STR : Laporan Transaksi Keuangan Mencurigakan | Suspicious Transaction Report

LTKT/CTR : Laporan Transaksi Keuangan Tunai | Cash Transaction Report

LTKL/IFTI : Laporan Transaksi Keuangan dari dan ke LN | International Fund Transfer Instruction

SIPESAT : Sistem Informasi Pengguna Jasa Terpadu | Integrated Services User Information System

- 6) Distribusi/penyebaran Data Daftar Teroris dari Otoritas Jasa Keuangan/Polri kepada seluruh kantor cabang melalui mekanisme *upload* dan pengecekan secara otomatis ke *database* nasabah untuk mendeteksi kemungkinan kesamaan/kemiripan nama/profil yang dilakukan di sistem Smart AML.
- 7) Kegiatan Lainnya, yaitu:
 - a. Melakukan pemantauan terhadap penerapan APU dan PPT di Kantor Cabang/Capem, antara lain:
 1. *Reminder* setiap bulan kepada seluruh cabang terkait Penyampaian data realisasi pengkinian data Nasabah tahun 2017.
 2. *Review* terhadap Kelengkapan Data *Mandatory CIF* untuk pembukaan nasabah baru setiap bulan.

- 6) Distribution of Terrorist List Data from the Financial Services Authority/Police to all branch offices via mechanisms of automatic uploading and checking to the customer database to detect possible similarities/ names/profiles performed on the Smart AML system.
- 7) Other Activities, namely:
 - a. Monitoring the application of APU and PPT at Branch Office/Sub Branch Office, among others:
 1. Monthly Reminders to all related branches on Submission of data realization update to Customer data 2017.
 2. Review of Complete Mandatory CIF Data on new customer opening every month.

4.2. Fungsi Audit Intern

Fungsi Audit Internal perusahaan merupakan salah satu komponen GCG yang ikut berperan aktif dalam membentuk dan meningkatkan lingkungan pengendalian perusahaan. Dalam hal ini Satuan Kerja Audit Internal (SKAI) PT Bank JTrust Indonesia Tbk merupakan Independen unit yang tidak memihak dalam menjalankan tugasnya, meliputi aktivitas *Assurance* dan *Consulting* bidang *Risk/Control* yang didisain untuk dapat memberikan nilai tambah, dapat meningkatkan operasional, membantu dan mengamankan pencapaian Rencana Bisnis Bank (RBB) dengan cara melakukan evaluasi efektivitas dan meningkatkan fungsi *Control*, *Risk Management* dan *Governance Process*.

Dalam rangka pelaksanaan peran tersebut diatas, SKAI berperan sebagai *Strategic Business Partner* bagi semua unit kerja dan unit kerja telah merasakan manfaat keberadaan SKAI bagi pengamanan dan peningkatan bisnis.

Saat ini SKAI di PT Bank J Trust Indonesia Tbk dikepalai oleh Sdr. Edi Alpian, Warga Negara Indonesia, berdomisili di Jl. Taman Malaka Utara II Blok C8/7 Rt.007/12, Jakarta Timur dan menjabat sebagai Kepala SKAI sejak bulan April 2017. Memiliki pengalaman di dunia perbankan lebih dari 19 tahun maupun instansi pemerintah selama 5 tahun. Selain memiliki latar belakang pendidikan Sarjana Ekonomi Akuntansi, beliau juga memegang sertifikasi profesi internasional dari GARP dan sertifikasi nasional (QIA, Manajemen Risiko level 4).

Sebelum bergabung dengan PT Bank JTrust Indonesia Tbk pernah berkarir di beberapa bank maupun instansi pemerintah seperti PT Bank MNC Internasional, Tbk (kepala SKAI), PT Bank Internasional Indonesia, Tbk (*Deputy Division Head Audit Credit*), Badan Penyehatan Perbankan/BPPN (*Team Leader Audit Bank Restructuring*), PT Bank Dana Asia/Danamon Central Asia (*Regional Audit Head*), PT Bank Indo Monex (*Supervisor Operational & Credit Audit*), KAP –KPMG (*Supervisor Audit*).

Dalam rangka menjaga independensi fungsi audit intern, secara struktur organisasi posisi SKAI berada dibawah langsung dan melapor kepada Direktur Utama, dan mempunyai garis koordinasi dengan Dewan Komisaris melalui Komite Audit. SKAI berperan membantu Direktur

4.2. Internal Audit Function

Internal Audit Function of a company is one component of GCG that plays an active role in shaping and improving the company's control environment. In this case, Internal Audit Unit (SKAI) of PT Bank JTrust Indonesia Tbk is an independent unit and impartial in carrying out its duties, including the activity of Assurance and Consulting on Risk/Control, which is designed to provide added value, improve operations, assist and secure the process of achieving the Bank's Business Plan (RBB) through evaluating the effectiveness and improving the function of Control, Risk Management and Governance Process.

In order to implement the above, the role of SKAI is to be the Strategic Business Partner for all work units and ensure these units benefit from SKAI for security and business improvement.

Currently, the SKAI in PT Bank JTrust Indonesia Tbk is headed by Mr. Edi Alpian, Indonesian citizen, domiciled in Jl. Taman Malaka Utara II Blok C8/7 Rt.007/12, East Jakarta and has served as SKAI Head since April 2017. Having experience in the banking industry for more than 19 years and government agencies for 5 years. In addition to his education background in Bachelor of Accounting Economics, he also holds an international profession certification from GARP and national certification (QIA, Risk Management level 4).

Prior to joining PT Bank JTrust Indonesia Tbk, his career was in several banks and government agencies such as PT. Bank MNC Internasional, Tbk (head of SKAI), PT Bank Internasional Indonesia, Tbk (Deputy Division Head Audit Credit), Bank Restructuring Agency/BPPN (Team Leader Audit Bank Restructuring), PT. Bank Dana Asia/Danamon Central Asia (Regional Audit Head), PT Bank Indo Monex (Supervisor Operational & Credit Audit), KAP-KPMG (Audit Supervisor).

In order to maintain the independence of the internal audit function, the position of Internal Audit under the direct and reports to the President Director, and has a line of co-ordination with the Board of Commissioners through the Audit Committee. SKAI acts as the eyes and ears of

Utama dalam menjabarkan hasil pengawasannya dalam hal proses pengendalian Intern (SPI), manajemen risiko dan tata kelola perusahaan. Posisi, kewenangan, tanggung jawab, profesionalisme, organisasi, dan cakupan tugas SKAI telah mengacu pada Standar Pelaksanaan Fungsi Audit Intern (SPFAIB) yang ditetapkan dalam Peraturan Bank Indonesia Nomor 1/6/PBI/1999 tanggal 20 September 1999 tentang Penugasan Direktur Kepatuhan (*Compliance Director*) dan Penerapan Standar Pelaksanaan Fungsi Audit Intern Bank Umum dan POJK No. 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal.

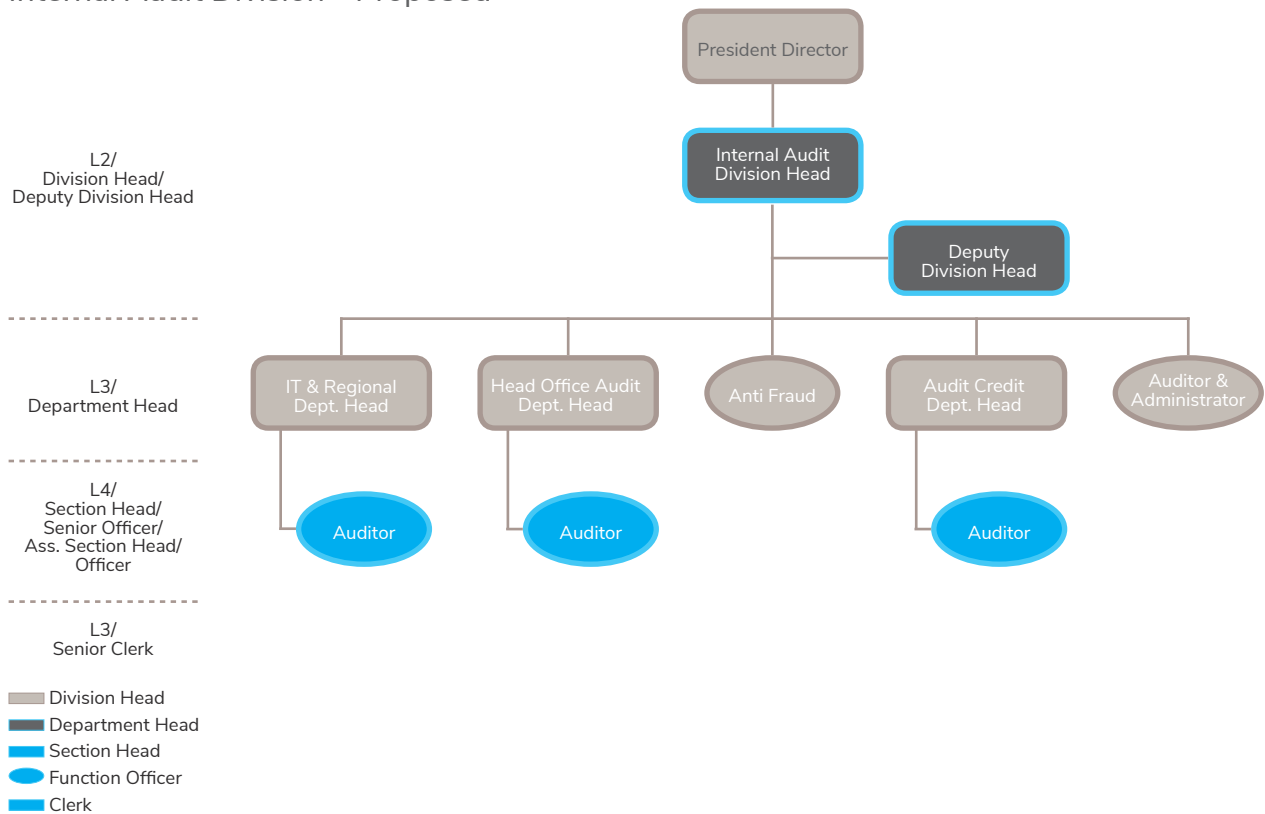
the President Director on enforcing the Internal Control System (SPI) and securing the Bank's operational activities associated with the activity of raising funds, credit, charge and fee-based income. Position, authority, responsibility, professionalism, organization, and the scope of duties of SKAI refers to the Internal Audit Implementation Standards (SPFAIB) stipulated in Bank Indonesia Regulation No. 1/6/PBI/1999 dated September 20, 1999 on the Assignment of Compliance Director and the Implementation of Internal Audit Standards for Commercial Banks and POJK No. 56/POJK.04/2015 on the Establishment and Guidelines for the Preparation of the Charter of the Internal Audit Unit.

Struktur Organisasi Satuan Kerja Audit Intern (SKAI) PT Bank JTrust Indonesia Tbk Tahun 2017

Organizational Structure of the 2017 Internal Audit Unit (SKAI) of PT Bank JTrust Indonesia Tbk

Internal Audit Division - Proposed

Internal Audit Division - Proposed



SKAI membantu Bank dalam mencapai tujuan dengan pendekatan yang sistematis dan disiplin dalam mengevaluasi dan meningkatkan efektivitas manajemen risiko, pengendalian *intern/control* serta GCG. Aktivitasnya mencakup bidang-bidang operasional, kredit, teknologi, dan sistem informasi serta fungsi-fungsi pendukung di Kantor Pusat. Dalam menjalankan tugasnya, SKAI berwenang mengakses semua fungsi, catatan, properti dan karyawan Bank sesuai penugasan audit tanpa dibatasi oleh pihak manapun.

Piagam Audit Internal (*Internal Audit Charter*)

Internal Audit Charter adalah dokumen formal yang mendefinisikan: Tujuan, Aktivitas SKAI, Kewenangan dan Tanggung Jawab SKAI dalam Organisasi, termasuk hubungannya dengan Direksi dan Dewan Komisaris. Kepala SKAI bertanggung jawab langsung kepada Direktur Utama dan mempunyai garis koordinatif kepada Komite Audit untuk mengkomunikasikan hasil-hasil kerja SKAI kepada Direksi dan Komisaris. SKAI PT Bank JTrust Indonesia Tbk bertugas membantu Direktur Utama dan Dewan Komisaris untuk memastikan kelengkapan dan efektivitas Sistem Pengendalian Intern (SPI), membuat *Annual Audit Plan* yang harus disetujui oleh Direktur Utama dan pelaksanaannya dimonitor oleh Dewan Komisaris melalui Komite Audit.

Dalam menetapkan pandangan dan pemikirannya, Kepala Divisi Internal Audit (SKAI) diberikan ruang yang bebas dan obyektif serta bebas dari tekanan pihak manapun (*independence*), sehingga terhindar dari benturan kepentingan (*conflict of interest*) atas obyek atau kegiatan yang diperiksanya.

Sesuai Peraturan Otoritas Jasa Keuangan No. 56/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Audit Internal dan Peraturan Bank Indonesia No. 1/6/PBI/1999 tanggal 20 September 1999 perihal Penugasan Direktur Kepatuhan (*Compliance Director*) dan Penerapan Standar Pelaksanaan Fungsi Audit Intern Bank (SPFAIB), maka dalam pembentukan dan pelaksanaan tugasnya, Divisi Internal Audit telah membuat dan melaksanakan Piagam Audit Internal yang memuat Kedudukan, Visi, Misi, Ruang Lingkup, Independensi, Kode Etik, Akuntabilitas, Tanggung Jawab, Wewenang, Tidak Memihak, dan Standar Praktek Audit Intern. Piagam Audit Internal dikaji ulang secara berkala setiap tahun atau sewaktu-waktu apabila diperlukan, di mana kaji ulang terakhir telah dilakukan pada tanggal 21 September 2016.

Dalam melaksanakan audit, SKAI membuat analisa dan penelitian di bidang keuangan, akuntansi, operasional dan kegiatan lainnya melalui pemeriksaan/audit secara *on-site*

SKAI assist the Bank in achieving its objectives through a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, internal control and corporate governance. Its activities cover the areas of operational, credit, technology, and information systems and support functions from Headquarters. In performing its duties, Internal Audit is authorized to access all functions, records, property and employees of the Bank in accordance with the audits without being restricted by any party.

Internal Audit Charter

Internal Audit charter is a formal document defining: Objectives, Activities of SKAI, Authority and Responsibility of SKAI within the Organization, including its relationship with the Board of Directors and Board of Commissioners. The Head of the Internal Audit Unit is directly responsible to the President Director and has a coordinating line to the Audit Committee to communicate results to the Board of Directors and Board of Commissioners. SKAI of PT Bank JTrust Indonesia Tbk is responsible for assisting the President Director and the Board of Commissioners to ensure the completeness and effectiveness of the Internal Control System (SPI), preparing the Annual Audit Plan, which must be approved by the President Director, and its implementation is monitored by the Board of Commissioners through the Audit Committee.

In setting views and thoughts, the Head of the Internal Audit Division (SKAI) is given the independence to avoid conflict of interest on the audited objects or activities.

In accordance with the Regulation of the Financial Services Authority No. 56/POJK.04/2015 dated December 23, 2015 on the Establishment and Guidelines for Formulating Internal Audit Charter and Bank Indonesia Regulation No. 1/6/PBI/1999 dated September 20, 1999, concerning the Assignment of Compliance Director and Standard Implementation Function of Bank Audit Intern (SPFAIB), therefore in establishing and executing its duties, the Internal Audit Division has created and implemented the Internal Audit Charter containing Position, Vision, Mission, Scope, Independence, Code of Conduct, Accountability, Responsibility, Authority, impartial, and Audit Intern Standards Practice. The Internal Audit Charter is periodically reviewed annually or at any time as necessary, whereby the final review has been made on September 21, 2016.

In performing the audit, SKAI formulates analysis and research in the fields of finance, accounting, operations and other activities through on-site inspection/audit and

dan pemantauan secara *off-site*, serta memberikan saran perbaikan dan informasi obyektif tentang kegiatan yang perlu mendapat perhatian khusus oleh semua tingkatan manajemen, juga mampu mengidentifikasi segala kemungkinan untuk memperbaiki dan meningkatkan efisiensi penggunaan sumber daya dan dana.

Audit dilakukan dengan metodologi *Risk Based Audit* bertujuan untuk melakukan evaluasi kelengkapan dan penilaian keandalan/efektivitas dari SPI untuk dapat meminimalisir risiko, di samping itu temuan audit akan digunakan sebagai dasar dalam melakukan *corrective action* atas kelemahan SPI dan meningkatkan *risk awareness* petugas dalam mengendalikan pekerjaan yang ditangani.

Kualifikasi/Sertifikasi Profesi Audit Internal dan Pelatihan

Untuk meningkatkan kompetensi Audit Internal secara berkesinambungan sehingga memberikan nilai tambah (*value added*) bagi perusahaan, maka selama tahun 2016 – 2017 seluruh Auditor telah diikutsertakan dalam program pelatihan dan sertifikasi.

Sampai dengan tahun 2017, Audit Internal telah memperoleh berbagai kompetensi baik internasional maupun nasional seperti International Certificate in Banking Risk dari GARP, CBIA (Certified Bank Internal Audit), Qualified Internal Audit (QIA), sertifikasi Manajemen Risiko level 1 – 4. Untuk terus meningkatkan kompetensi auditor SKAI secara berkesinambungan sehingga mampu menjalankan fungsi audit intern secara profesional, maka kualifikasi/sertifikasi profesi yang diperlukan bagi auditor SKAI adalah:

- Semua SDM SKAI telah mempunyai Sertifikasi Manajemen Risiko *level 1* untuk Auditor *level 2* untuk Tim Leader, *Level 3* untuk Department Head, dan *4* untuk Kepala SKAI.
- Selain itu, untuk mendukung kompetensi teknis, SKAI telah mempunyai 5 (lima) orang auditor yang mempunyai *Certified Bank Internal Audit* dari LSPP.
- Selain mengikuti proses sertifikasi profesi, seluruh auditor juga telah diikutkan dalam berbagai *training* baik yang terkait dengan aktivitas audit maupun operasional bank (credit, IT, dan lain-lain).

Seiring dengan dinamika perusahaan, SKAI dituntut untuk melakukan penyesuaian yang berkelanjutan agar mampu mempertahankan standar kinerja. Untuk itu PT Bank JTrust Indonesia Tbk senantiasa mengikutsertakan petugas dan pejabat SKAI ke pelatihan baik internal maupun eksternal agar diperoleh kualifikasi yang:

- a. Memiliki pengetahuan yang memadai secara umum dan teknis dalam bidang tugas yang relevan dengan spesialisasinya.
- b. Mempunyai perilaku yang independen, jujur, obyektif, tekun dan loyal.

off-site monitoring, as well as providing suggestions for improvement and objective information on activities that need special attention by the management at all levels. In addition, SKAI also identifies every possible improvement and increases efficient use of resources and funds.

Audits are conducted through the Risk Based Audit methodology, which aims to evaluate the completeness and reliability of assessment/effectiveness of SPI in order to minimize risk. In addition, the audit findings are used as the basis for corrective action on weaknesses of SPI and to improve the risk awareness of personnel in managing the job at hand.

Internal Audit Professional Qualifications/Certification and Training

To continuously improve the Internal Audit's competence in order to provide added value on the company, during 2016 - 2017 all auditors have been included in the training and certification programs.

Up to 2017, the Internal Audit has acquired a wide range of international and national competencies such as the Certified Bank Internal Audit, Qualified Internal Audit (QIA), Risk Management Certification Level 1 - 4. To continuously improve the competence of SKAI auditors in a sustainable manner and able to manage the internal audit function professionally, SKAI requires the following professional qualifications/certifications, namely:

- All SKAI HR possess Risk Management Certification level 1 for Auditor level 2 for Team Leader, Level 3 for the Department Head, and level 4 for SKAI Head.
- In addition, to support technical competence, SKAI has five (5) auditors with the Certified Bank Internal Audit from LSPP.
- In addition on taking the professional certification process, all auditors have also been included in trainings both related to audit activities as well as bank operations (credit, IT, etc.).

In line with the company's dynamics, SKAI is required to perform continuous adjustments to be able to maintain performance standards. Accordingly, PT Bank JTrust Indonesia Tbk include officers and management of SKAI in both internal and external training in order to obtain qualifications:

- a. Have adequate knowledge of general and technical tasks in relevant to the field of specialty.
- b. Independent, honest, objective, diligent, and loyal.

- c. Memiliki kemampuan mempertahankan kualitas profesi yang profesional.
- d. Memiliki kecakapan interaksi dan komunikasi secara lisan maupun tulisan.
- e. Dapat meningkatkan perannya menjadi konsultan dan catalyst.

Evaluasi atau Kaji Ulang Pelaksanaan Audit Intern Bank

Untuk melakukan evaluasi atau kaji ulang atas hasil kerja SKAI Bank dan kepatuhannya terhadap Standar Pelaksanaan Fungsi Audit Intern Bank (SPFAIB) serta perbaikan yang mungkin dilakukan sesuai dengan ketentuan dalam Peraturan Bank Indonesia yang berlaku, maka paling kurang setiap tiga tahun sekali dilakukan evaluasi atau kaji ulang oleh auditor/pihak eksterne, yang terakhir telah dilakukan pada tahun 2016 untuk periode audit 2013–2016 dan dinyatakan bahwa SKAI telah memenuhi ketentuan SPFAIB. Untuk evaluasi/kaji ulang periode berikutnya atas hasil kerja SKAI Bank dan kepatuhannya terhadap Standar Pelaksanaan Fungsi Audit Intern Bank (SPFAIB) akan dilaksanakan pada tahun 2019.

Tujuan dan Tahapan Pelaksanaan Audit Intern Bank

SKAI dalam melaksanakan tugasnya terutama untuk memastikan terlaksananya SPI yang bertujuan untuk:

- a. Memastikan pengamanan dana masyarakat, meliputi deposito, giro, tabungan serta dana pihak ketiga lainnya.
- b. Pengamanan Assets berupa audit atas Kualitas Aktiva produktif (kredit) melalui audit unit kerja pengelola kredit dan *Loan Review (end to end process)* untuk memastikan bahwa proses kredit (Inisiasi, Analisa, Keputusan, Pencairan dan *Monitoring*) telah dilakukan secara *prudent*.
- c. Pencapaian tujuan dan sasaran kegiatan operasional yang telah ditetapkan, pemanfaatan sumber daya secara ekonomis dan efisien, efektif dan mengawasi kegiatan tertentu seperti kegiatan sistem teknologi informasi (*Core Banking, Opics, Trade Innovation, Swift*, dan lain-lain).
- d. Kebenaran dan keutuhan informasi, termasuk pencatatan kewajiban Bank dan rekening administratif yang akurat, lengkap dan tepat waktu.
- e. Kepatuhan terhadap kebijakan, rencana, prosedur, hukum dan peraturan, termasuk penilaian aspek-aspek yang dapat mempengaruhi Tingkat Kesehatan Bank.
- f. Penilaian *awareness* lini manajemen/supervisi terhadap 5 (lima) komponen SPI.

- c. Able to maintain the quality of professional profession.
- d. Have interaction and communication skills both oral and writing.
- e. Able to increase its role as a consultant and catalyst.

Evaluation or Review on the Bank's Internal Audit Implementation

To perform an evaluation or review on the work of the Bank's SKAI and its compliance with the Bank Internal Audit Function Implementation Standards (SPFAIB) as well as possible improvements in accordance with the prevailing provisions in the Bank Indonesia Regulation, at least once every three years, an evaluation or review by external auditor/parties have been conducted, the most recent was conducted in 2016 for the 2013–2016 audit period, and the SKAI was declared to have met the SPFAIB requirements. The next evaluation/review on the work results of the Bank's SKAI and its compliance toward the Bank Internal Audit Function Implementation Standards (SPFAIB) has been conducted in 2019.

Objectives and the Implementation Phase of the Bank Internal Audit

SKAI performs its duties to ensure the implementation of SPI, with the following objectives:

- a. Ensuring the security of public funds, including deposits, current accounts, savings, and other third-party funds.
- b. Securing Assets include audit on the Quality of productive asset through the audit work unit of credit management and Loan Review (end to end process) to ensure that the process of credit (Initiation, Analysis, Decision, Disbursement and Monitoring) has been carried out prudently.
- c. The goals and objectives of the operational activities are achieved through economically efficient and effective use of resources and supervise the activities of certain activities such as information technology systems (Core Banking, Opics, Trade Innovation, Swift, and others).
- d. The integrity and completeness of information, including accurate, complete, and timely recording of the Bank obligations in the administrative accounts.
- e. Compliance with policies, plans, procedures, laws and regulations, including the assessment of those aspects that affect the Bank's Soundness Level.
- f. Assessment on awareness of management/supervision of 8 (eight) SPI components.

Pra Audit diawali dengan pemilihan metode pendekatan audit seperti *Scope Audit* berdasarkan hasil *assessment*, *Audit Program* terkait, *Mandays*, penetapan *sample size*, teknik pengujian, bukti minimal dan cara mendapatkannya.

Penetapan penugasan ditetapkan oleh Kepala SKAI berdasarkan *schedule* yang ada pada Audit Plan.

Penugasan Audit dimulai dengan pembuatan surat tugas, *entry meeting*, *field audit*, *exit meeting*, pembuatan Daftar Monitoring Tindak Lanjut (DMTL) dan hasil audit berupa hasil penilaian SPI akan dicerminkan dalam *Audit Rating* dengan kualifikasi *Strong*, *Satisfactory*, *Fair*, *Marginal* dan *Unsatisfactory*.

Hasil audit akan ditindaklanjuti dengan pembuatan *executive summary report* yang disampaikan kepada Direktur Utama, Dewan Komisaris dengan tembusan kepada Direktur Kepatuhan dan Direktur terkait.

4.2.1. Pelaksanaan Tugas Audit Intern

A. Pemeriksaan Umum (*General Audit*)

Yaitu pemeriksaan dengan ruang lingkup aspek kegiatan operasional Bank, dengan tujuan menilai efektivitas SPI terutama penilaian atas sistem dan prosedur yang berlaku serta implementasinya. Pemeriksaan ini dilaksanakan pada seluruh Kantor Cabang/Capem dan Divisi-Divisi Kantor Pusat. Pada tahap awal menuju *Risk Based Audit* maka pada awal tahun telah digunakan metodologi COSO Framework (5 komponen) Up dates 2014 yang meliputi:

- a. *Control Environment*
- b. *Risk Assessment*
- c. *Information & Communication*
- d. *Monitoring*
- e. *Control Activity*

B. Pemeriksaan Pasif (*On Desk Audit*)

Yaitu pemeriksaan yang dilakukan secara *on desk* yang meliputi *monitoring* kepada penyelesaian DMTL, Rekening Perantara, penelitian dan pembuatan rekapitulasi berdasarkan laporan yang disampaikan oleh Kantor Cabang/Capem.

4.2.2. Realisasi/Pencapaian Penugasan Audit Intern

Selama tahun 2017, SKAI telah melaksanakan pemeriksaan umum (*General Audit*) sesuai dengan rencana kerja audit tahun 2017 sebagai berikut:

Pre Audit begins with the selection of audit approach methods such as Audit Scope based on the assessment results, Audit related program, man days, the determination of sample size, testing technique, minimal evidence and ways to acquire them.

The Assignment determined by the Head of the Internal Audit Unit based on the recommendation of the Regional Head/General Audit Head, and pre audit results.

Audit Assignment begins with formulating the work order, entry meeting, field audits, exit meetings, formulating the follow up list to be monitored, and audit results in the form of SPI assessment as reflected in the Audit Rating with the following qualifications, Strong, Satisfactory, Fair, Marginal, and Unsatisfactory.

Audit Results will be followed up by creating executive summary reports to the President Director, Board of Commissioners and copies to the respective Compliance Director and Director.

4.2.1. Internal Audit Implementation

A. General Audit

Inspection based on scope of the Bank's operational activities, aimed to assess the effectiveness of the SPI, particularly the prevailing systems and procedures and their implementation. These inspections are carried out in all Branches/Sub Branch and Head Office Divisions. At the initial stage of Risk Based Audit and at the beginning of the year, COSO Framework Up dates 2014 (5 parts) methodology was used which include:

- a. Control Environment
- b. Risk Assessment
- c. Information & Communication
- d. Monitoring
- e. Control Activity

B. On Desk Audit

Inspection conducted at desk which includes monitoring the completion of DMTL, Intermediary Account, research, and recapitulation based on reports submitted by the Branch/Sub Branch Office.

4.2.2. Realization/Achievement of Internal Audit Assignment

In 2017, SKAI has performed General Audits in accordance with the audit work plan of 2017 as follows:

Obyek Audit Audit Object	2017			2016		
	Rencana Audit Audit Plan	Realisasi Audit Audit Realization	Pencapaian Achievement (%)	Rencana Audit Audit Plan	Realisasi Audit Audit Realization	Pencapaian Achievement (%)
Kantor Cabang Branch Office	21	21	100	21	21	100
Kantor Cabang Pembantu Sub Branch Office	19	20	100	37	32	87
Kantor Kas Cash Office *)	-	-	-	-	-	-
Unit Kerja/Divisi Kantor Pusat Work Unit/Head Office Division	12	10	83	17	14	82
Audit Khusus Special Audit **)	-	6	-	-	6	-
Total Audit	52	57	10	75	73	97
Loan Review	60	61	102	108	147	136
Audit Tematik Thematic Audit	6	8	133	-	-	-

Keterangan | Note:

*) Pemeriksaan Kantor Kas menjadi satu kesatuan dengan audit Kantor Cabang yang menjadi induknya |
Inspection of the Cash Office integrated with the audit of the parent Branch Office

***) Penugasan/Audit Khusus terkait dengan fungsi anti fraud yang merupakan bagian dari organisasi SKAI |
Assignment/Special Audit related to anti fraud function which is part of SKAI organization

Selain melakukan audit sesuai dengan rencana kerja audit, selama tahun 2017 IAD juga telah melaksanakan fungsi konsultatif audit dalam memberikan masukan (opini) dan rekomendasi sebanyak 65 Memorandum audit.

In addition to conducting audits in accordance with the audit work plan, during 2017 IAD has also implemented the consultative audit function in providing input (opinion) and recommendations as many as 65 Memorandum audits.

4.2.3. Temuan Pemeriksaan Audit Intern

Beberapa kesimpulan penting terkait dengan hasil pemeriksaan terhadap beberapa Kantor Cabang, Kantor Cabang Pembantu dan Unit Kerja/Divisi di Kantor Pusat/Kredit sebagai berikut:

1. Pemeriksaan pada Kantor Cabang/Capem
Hasil Audit SKAI pada Kantor Cabang/Capem, secara umum dapat diungkapkan bahwa Sistem Pengendalian Intern (5 COSO Component) cukup memadai, temuan audit rata-rata ditemukan pada *Control Activities*, *Control Environment* dan *Monitoring* yaitu petugas operasional maupun *Supervisor* (Kacab/KBO/OO) yang belum sepenuhnya menjalankan SOP secara konsisten dan berkesinambungan terhadap transaksi harian pada hari H+1, masih kurangnya *control* otomasi (IT), dengan *Audit Rating* 75,33 (**Satisfactory**).
2. Bidang Kredit
Dari hasil audit Divisi-Divisi Kredit/*Loan Review*, temuan umumnya lebih disebabkan karena kurang komprehensifnya proses pengendalian kredit dan kurangnya monitoring pasca pencairan kredit, sehingga berpengaruh kepada kualitas kredit dengan nilai *Audit Rating* 73,24 (**Fair**).
3. Pemeriksaan pada Unit Kerja/Divisi di Kantor Pusat
Hasil audit SKAI pada Unit Kerja/Divisi di Kantor Pusat pada umumnya temuan audit lebih disebabkan karena belum secara optimal menerapkan monitoring atas aktivitas Operasional pada Divisi tersebut dan belum dilakukannya pengkinian SOP dengan *Audit Rating* 76,49 (**Satisfactory**).

4.2.3. Internal Audit Investigation Findings

Several important findings on Branch Offices, Sub-Branch Offices, and Work Unit/Division of the Head Office/Credit:

1. Examination at the Branch/Sub-Branch Office
The SKAI Audit on Branch/Sub Branch Office indicated the internal control system (5 COSO Component) is adequate, the audit findings most often found in aspect of *Control Activities*, *Control Environment*, and *Monitoring*, concerning operational personnel and Supervisors (Kacab/KBO/OO) that do not conform to the SOPs consistently and continuously regarding the daily transactions on H+1, with an *Audit Rating* of 75.33 (**Satisfactory**).
2. Loan Sector
Based on the audits results on Credit Divisions/*Loan Review*, audit findings are mostly due to the less comprehensive credit control processes as well as inadequate post-loan disbursement monitoring process, with an *Audit Rating* of 73.24 (**Fair**).
3. Examination of the entire Work Unit/Division at Head Office
The result and audit findings of SKAI audit on Work Units/Division at the Head Office are generally due to non optimum implementation of monitoring on operational activities at such divisions and non updated SOP, with an *Audit Rating* of 76.49 (**Satisfactory**).

4.3. Fungsi Audit Ekstern

Pengawasan terhadap PT Bank JTrust Indonesia Tbk selain dilaksanakan oleh auditor internal, juga dilaksanakan oleh auditor eksternal, di antaranya Bank Indonesia/Otoritas Jasa Keuangan dan Kantor Akuntan Publik (KAP). Untuk memastikan pelaksanaan efektivitas fungsi audit ekstern, maka PT Bank JTrust Indonesia Tbk mengacu kepada dan berupaya untuk memenuhi ketentuan mengenai hubungan antara Bank, Kantor Akuntan Publik dan Bank Indonesia sebagaimana yang diatur dalam ketentuan Bank Indonesia tentang Transparansi Kondisi Keuangan Bank.

Salah satu komponen/faktor penting dalam penerapan tata kelola yang baik adalah tersedianya laporan keuangan yang memadai serta kecukupan proses pelaporan keuangan, sesuai dengan prinsip-prinsip keterbukaan/transparansi (*transparency*), akuntabilitas (*accountability*), pertanggungjawaban (*responsibility*), independensi (*independency*), dan kewajaran (*fairness*).

Guna mendukung tercapainya laporan keuangan yang memadai dan kecukupan proses pelaporan keuangan, maka peran Auditor Eksternal (dalam hal ini Kantor Akuntan Publik) sangatlah penting.

Peran dan fungsi Auditor Eksternal antara lain adalah:

1. Memastikan kesesuaian laporan keuangan dengan standar akuntansi yang berlaku.
2. Memastikan laporan keuangan internal sudah memenuhi ketentuan Bank Indonesia yang berlaku tentang Transparansi Kondisi Keuangan Bank.

Pengungkapan informasi (*disclosure*) secara transparan kepada masyarakat luas/publik melalui Otoritas Jasa Keuangan, Bursa Efek Indonesia, Media Cetak, dan sebagainya serta ditampilkan pada Homepage atau situs web PT Bank JTrust Indonesia Tbk, dengan alamat www.jtrustbank.co.id.

Transparansi kondisi keuangan Bank diatur dalam:

1. Peraturan Otoritas Jasa Keuangan Nomor 6/POJK.03/2015 tanggal 31 Maret 2015 tentang "Transparansi dan Publikasi Laporan Bank", sebagaimana telah diubah dalam POJK Nomor 32/POJK.03/2016 tanggal 8 Agustus 2016.
2. Surat Edaran Otoritas Jasa Keuangan Nomor 43/SEOJK.03/2016 tanggal 28 September 2016 tentang "Transparansi dan Publikasi Laporan Bank Umum Konvensional".

Laporan Publikasi disusun untuk memberikan informasi mengenai posisi keuangan, kinerja atau hasil usaha Bank, informasi keuangan lainnya serta informasi kualitatif kepada berbagai pihak yang berkepentingan dengan perkembangan usaha Bank. Seluruh informasi tersebut diharapkan dapat meningkatkan transparansi kondisi

4.3. External Audit Function

In addition to internal auditor, the supervision of PT Bank JTrust Indonesia Tbk is also conducted by external auditors, including Bank Indonesia/Financial Services Authority and Public Accounting Office (KAP). To ensure effectiveness of the implementation of the external audit function, PT Bank JTrust Indonesia Tbk refers and strives to meet the terms engagement between the Bank, the Public Accountant Office, and Bank Indonesia as stipulated in Bank Indonesia regulation concerning Transparency of the Bank's Financial Condition.

One important component in the implementation of Good Corporate Governance (GCG) is the availability of an adequate financial statements and the adequacy of financial reporting process, in accordance with the principles of transparency, accountability, responsibility, independency, and fairness.

In order to support and ensure adequacy of financial statements and the financial reporting process, the role of the External Auditor (in this case the Public Accounting Office) is important.

The role and function of the External Auditor includes:

1. Ensure compliance of financial statements with the prevailing accounting standards.
2. Ensure internal financial statements comply with the provisions of Bank Indonesia concerning transparency of the Bank's Financial Condition.

Disclosure of information in a transparent manner to the general public through Financial Services Authority, Print Media, YLKI, LPPI, and others, and displayed on the Home Page or Website of PT Bank JTrust Indonesia, www.jtrustbank.co.id.

Transparency of the Bank's financial condition is set as follows:

1. Financial Services Authority Regulation No. 6/POJK.03/2015 dated March 31, 2015 on "Transparency and Publication of the Bank Reports", as amended in POJK No. 32/POJK.03/2016 dated 8 August 2016.
2. Circular of the Financial Services Authority No. 43/SEOJK.03/2016 dated September 28, 2016 on "Transparency and Publication for Conventional Commercial Bank Reports".

The Publications Report is prepared to provide information on the Bank's financial position, performance or results, other financial information and qualitative information to various parties concerned with the Bank's business development. All information is expected to improve the transparency of the Bank's financial condition to the

keuangan Bank kepada publik dan menjaga kepercayaan masyarakat terhadap lembaga perbankan.

Implementasi penyusunan dan penyajian Laporan Publikasi PT Bank JTrust Indonesia Tbk disampaikan dalam bentuk dan cakupan sebagaimana telah ditetapkan dalam ketentuan Otoritas Jasa Keuangan yang terdiri dari:

- Laporan Publikasi Bulanan
- Laporan Publikasi Triwulanan
- Laporan Publikasi Tahunan
- Laporan Publikasi Lain

Ruang lingkup Laporan Keuangan Tahunan meliputi:

- 1) Informasi umum, paling sedikit meliputi:
 - a. Susunan Direksi, Dewan Komisaris, dan Pejabat Eksekutif beserta jabatan, dan ringkasan riwayat hidupnya;
 - b. Susunan dan komposisi Pemegang Saham, yaitu nama Pemegang Saham dan persentase kepemilikan saham;
 - c. Perkembangan usaha Bank dan kelompok usaha Bank;
 - d. Strategi dan kebijakan yang ditetapkan oleh manajemen Bank;
 - e. Laporan manajemen yang memuat informasi mengenai pengelolaan Bank.
- 2) Laporan Keuangan tahunan, paling sedikit meliputi:
 - Laporan Keuangan, paling sedikit mencakup:
 - a. Laporan Posisi Keuangan (Neraca);
 - b. Laporan Laba Rugi dan Penghasilan Komprehensif Lain;
 - c. Laporan Perubahan Ekuitas;
 - d. Laporan Arus Kas; dan
 - e. Catatan atas Laporan Keuangan, termasuk informasi mengenai komitmen dan kontinjensi.
 - Penambahan Pengungkapan Informasi bagi Bank yang merupakan bagian dari suatu kelompok usaha.
 - Opini dari Akuntan Publik yang memuat pendapat atas laporan keuangan tahunan.
- 3) Informasi kinerja keuangan, meliputi:
 - Perhitungan Kewajiban Penyediaan Modal Minimum (KPMM);
 - Jumlah dan kualitas aset produktif serta Cadangan Kerugian Penurunan Nilai (CKPN);
 - Rasio keuangan, paling sedikit mencakup:
 - a. Rasio KPMM;
 - b. *Return on Asset* (ROA);
 - c. *Return on Equity* (ROE);
 - d. Rasio Beban Operasional terhadap Pendapatan Operasional (BOPO);
 - e. Persentase pelanggaran dan pelampauan Batas Maksimum Pemberian Kredit (BMPK);
 - f. Rasio Posisi Devisa Neto (PDN);
 - g. Nilai *Liquidity Coverage Ratio* (LCR) secara individu dan konsolidasi.
 - Transaksi spot dan transaksi derivatif.

public and maintain public confidence towards banking institutions.

Implementation of the presentation and preparation of financial statements of PT Bank JTrust Indonesia Tbk is delivered in the form and scope as set out in the Regulation of Financial Authority Services which consists of:

- Monthly Publications Report
- Quarterly Publications Report
- Annual Publications Report
- Other Publications Report

The Annual Financial Report scope covers the following:

- 1) General information, which includes:
 - a. Composition of the Board of Directors, Board of Commissioners, and Executive Officers along with their positions, and their life summary;
 - b. The composition of Shareholders, ie shareholder name and share ownership percentage;
 - c. The Bank's business development and the Bank's business groups;
 - d. Management strategy and policy;
 - e. Management report containing information on Bank management.
- 2) Annual Financial Report, which includes:
 - Financial Reports which includes:
 - a. Statement of Financial Position (Balance Sheet);
 - b. Statement of Comprehensive Income;
 - c. Statement of Changes in Equity;
 - d. Cash flow statement;
 - e. Notes to the financial statements, including information on commitments and contingencies.
 - Additional Disclosure to Information on Banks that are part of a business group.
 - Opinion from a Public Accountant containing opinions on annual financial statements.
- 3) Financial Performance Information, including:
 - Calculation of Minimum Capital Adequacy Requirement (KPMM);
 - Total and productive quality assets and Impairment Losses Reserves (CKPN);
 - Financial ratios, including at least the following:
 - a. KPMM Ratio;
 - b. Return on Assets (ROA);
 - c. Return on Equity (ROE);
 - d. Ratio of Operating Expenses to Operating Income (BOPO);
 - e. Percentage of violation and exceedance of Legal Lending Limit (LLL);
 - f. Net Open Position (NOP) ratio;
 - g. Individual and consolidated Liquidity Coverage Ratio (LCR) value.
 - Spot and derivative transaction

- 4) Pengungkapan permodalan dan praktik manajemen risiko yang diterapkan Bank, paling sedikit meliputi uraian jenis risiko, potensi kerugian yang dihadapi Bank, dan mitigasi risiko sebagaimana diatur mengenai permodalan dan manajemen risiko.
- 5) Pengungkapan lain yang diatur dalam Standar Akuntansi Keuangan.
- 6) Informasi lain yang ditentukan oleh Otoritas Jasa Keuangan.

Dalam menjalankan fungsi penerapan tata kelola perusahaan yang baik yaitu fungsi transparansi kondisi keuangan, Bank telah menyusun dan menyajikan Laporan Keuangan untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2017 (**Audited**) dan tanggal 31 Desember 2016 (**Audited**).

Sesuai dengan hasil keputusan RUPS Tahunan PT Bank JTrust Indonesia Tbk yang telah diselenggarakan pada tanggal 30 Maret 2017, bahwa dalam RUPS dilakukan penunjukan Akuntan Publik yang terdaftar atau pemberian kuasa untuk melakukan penunjukan Akuntan Publik yang terdaftar kepada Dewan Komisaris Perseroan untuk menetapkan Kantor Akuntan Publik (KAP) yang mengaudit laporan keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2017.

Dalam prosesnya, Komite Audit memberikan rekomendasi penunjukan Kantor Akuntan Publik (KAP) Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan (*An Independent Member Firm of Crowe Horwath*) kepada Dewan Komisaris melalui surat No. 23.01/KA/JTrust/VIII/2017 tertanggal 23 Agustus 2017. Kemudian berdasarkan hasil rekomendasi dari Komite Audit tersebut, Dewan Komisaris menunjuk Kantor Akuntan Publik (KAP) Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan (*An Independent Member Firm of Crowe Horwath*) sebagai auditor eksternal yang akan mengaudit Laporan Keuangan untuk tahun buku yang berakhir pada 31 Desember 2017 melalui surat No. 30.01/S-KOM/JTrust/VIII/2017 tertanggal 30 Agustus 2017 dan penunjukan telah dilaporkan oleh pihak Bank kepada Otoritas Jasa Keuangan (OJK) melalui surat No. 08.04/S.Dir-IAD/JTRUST/IX/2017 tertanggal 8 September 2017.

Untuk Laporan Keuangan tahun buku 2017 dan 2016 telah disusun dan diaudit oleh Kantor Akuntan Publik (KAP) Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan (*An Independent Member Firm of Crowe Horwath International*) dengan partner penanggung jawab (*partner in charge*) adalah Tjiong Eng Pin, CPA yang berdasarkan Laporan Auditor Independen No. KNMT&R-C-26.02.2018/01 tanggal 26 Februari 2018 menyatakan opini "WAJAR", dalam semua hal yang material, posisi keuangan PT Bank JTrust Indonesia Tbk tanggal 31 Desember 2017, serta kinerja keuangan dan arus kas untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

- 4) Disclosure on capital and risk management practices adopted by the Bank shall include, at a minimum, description of risks types, potential losses faced by the Bank, and risk mitigation as regulated on capital and risk management.
- 5) Other disclosures provided in the Financial Accounting Standards.
- 6) Other information as determined by the Financial Services Authority.

In conducting Good Corporate Governance function that is the transparency of financial conditions, the Bank has prepared and presented the Financial Statements for the years ended December 31, 2017 (**Audited**) and dated December 31, 2016 (**Audited**).

In accordance with the decision of the Annual GMS of PT Bank JTrust Indonesia Tbk, which was held on March 30, 2017, the GMS appointed a registered Public Accountant or granting power to make the appointment of a registered Public Accountant to the Board of Commissioners to determine the Public Accounting Office (KAP) to audit the financial statements of the Company for the fiscal year ended December 31, 2017.

In the process, the Audit Committee recommends the appointment of Public Accountant Firm (KAP) Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Associates to the Board of Commissioners through letter No. 23.01/KA/JTrust/VIII/2017 dated August 23, 2017. Based on the recommendations of the Audit Committee, the Board of Commissioners appoints the Public Accounting Firm of Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Associates (*An Independent Member Firm of Crowe Horwath*) as external auditors who will audit the Financial Statements for the year ended on December 31, 2017 through letter No. 30.01/S-KOM/JTrust/VIII/2017 dated August 30, 2017 and the appointment has been reported by the Bank to the Financial Services Authority (OJK) by letter No. 08.04/S.Dir-IAD/JTRUST/IX/2017 dated September 8, 2017.

The Financial Statements for 2017 and 2016 have been prepared and audited by the Public Accounting Firm (KAP) Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Partners (*An Independent Member Firm of Crowe Horwath International*) with partner in charge Tjiong Eng Pin, CPA based on Independent Auditor's Report No. KNMT & R-C-26.02.2018/01 dated February 26, 2018 expresses "REASONABLE" opinion, in all material respects, the financial position of PT Bank JTrust Indonesia Tbk dated December 31, 2017, financial performance and cash flows for the year end, in accordance with Indonesian Financial Accounting Standards.

Informasi ringkas Laporan Keuangan Tahunan posisi 31 Desember 2017 (**Audited**) dan 31 Desember 2016 (**Audited**) dapat kami sampaikan sebagai berikut:

Concise information of the Annual Financial Report on the December 31, 2017 (Audited) and December 31, 2016 (Audited) positions are disclosed as follows:

Laporan Keuangan

Financial Statements

ASET (**Audited**)

ASSETS (**Audited**)

(dalam jutaan Rupiah)

(in million Rupiah)

No	Pos-Pos Tertentu	31-12-2017	31-12-2016	Items
1	Giro pada Bank Indonesia	885.824	1.018.931	Current Account with Bank Indonesia
2	Giro pada Bank Lain - Neto	264.140	425.076	Current accounts with Other Bank - Net
3	Penempatan pada Bank Indonesia & Bank Lain - Neto	514.950	319.929	Placements with Bank Indonesia and Other Banks
4	Surat-Surat Berharga - Neto	2.938.516	2.341.932	Marketable Securities - Net
5	Tagihan Derivatif - Neto	810	1.391	Derivative Receivable - Net
6	Kredit yang Diberikan - Neto	11.281.861	10.698.065	Loan - Net
7	Agunan yang Diambil Alih - Neto	231.367	399.204	Foreclosed Assets - Net

LIABILITAS dan EKUITAS

LIABILITIES and EQUITY

LIABILITAS (**Audited**)

LIABILITIES (**Audited**)

(dalam jutaan Rupiah)

(in million Rupiah)

No.	Pos-Pos Tertentu	31-12-2017	31-12-2016	Items
1	Simpanan Nasabah: - Pihak Berelasi - Pihak Ketiga	120.767 12.783.853	53.254 11.611.635	Deposits from Customers: - Related Parties - Third Parties
2	Simpanan dari Bank lain	1.485.561	1.758.015	Deposits from Other Banks
3	Liabilitas Derivatif	411	2.052	Derivative Payables

EKUITAS (**Audited**)

EQUITY (**Audited**)

(dalam jutaan Rupiah)

(in million Rupiah)

No.	Pos-Pos Tertentu	31-12-2017	31-12-2016	Items
1	Modal Saham yg ditempatkan & disetor penuh	12.223.155	11.223.155	Issued and Fully Paid in Capital
2	Tambahan modal disetor	178.759	178.759	Additional Paid-in- Capital
3	Uang Muka Setoran Modal	-	1.000.000	Deposit for Future Stock Subscription
4	Surplus Revaluasi Aset Tetap - Neto	143.097	147.095	Revaluation Surplus of Fixed Assets - Net

LABA (RUGI) (**Audited**)

PROFIT (LOSS) (**Audited**)

(dalam jutaan Rupiah)

(in million Rupiah)

No.	Pos-Pos Tertentu	31-12-2017	31-12-2016	Items
1	Laba (Rugi) Bersih	121.534	(718.722)	Net Profit (Loss)
2	Laba (Rugi) per Saham Dasar	0,00012	(0,00083)	Basic Loss per Share

Rasio-Rasio Keuangan Yang Penting (Audited)

Important Financial Ratios (Audited)

	Pos-Pos Tertentu	Items	31-12-2017	31-12-2016
Permodalan Capital	- Rasio KPMM yang tersedia untuk Risiko Kredit dan Risiko Operasional	- Capital Adequacy Ratio with Credit and Operational Risk	14,35%	15,34%
	- Rasio KPMM yang tersedia setelah memperhitungkan Risiko Kredit, Risiko Pasar, dan Risiko Operasional	- Capital Adequacy Ratio with Credit, Market and Operational Risk	14,15%	15,28%
	- Aset Tetap terhadap Modal	- Fixed Asset to Capital	20,50%	20,00%
Aset Produktif Earning Assets	- Aset Produktif bermasalah	- Non Performing Earning Assets	5,65%	8,84%
	- NPL – Gross	- NPL – Gross	2,94%	6,98%
	- NPL – Neto	- NPL – Net	1,53%	2,91%
	- PPAP terhadap Aset Produktif	- Allowance for Possible Losses (PPAP) on Earning Assets	4,32%	6,81%
	- Pemenuhan PPAP	- PPAP Compliance	100,79%	116,94%
Rentabilitas Profitability	- ROA	- ROA (Return on Assets)	0,80%	(5,02)%
	- ROE	- ROE (Return on Equity)	8,09%	(65,76)%
	- NIM	- NIM (Net Interest Margin)	2,41%	2,26%
	- BOPO	- BOPO (Operating Expenses to Operating Revenues Ratio)	93,87%	128,26%
Likuiditas Liquidity	LDR	LDR (Loans to Deposits Ratio)	88,87%	96,33%
Kepatuhan Compliance	Giro Wajib Minimum (GWM)	Minimum Statutory Reserves		
	- GWM Primer Rupiah	- Primary Reserve in Rupiah	9,93%	8,18%
	- Harian	- Daily	6,62%	-
	- Rata-rata	- Average	3,31%	-
	- GWM Sekunder Rupiah	- Secondary Reserve in Rupiah	13,85%	6,21%
	- GWM Mata Uang Asing/Valas	- Reserve in Foreign Currencies	9,63%	11,41%
- PDN (Per posisi Neraca terhadap Modal Akhir Tahun)	- NOP (Per Balance Sheet Position to Capital at Year End)	3,58%	2,01%	

4.4. Sekretaris Perusahaan (Corporate Secretary)

Sekretaris Perusahaan memiliki peranan yang penting dalam memastikan aspek penghubung (*liaison officer*) antara Bank dengan pihak eksternal khususnya berkaitan dengan pasar modal, publik serta kebijakan internal berkaitan dengan penerapan tata kelola perusahaan yang baik. Ketentuan pembentukan Sekretaris Perusahaan PT Bank JTrust Indonesia Tbk merujuk pada Peraturan Otoritas Jasa Keuangan Nomor 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik.

4.4.1. Profil Sekretaris Perusahaan

Sekretaris Perusahaan diangkat dan diberhentikan berdasarkan keputusan Direksi. Pengangkatan Sekretaris Perusahaan telah memenuhi persyaratan yang telah ditetapkan antara lain oleh Peraturan Otoritas terkait (OJK), di mana selama tahun 2017 jabatan Sekretaris Perusahaan/Kepala Divisi Corporate Secretary PT Bank JTrust Indonesia Tbk dipegang oleh Sdr. Hasiholan E. Sitorus, berdasarkan Surat Keputusan Direksi No. 16.24/S.Kep-Dir-HCD/JTRUST//2017 tanggal 16 Januari 2017.

Hasiholan E. Sitorus, Warga Negara Indonesia, 49 tahun, berdomisili di Jakarta. Memulai karir di PT Astra Financial Service sebagai *Financial Operation & Control* pada tahun 1992. Kemudian melanjutkan karir ke PT Bank Umum Nasional pada 1993 dengan jabatan terakhir sebagai

4.4. Corporate Secretary

The Corporate Secretary has an important role in ensuring the liaison aspect (*liaison officer*) between the Bank and external parties with particular regard to the capital market, public, and internal policies with regard to the implementation of good corporate governance. The Basic Terms of Reference for the establishment of the Corporate Secretary of PT Bank JTrust Indonesia Tbk refers to the Financial Services Authority Regulation No. 35/POJK.04/2014 on Corporate Secretary of Public Company.

4.4.1. Profile of the Corporate Secretary

The Corporate Secretary shall be appointed and dismissed by the Board of Directors. The appointment of the Corporate Secretary has met the requirements stipulated by the related Regulation Authority (OJK), where during the year 2017 the Corporate Secretary/Corporate Secretary Division Head of PT Bank JTrust Indonesia Tbk was held by Mr. Hasiholan E. Sitorus based on Decree of the Board of Directors No. 16.24/S.Kep-Dir-HCD/JTRUST//2017 dated January 16, 2017.

Hasiholan E. Sitorus, Indonesian citizen, 49 years old, domiciled in Jakarta. Started his career at PT Astra Financial Service as *Financial Operation & Control* in 1992. He then continued his career in PT Bank Umum Nasional in 1993 with his last position as Business Analyst, System &

Business Analyst, System & Procedure and Management Executive System, PT Nikko Securities Indonesia pada 1997 dengan jabatan terakhir sebagai AVP Corporate Finance, Dayaindo Group pada 2011 dengan jabatan terakhir sebagai *Managing Director Business Development & Investor Relation*, PT Zire Komunika Indonesia pada 2013 dengan jabatan terakhir sebagai *Associate Director*, dan Galilee Cipta Indonesia Foundation pada 2014 dengan jabatan terakhir *General Secretary* sebelum bergabung dengan J Trust Bank.

Beliau menyelesaikan pendidikan Sarjana Teknik Industri dan Manajemen di Universitas Darma Persada, Indonesia pada tahun 1992, pernah mengikuti Program Beasiswa Pertukaran Mahasiswa Indonesia-Jepang pada tahun 1990-1992 serta telah menyelesaikan studi program Master in Mass Communication Advance & Public Relationship Journalism dari London School of Public Relations, Indonesia pada tahun 2002.

4.4.2. Pendidikan dan/atau Pelatihan Sekretaris Perusahaan

Untuk meningkatkan kompetensi dan pemahaman dalam menunjang pelaksanaan tugas dan tanggung jawabnya, selama tahun 2017 Sekretaris Perusahaan PT Bank JTrust Indonesia Tbk telah mengikuti berbagai program pendidikan/pelatihan, workshop, konferensi, seminar, antara lain:

No.	Nama Name	Pelatihan, Workshop, Konferensi, Seminar Training, Workshop, Conference, Seminar	Penyelenggara Organizer	Tempat & Waktu Venue & Place
1	Hasiholan E. Sitorus	Workshop Acceleration To Win Banking Competition in 2017	Internal J Trust Bank	Jakarta, 18-19 Januari 2017 Jakarta, January 18-19, 2017
2	Hasiholan E. Sitorus	Leaders Culture Program	Act Consulting	Jakarta, 7 Maret 2017 Jakarta, March 7, 2017
3	Hasiholan E. Sitorus	Tiga Pilar Corporate Secretary Three Pillars of Corporate Secretary	Infobank	Bandung, 2-3 Maret 2017 Bandung, March 2-3, 2017
4	Hasiholan E. Sitorus	The 8 th Real CSR Seminar	Inti Pesan	Jakarta, 6-7 September 2017 Jakarta, September 6-7, 2017
5	Hasiholan E. Sitorus	Pembekalan SMR Level 1 Briefing on SMR Level 1	Polstar Strategi Komunika	Jakarta, 7-8 April 2017 Jakarta, April 7-8, 2017
6	Hasiholan E. Sitorus	Team Building Corporate Secretary	Partner	Malang, 21-23 April 2017 Malang, April 21-23, 2017
7	Hasiholan E. Sitorus	Pembaharuan SK Wewenang Pengajuan Biaya Renewal of SK for Cost Allocation Authority	Internal J Trust Bank	Jakarta, 28 April 2017 Jakarta, April 28, 2017
8	Hasiholan E. Sitorus	Workshop Assesment	PT. Artha Kreasi Utama	Jakarta, 16 Juni 2017 Jakarta, June 16, 2017
9	Hasiholan E. Sitorus	Pembekalan SMR Level 1 Briefing on SMR Level 1	Efektif Pro	Jakarta, 14-15 Juli 2017 Jakarta, July 14-15, 2017
10	Hasiholan E. Sitorus	Seminar Economic And Banking Outlook	Lembaga Perbankan Indonesia	Jakarta, 5 Oktober 2017 Jakarta, October 5, 2017
11	Hasiholan E. Sitorus	Seminar Challenge & Opportunity in Digital Financial Technology	PT. Penta Media Nusantara	Jakarta, 5 Desember 2018 Jakarta, December 5, 2018

Procedure and Management Executive System, PT Nikko Securities Indonesia in 1997 with the last position as AVP Corporate Finance, Dayaindo Group in 2011 with the last position as Managing Director of Business Development & Investor Relations, PT Zire Komunika Indonesia in 2013 with last position as Associate Director, and Galilee Cipta Indonesia Foundation in 2014 with the last position of General Secretary before joining J Trust Bank.

He graduated with a Bachelor degree in Industrial Engineering and Management at Darma Persada University, Indonesia in 1992, participated in the Indonesia-Japan Exchange Student Scholarship Program in 1990-1992 and has completed his Master's program in Mass Communication Advance & Public Relationship Journalism from the London School of Public Relations, Indonesia in 2002.

4.4.2. Education and/or Training of Corporate Secretary

To improve competence and understanding in support of its duties and responsibilities, during 2017 Corporate Secretary of PT Bank JTrust Indonesia Tbk has attended various education/training programs, workshops, conferences, seminars, among others:

Selain dari yang disebutkan di atas, Sekretaris Perusahaan senantiasa mengikuti/menghadiri sosialisasi peraturan-peraturan baru dari OJK dan BEI.

4.4.3. Pelaksanaan tugas Sekretaris Perusahaan

Dalam melaksanakan kegiatannya, Sekretaris Perusahaan berpedoman pada POJK No. 35/POJK.04/2014 dan SOP Corporate Secretary. Sekretaris Perusahaan PT Bank JTrust Indonesia Tbk telah melaksanakan tugasnya, dengan uraian singkat pelaksanaan tugas sebagai berikut:

1. Mengikuti perkembangan industri keuangan - perbankan dan pasar modal khususnya peraturan perundang-undangan yang berlaku di bidang keuangan - perbankan dan pasar modal.
2. Memberikan masukan kepada Direksi dan Dewan Komisaris untuk mematuhi ketentuan peraturan perundang-undangan yang berlaku di perbankan dan pasar modal.
3. Membantu Direksi dan Dewan Komisaris dalam pelaksanaan tata kelola perusahaan yang baik, yang meliputi:
 - a. Keterbukaan informasi kepada masyarakat, termasuk ketersediaan informasi pada Situs Web Emiten atau Perusahaan Publik;
 - b. Menyampaikan laporan kepada Otoritas Jasa Keuangan tepat waktu;
 - c. Penyelenggaraan dan dokumentasi Rapat Umum Pemegang Saham;
 - d. Penyelenggaraan dan dokumentasi rapat Direksi dan/atau Dewan Komisaris;
 - e. Pelaksanaan program orientasi terhadap perusahaan bagi Direksi dan/atau Dewan Komisaris.
4. Sebagai penghubung antara Emiten atau Perusahaan Publik dengan Otoritas Jasa Keuangan dan pemangku kepentingan lainnya.
5. Sebagai fasilitator dalam pelaksanaan tanggung jawab sosial perusahaan dan lingkungan (*Corporate Social Responsibility/CSR*).

In addition to the above, the Corporate Secretary will always follow/attend the socialization of new regulations from FSA and IDX.

4.4.3. Task Implementation of the Corporate Secretary

In conducting its activities, Corporate Secretary complies to Regulation of Financial Services Authority No. 35/POJK.04/2014 and Standard Operating Procedure for Corporate Secretary. The corporate secretary of PT Bank JTrust Indonesia Tbk has performed its duties, the following is a brief description of its task implementation:

1. Following the development of the financial industry - banking and capital markets particularly the applicable legislations in the financial - banking and capital markets sectors.
2. Providing recommendations to the Board of Directors and the Board of Commissioners to comply to the applicable regulations in banking and capital markets.
3. Assisting the Board of Directors and the Board of Commissioners in the implementation of good corporate governance, including:
 - a. Disclosure of information to the public, including the availability of information on the website of the Company;
 - b. Submitting reports to the Financial Services Authority in a timely manner;
 - c. Implementation and documentation of the General Meeting of Shareholders;
 - d. Implementation and documentation of the Board of Commissioners and or Board of Directors meetings;
 - e. Implementation of the orientation program to the company for the Board of Directors and/or Board of Commissioners.
4. As a liaison between the Issuer or Public Company with the Financial Services Authority and other stakeholders.
5. As the facilitator in the implementation of Corporate Social Responsibility (CSR).

6. Melakukan fungsi komunikasi dalam rangka membangun citra dan reputasi perusahaan serta membangun *goodwill* keluar perusahaan, menjaga konsistensi pesan dan citra yang ingin disampaikan kepada masyarakat, serta menjaga agar informasi yang disampaikan tidak melanggar hukum.
 7. Mengkoordinir pelaksanaan *office of the board* yang mencakup:
 - a. Memastikan ketersediaan informasi dalam pengambilan keputusan Direksi dan Dewan Komisaris.
 - b. Memastikan kehadiran peserta rapat agar kuorum dapat tercapai sehingga keputusan yang dihasilkan *legitimate* dan kredibel.
 - c. Memastikan fungsi sekretariat perusahaan dalam mengadministrasikan pelaksanaan dokumentasi keputusan rapat dan kearsipan korporat.
 8. Melaksanakan aktivitas pengadaan barang dan jasa dan memastikan ketersediaan barang dan jasa yang diperlukan oleh perusahaan sesuai kualitas, kuantitas dan waktu yang diinginkan dengan harga terbaik dengan menerapkan prinsip manajemen pengendalian risiko yang sehat.
 9. Melaksanakan tugas sesuai dengan prinsip kehati-hatian (*Prudential Banking*).
 10. Melaksanakan tugas dan bertanggung jawab penuh sesuai pedoman dan prosedur.
6. Perform the communication function in order to build the company's image and reputation as well as developing goodwill out of the company, maintaining the consistency of message and image to be conveyed to the public, as well as ensuring that information submitted does not violate the law.
 7. Coordinating the implementation of office of the board, including:
 - a. Ensuring the availability of information in the decision making of the Board of Directors and the Board of Commissioners.
 - b. Ensuring the attendance of meeting participants in order to achieve the quorum, allowing legitimate and credible decisions.
 - c. Ensuring the function of the corporate secretary to administer the implementation of meeting results documentation and corporate archiving.
 8. Implement procurement activities and ensuring the availability of goods and services need by the company in accordance with the required quality, quantity, and time with the best price by applying a sound risk control management principles.
 9. Implementing the tasks in accordance with the prudence principles (*Prudential Banking*).
 10. Fully implement its duties and responsibilities in accordance with the guidelines and procedures.

BAB V PENERAPAN MANAJEMEN RISIKO TERMASUK SISTEM PENGENDALIAN INTERN

CHAPTER V Risk Management and Internal Control System Implementation

5.1. Penerapan Manajemen Risiko

PT Bank JTrust Indonesia Tbk telah menerapkan manajemen risiko berdasarkan ketentuan Peraturan Otoritas Jasa Keuangan (POJK) Nomor 18/POJK.03/2016 tanggal 16 Maret 2016 tentang Penerapan Manajemen Risiko Bagi Bank Umum, dan Surat Edaran Otoritas Jasa Keuangan (SEOJK) Nomor 34/SEOJK.03/2016 tanggal 1 September 2016 tentang Penerapan Manajemen Risiko Bagi Bank.

Penerapan manajemen risiko dan tata kelola Bank (*Good Corporate Governance*) yang tepat dan sehat akan memiliki peran dalam meningkatkan nilai tambah dan memberikan gambaran yang komprehensif mengenai potensi risiko dan kerugian Bank di masa mendatang yang disesuaikan dengan kompleksitas serta kondisi internal bank.

Untuk mencapai tujuan diatas, maka diperlukan adanya budaya sadar risiko (*risk awareness*) dan kemampuan teknis yang memadai daripada seluruh unit kerja di J Trust Bank, di mana hal ini menjadi tanggung jawab dan melibatkan seluruh unit kerja di JTrust Bank.

Efektivitas penerapan tata kelola dan kerangka kerja manajemen risiko oleh PT Bank JTrust Indonesia Tbk meliputi 4 (empat) pilar yaitu:

a. Pengawasan aktif Direksi dan Dewan Komisaris

Dewan Komisaris dan Direksi bertanggung jawab atas efektivitas penerapan manajemen risiko di Bank serta memastikan penerapan manajemen risiko telah memadai sesuai dengan karakteristik, kompleksitas dan profil risiko Bank. Pengawasan aktif Dewan Komisaris meliputi antara lain:

- (1) Menyetujui kebijakan Manajemen Risiko termasuk strategi dan kerangka Manajemen Risiko yang ditetapkan sesuai dengan tingkat risiko yang diambil (*risk appetite*) dan toleransi risiko (*risk tolerance*) Bank;
- (2) Melakukan evaluasi terhadap kebijakan dan implementasi manajemen risiko yang dilakukan oleh Direksi.

5.1. Risk Management Implementation

PT Bank JTrust Indonesia Tbk has implemented risk management based on Regulation of Financial Services Authority No. 18/POJK.03/2016 dated March 16, 2016 on the application of Risk Management for Commercial Banks, and Financial Services Authority Circular Letter No. 34/SEOJK.03/2016 dated September 1, 2016 on Risk Management Implementation for Commercial Banks.

Implementation for Appropriate and sound management of risk and governance of the Bank (*Good Corporate Governance*) will have a role in increasing the added value and provide a comprehensive picture of the potential risks and losses of the Bank in the future adjusted to the complexity and internal conditions of the bank.

To achieve the above objectives, it is necessary to create a risk awareness culture and adequate technical competence of the entire unit in Bank JTrust Indonesia, which is the responsibility of and involving all the work units at JTrust Bank Indonesia.

The effectiveness of the governance and risk management framework implementation by PT Bank JTrust Indonesia Tbk includes four (4) pillars, namely:

a. Active supervision of the Board of Directors and Board of Commissioners

The Board of Commissioners and Board of Directors are responsible for the effectiveness of risk management at the Bank and ensure the implementation of adequate risk management in accordance with the characteristics, complexity, and risk profile of the Bank. Active supervision by the Board of Commissioners include, among others:

- (1) To approve the risk management policy, including strategies and risk management framework established in accordance with the level of risk taken (*risk appetite*) and risk tolerance of the Bank;
- (2) To evaluate the policies and the implementation of risk management performed by the Board of Directors.

- (3) Menyelenggarakan Rapat Berkala dengan Direksi untuk mengevaluasi pencapaian tindak lanjut setiap rencana kerja (*action plan*);
- (4) Memastikan rekomendasi setiap Laporan Hasil Audit (LHA) Satuan Kerja Audit Internal dan Eksternal telah ditindaklanjuti.

Sedangkan Direksi bertugas menentukan arah kebijakan dan strategi manajemen risiko secara komprehensif, termasuk implementasinya, serta memastikan bahwa risiko yang material dan dampaknya telah ditindaklanjuti. Direksi juga bertanggungjawab untuk menumbuhkembangkan budaya dan kesadaran akan risiko di seluruh jajaran unit kerja. Pengawasan aktif Direksi, di antaranya meliputi:

- (1) Menyusun kebijakan, strategi, dan kerangka Manajemen Risiko dengan memperhatikan tingkat risiko yang diambil (*risk appetite*) dan toleransi risiko (*risk tolerance*) Bank;
- (2) Memantau, mengevaluasi, dan memastikan Rencana Bisnis Bank, strategi dan *action plan* telah dilakukan sesuai rencana melalui rapat/pertemuan berkala;
- (3) Memastikan Standar Operasional Prosedur (SOP), Kebijakan dan Prosedur telah dipahami dan dilaksanakan;
- (4) Memastikan dan melaksanakan langkah perbaikan atau rekomendasi dari Satuan Kerja Audit Internal dan Eksternal telah dilaksanakan dengan efektif;
- (5) Mengembangkan budaya manajemen risiko dan meningkatkan kesadaran risiko pada seluruh jenjang organisasi.

Dalam rangka pengawasan dan pengelolaan risiko Bank serta penerapan Tata Kelola yang baik, Dewan Komisaris dibantu oleh Komite Pemantau Risiko (*Risk Monitoring Committee*) di tingkat Komisaris dan di tingkat Direksi dibantu oleh Komite Manajemen Risiko (*Risk Management Committee*).

- (3) Holding Regular Meeting with the Board of Directors to evaluate the achievement of the follow-up of each action plan;
- (4) Ensure that any recommendations the Audit Report (LHA) of the Internal and External Audit Unit have been followed up.

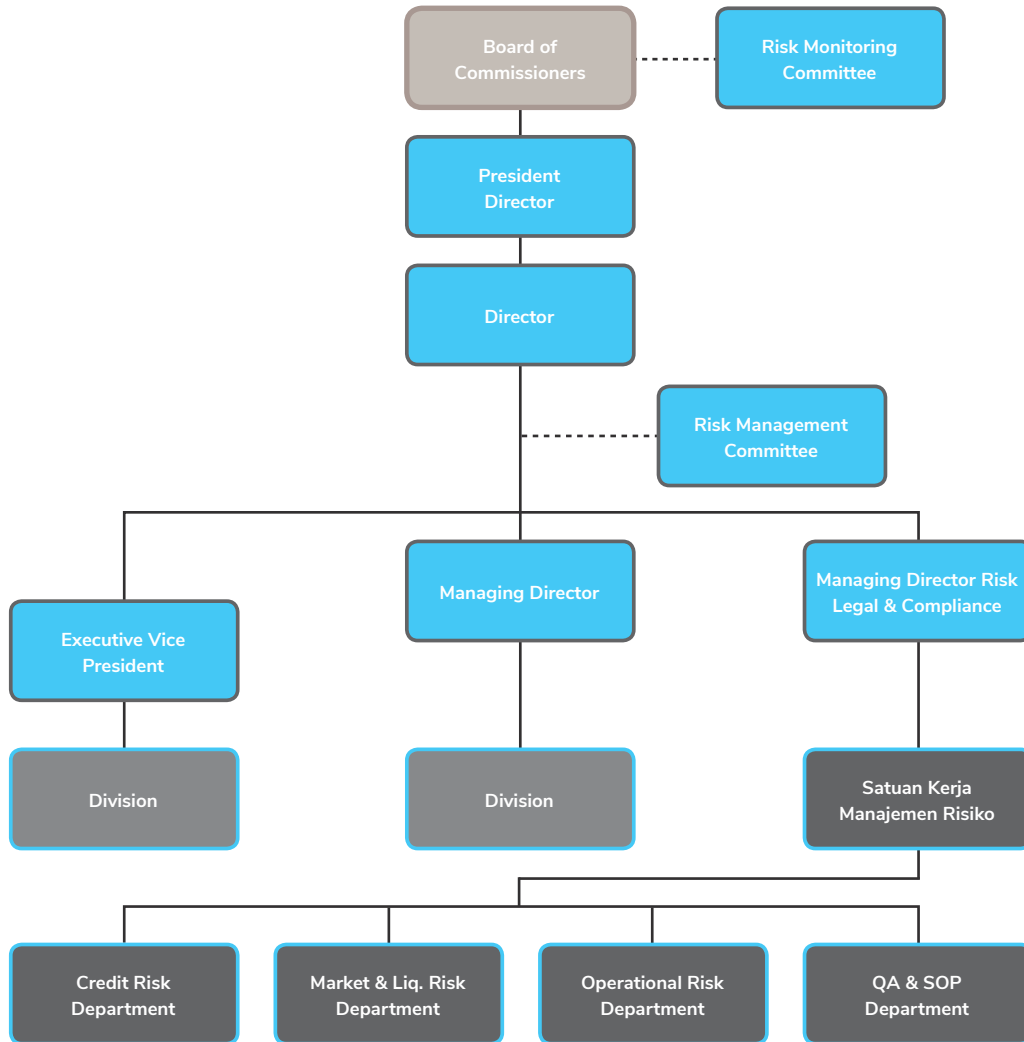
Meanwhile, the Board of Directors is in charge of determining the direction of policies and strategies of risk management comprehensively, including implementation, and to ensure that all material risks and the impacts have been followed up. The Board of Directors is also responsible to foster the risk culture and awareness throughout the ranks of the working unit. Active supervision of the Board of Directors, includes:

- (1) Formulate risk management policies, strategies, and framework by taking into account the level of risk taking (*risk appetite*) and risk tolerance of the Bank;
- (2) Monitor, evaluate and ensure the Bank's business plan, strategy, and action plan has been carried out as planned through regular meeting;
- (3) Ensuring the Standard Operating Procedures (SOP), Policies and Procedures have been understood and implemented;
- (4) To ensure and implement corrective measures or recommendations of the Internal and External Audit Unit had been implemented effectively;
- (5) Develop a risk management culture and raise risk awareness at entire levels of the organization.

In regard of risk supervision and management of the Bank and the implementation of Good Corporate Governance, the Board of Commissioners is assisted by the Risk Oversight Committee and the Board of Directors is assisted by the Risk Management Committee.

Berikut Struktur Organisasi Manajemen Risiko pada PT Bank JTrust Indonesia Tbk:

The following is the Organizational Structure of Risk Management at PT Bank JTrust Indonesia Tbk:



Struktur Organisasi Manajemen Risiko

1. Komite Pemantau Risiko (*Risk Monitoring Committee*)
Uraian mengenai Komite Pemantau Risiko dapat dilihat pada Bab III Kelengkapan dan Pelaksanaan Tugas Komite-Komite PT Bank JTrust Indonesia Tbk.
2. Komite Manajemen Risiko (*Risk Management Committee*)
Uraian mengenai Komite Manajemen Risiko dapat dilihat pada Bab III Kelengkapan dan Pelaksanaan Tugas Komite-Komite PT Bank JTrust Indonesia Tbk.
3. Satuan Kerja Manajemen Risiko (SKMR)

Risk Management Organizational Structure

1. Risk Monitoring Committee
Description on the Risk Monitoring Committee can be viewed at Chapter III Structure and Implementation of Committee's Duties of PT Bank JTrust Indonesia Tbk.
2. Risk Management Committee
Description on the Risk Management Committee can be viewed at Chapter III Structure and Implementation of Committee's Duties of PT Bank JTrust Indonesia Tbk.
3. Risk Management Work Unit (SKMR)

SKMR berada di bawah Direktur Risiko, Legal & Kepatuhan merupakan satuan kerja yang independen terhadap satuan kerja bisnis/operasional. SKMR mempunyai fungsi mengidentifikasi, mengukur, memantau dan mengendalikan risiko untuk meminimalkan potensi maupun dampak dari berbagai jenis risiko yang dihadapi di dalam kegiatan serta proses bisnis.

Struktur organisasi SKMR terdiri dari 4 (empat) unit kerja yaitu unit kerja risiko kredit, unit kerja risiko pasar & likuiditas, unit Kerja risiko operasional, dan unit kerja QA & SOP.

Tugas dan tanggung jawab SKMR meliputi:

- a. Memberikan masukan kepada Direksi dalam penyusunan, kebijakan, strategi dan kerangka manajemen risiko.
- b. Mengembangkan prosedur dan alat untuk identifikasi, pengukuran, pemantauan dan pengendalian risiko.
- c. Melakukan pemantauan atas strategi manajemen risiko yang telah disetujui oleh Direksi.
- d. Pemantauan posisi/eksposur risiko secara keseluruhan dan jenis risiko.
- e. Penerapan *stress testing* untuk mengetahui dampak implementasi kebijakan dan strategi manajemen risiko.
- f. Melakukan kajian risiko atas usulan produk dan/atau aktivitas baru.
- g. Melakukan *review* dan rekomendasi limit risiko dari usulan unit kerja bisnis dan operasional.
- h. Menyusun dan menyampaikan laporan profil risiko kepada Komite Manajemen Risiko secara berkala untuk disampaikan kepada Direksi dan Otoritas Jasa Keuangan (OJK).
- i. Menyusun laporan Kewajiban Penyediaan Modal Minimum (KPMM) dan *Internal Capital Adequacy Assessment Process* (ICAAP) secara berkala untuk disampaikan kepada Direksi dan OJK.

b. Kecukupan kebijakan dan prosedur manajemen risiko serta penetapan limit risiko

Penerapan manajemen risiko di PT Bank JTrust Indonesia Tbk telah dituangkan dalam beberapa kebijakan dan prosedur, antara lain Kebijakan Umum Manajemen Risiko (KUMR). KUMR sebagai ketentuan tertinggi dalam memberikan arahan kebijakan pengelolaan dan pengendalian risiko dalam rangka mengamankan PT Bank JTrust Indonesia Tbk atas risiko yang dihadapi dalam aktivitas bisnisnya. Penetapan limit dikelola dalam kegiatan usaha dan produk dan telah disesuaikan tingkat risiko yang akan diambil (*risk appetite*) dan limit tersebut ditinjau secara berkala untuk menyesuaikan terhadap perubahan kondisi yang terjadi.

The SKMR is under the Director of Risk, Legal & Compliance, which is a working unit independent from business/operational work units. SKMR has the function to identify, assess, monitor, and control risks and to minimize the potential impact of the various types of risks in business process.

The SKMR organizational structure consists of 4 (four) work units, namely the credit risk unit, market risk & liquidity risk unit, operational risk unit, and QA & SOP work unit.

Duties and responsibilities of the SKMR include:

- a. Providing input to the Board of Directors in the risk management preparation, policy, strategy, and framework.
- b. Developing procedures and tools for the identification, measurement, monitoring and control of risk.
- c. Conducting monitoring of the risk management strategy, which have been approved by the Board of Directors.
- d. Monitoring the overall risk position/exposure and type of risk.
- e. Implementing stress testing to determine the impact of the implementation of risk management policies and strategies.
- f. Conducting risk assessment on the proposed new products and/or activities.
- g. Conducting a review and recommendation of risk limits of proposals by the business and operations work units.
- h. Preparing and submitting risk profile reports to the Risk Management Committee regularly to be submitted to the Board of Directors and the Financial Services Authority (FSA).
- i. Preparing reports on the Capital Adequacy Ratio (CAR) and the Internal Capital Adequacy Assessment Process (ICAAP) regularly to be submitted to the Board of Directors and FSA.

b. Sufficiency of policies, procedures, and limit setting as guidelines in the implementation of risk management

The implementation of risk management in PT Bank JTrust Indonesia Tbk has been prepared under policies and procedures, among others such a General Policy of Risk Management (KUMR). KUMR as the highest policy to provide direction and control policy of risk management in order to secure the PT Bank JTrust Indonesia Tbk in its business activities. Limit determination is managed on business activities and products and adjusted the level of risk to be taken (*risk appetite*) and the limits are reviewed periodically to adjust to changing conditions.

c. Kecukupan proses identifikasi, pengukuran, pemantauan, dan pengendalian risiko serta sistem informasi manajemen risiko

Proses penerapan manajemen risiko yang meliputi identifikasi, pengukuran, pemantauan, pengelolaan dan pengendalian terhadap kedelapan jenis risiko yaitu risiko kredit, risiko pasar, risiko likuiditas, risiko operasional, risiko kepatuhan, risiko strategis, risiko hukum, dan risiko reputasi.

1) Identifikasi

Identifikasi risiko dilakukan mencakup seluruh aktivitas bisnis dalam rangka menganalisis sumber dan kemungkinan timbulnya risiko beserta dampaknya.

2) Pengukuran

Pengukuran risiko dimaksudkan agar Bank mampu menghitung eksposur risiko yang melekat pada kegiatan usaha, dan diperkirakan dampak terhadap permodalan.

Salah satu pengukuran risiko tercermin dalam Laporan Profil Risiko triwulanan dan Laporan *Risk Control Self Assessment/RCSA*.

3) Pemantauan

Pemantauan risiko dilakukan antara lain dengan cara mengevaluasi limit transaksi *treasury* serta efektivitas proses manajemen risiko.

4) Pengendalian

Pengendalian risiko antara lain dengan memberikan tindak lanjut atas risiko yang bersifat *high* (aktivitas yang berisiko tinggi).

d. Sistem pengendalian intern yang menyeluruh

Pengendalian internal telah dilakukan oleh Satuan Kerja Audit Intern untuk menilai pelaksanaan proses dan sistem manajemen risiko pada aktivitas fungsional yang memiliki eksposur risiko. Selain itu adanya pemisahan fungsi yang jelas antara unit kerja operasional (*risk taking unit*) dengan unit kerja yang melaksanakan fungsi pengendalian risiko (*risk management unit*).

Penerapan manajemen risiko di PT Bank JTrust Indonesia Tbk telah dituangkan dalam beberapa kebijakan dan prosedur, di antaranya Kebijakan Umum Manajemen Risiko (KUMR). KUMR sebagai ketentuan tertinggi dalam memberikan arahan kebijakan pengelolaan dan pengendalian risiko dalam rangka mengamankan PT Bank JTrust Indonesia Tbk atas risiko yang dihadapi dalam aktivitas bisnisnya.

Beberapa upaya yang telah dilakukan Manajemen dalam melakukan penerapan Manajemen Risiko, antara lain:

- a. Melakukan pengkinian kebijakan, dan prosedur disesuaikan dengan regulasi yang berlaku.

c. Sufficiency of identification, measurement, monitoring and risk control processes, as well as risk management information system

The process of risk management includes the identification, assessment, monitoring, management, and control of the eight risks, namely the credit risk, market risk, liquidity risk, operational risk, compliance risk, strategic risk, legal risk, and reputation risk.

1) Identification

Risk identification is conducted by covering entire business activities in order to analyze the source and possible risks and their impact.

2) Measurement

Risk has the objective to enable the Bank to calculate the risk exposure inherent in business activities, and the estimated impact on capital. One of the risk assessments is reflected in the quarterly Risk Profile Report and Risk Control Self Assessment (RCSA) Reports.

3) Monitoring

Risk monitoring is conducted among others by evaluating the limit of treasury transactions and the effectiveness of the risk management process.

4) Control

Risk control, among others, is by providing follow-up on risks in high category.

d. Comprehensive Internal Control System

Internal control has been carried out by the Internal Audit Unit to assess the implementation of risk management processes and systems in functional activities with risk exposure. In addition, there is a clear separation of functions between the operational units (risk-taking units) with units that carry out the functions of risk management (risk management unit).

The implementation of risk management in PT Bank JTrust Indonesia Tbk has been prepared under policies and procedures, among others such a General Policy of Risk Management (KUMR). KUMR as the highest policy to provide direction and control policy of risk management in order to secure the PT Bank JTrust Indonesia Tbk in its business activities.

The following is a number of efforts carried out by the Management in the implementation of Risk Management, among others:

- a. Updating the policies and procedures adapted to the prevailing regulations.

- b. Melakukan pengukuran Tingkat Kesehatan Bank dengan pendekatan *Risk Based Bank Rating* (RBBR), dengan menggunakan 4 cakupan penilaian yaitu Laporan Profil Risiko, Laporan hasil Penilaian Sendiri (*Self Assessment*) Penerapan Tata Kelola, aspek Rentabilitas dan Permodalan.
 - c. Dalam upaya meningkatkan kompetensi pegawai Bank dalam hal Manajemen Risiko, Manajemen secara berkelanjutan mengikutsertakan pegawai Bank dalam Sertifikasi Manajemen Risiko, sehingga dapat memenuhi ketentuan yang berlaku.
 - d. Menyusun Rencana Bisnis Bank untuk tahun 2018-2020.
 - e. Pemenuhan CAR ICAAP (*Internal Capital Adequacy Assessment Process*) dan melakukan perhitungan ATMR sesuai dengan Regulasi terbaru.
- b. Assessing the Bank Soundness Level through the Risk Based Bank Rating (RBBR) approach, using 4 assessment scopes, namely the Risk Profile Report, Good Corporate Governance Report, Profitability Aspect, and Capital.
 - c. In an effort to improve the competence of Bank employees in terms of Risk Management, the Management continuously engage employees in the Risk Management Certification, so as to meet the applicable provisions.
 - d. Preparing the 2017-2019 Bank Business Plan.
 - e. Fulfillment of CAR ICAAP (Internal Capital Adequacy Assessment Process) and calculating the RWA in accordance with the latest Regulation.

Penilaian Profil Risiko

Penilaian Profil Risiko sesuai dengan Peraturan Otoritas Jasa Keuangan Nomor 4/POJK.3/2016 tanggal 27 Januari 2016 tentang Penilaian Tingkat Kesehatan Bank Umum, dan Surat Edaran Otoritas Jasa Keuangan Nomor No. 14/SEOJK.03/2017 tentang Penilaian Tingkat Kesehatan Bank Umum, dilakukan terhadap risiko yang melekat (*inherent risk*) dan kualitas penerapan manajemen risiko melalui proses *self assessment* pada seluruh aktivitas bisnis bank yang mencakup 8 (delapan) jenis risiko yaitu Risiko Kredit, Risiko Pasar, Risiko Likuiditas, Risiko Operasional, Risiko Hukum, Risiko Reputasi, Risiko Strategik, dan Risiko Kepatuhan.

Risiko Inheren merupakan risiko yang terkandung dalam aktivitas Bank, sementara Kualitas Penerapan Manajemen Risiko merupakan kemampuan Bank dalam mengendalikan risiko dalam aktivitas tersebut. Kedua penilaian tersebut diperlukan untuk menentukan gambaran umum risiko Bank, yang kerap disebut Profil Risiko. Sebagai panduan dalam mengelola kedelapan jenis risiko tersebut, PT Bank JTrust Indonesia Tbk memiliki Kebijakan Umum Manajemen Risiko (KUMR) yang senantiasa diperbarui/disesuaikan secara periodik sesuai ketentuan yang berlaku.

Untuk dapat mengidentifikasi, mengukur, memantau dan mengendalikan seluruh jenis risiko yang melekat (*Inherent Risk*) pada Bank, maka diperlukan bentuk struktur organisasi pengelolaan yang sesuai dengan ukuran, kompleksitas, kemampuan Bank serta tujuan dan kebijakan PT Bank JTrust Indonesia Tbk melalui penyusunan Laporan Profil Risiko secara triwulanan oleh Satuan Kerja Manajemen Risiko sesuai dengan ketentuan Otoritas Jasa Keuangan.

Berikut ini hasil pengukuran atas Profil Risiko PT Bank JTrust Indonesia Tbk berdasarkan Risiko Inheren dan Kualitas Penerapan Manajemen Risiko periode triwulan IV Desember 2017 dibandingkan dengan periode triwulan III September 2017:

Risk Profile Assessment

Risk Profile Assessment in accordance with the Regulation of the Financial Services Authority No. 4/POJK.3/2016 dated January 27, 2016 on the Soundness Level Assessment of Commercial Banks and Circular Letter No. 14/SEOJK.03/2017 on the Application of Risk Management for Commercial Banks refers to inherent risk and the quality of risk management through self-assessment in all of Bank's business activities which covers the 8 (eight) risks, namely the Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Compliance Risk, Strategic Risk, Legal Risk, and Reputation Risk.

Inherent Risk is a risk inherent to banking business activities, while the Quality of Risk Management Implementation is the ability of the Bank to control risks in the activities. Both assessments are required to establish the general risk description of the Bank, commonly named Risk Profile. As the guidelines to manage the eight type of risks, PT Bank JTrust Indonesia Tbk has the General Policy of Risk Management (KUMR), which is continuously updated/ adapted in accordance with the prevailing regulations.

In order to identify, measure, monitor, and control all types of the Bank's attached risks (Inherent Risk), the management organizational structure that is in accordance with the size, complexity, and the ability of the Bank, as well as the objectives and policies of PT Bank JTrust Indonesia Tbk is required through the preparation of the quarterly Consolidated Risk Profile by the Risk Management Unit in accordance with the provisions of Bank Indonesia.

The following is the assessment result on the Risk Profile of PT Bank JTrust Indonesia Tbk based on Inherent Risk and the Quality of Risk Management Implementation in the 4th Quarter in December 2017, compared to the 3rd Quarter in September 2017:

Profil Risiko Risk Profile	Desember 2017 December 2017			September 2017 September 2017		
	Peringkat Risiko Inheren Inherent Risk Rating	Peringkat Kualitas Manajemen Risiko Risk Management Quality Rating	Peringkat Tingkat Risiko Risk Level Rating	Peringkat Risiko Inheren Inherent Risk Rating	Peringkat Kualitas Manajemen Risiko Risk Management Quality Rating	Peringkat Tingkat Risiko Inherent Risk Rating
Risiko Kredit Credit Risk	Low To Moderate	Satisfactory	2	Low To Moderate	Satisfactory	2
Risiko Pasar Market Risk	Low To Moderate	Satisfactory	2	Low To Moderate	Satisfactory	2
Risiko Likuiditas Liquidity Risk	Low To Moderate	Satisfactory	2	Low To Moderate	Satisfactory	2
Risiko Operasional Operational Risk	Low To Moderate	Satisfactory	2	Low To Moderate	Satisfactory	2
Risiko Hukum Legal Risk	Moderate To High	Satisfactory	3	Moderate To High	Satisfactory	3
Risiko Strategik Strategic Risk	Low To Moderate	Satisfactory	2	Low To Moderate	Satisfactory	2
Risiko Kepatuhan Compliance Risk	Moderate	Fair	3	Low To Moderate	Satisfactory	2
Risiko Reputasi Reputation Risk	Low To Moderate	Satisfactory	2	Low To Moderate	Satisfactory	2
Peringkat Komposit Composite Rating	Low To Moderate	Satisfactory	2	Low To Moderate	Satisfactory	2

Setelah dilakukan pengukuran atas Profil Risiko periode triwulan IV Desember 2017 dihasilkan peringkat komposit risiko adalah *Low To Moderate* yang mempunyai trend risiko tetap dibandingkan peringkat komposit periode triwulan sebelumnya periode September 2017.

Dengan melihat peringkat komposit risiko inheren berada pada posisi *Low To Moderate* dan Kualitas Penerapan Manajemen Risiko pada posisi *Satisfactory*, maka peringkat Profil Risiko per Desember 2017 adalah peringkat 2 (dua).

Berdasarkan Laporan Profil Risiko Bank periode Desember 2017 (data kualitatif), dapat diuraikan 8 jenis risiko utama sebagai berikut:

1. Risiko Kredit

Risiko yang timbul sebagai akibat kegagalan atau potensi kegagalan nasabah (*counterparty*) dalam memenuhi kewajibannya secara penuh sesuai perjanjian, baik karena tidak mampu ataupun tidak mempunyai niat baik atau karena sebab-sebab lain, sehingga Bank mengalami kerugian.

Bank telah melakukan penerapan manajemen risiko kredit di antaranya:

- a. Organisasi manajemen risiko kredit
Dalam organisasi manajemen risiko kredit, Bank telah menerapkan *Four Eyes Principle* merupakan

After the assessment of the Risk Profile in the 4th Quarter in December 2017, a composite rating of Low to Moderate was generated, with improved risk trend, compared to the composite rating in the previous quarter in September 2017.

Referring to the inherent risk rating, which is in the Low to Moderate position and the Quality of Risk Management Implementation in the Satisfactory position, the Risk Profile Rating as of December 2017 is in rank 2 (two).

Based on the December 2017 Bank Risk Profile Report (qualitative data), the following 8 types of main risk can be described:

1. Credit Risk

The risk emerged as a result of failure or potential failure of the customer (*counterparty*) to meet its obligations in full accordance with the agreement, either due to inability or lack of good faith or other causes, so that the Bank suffered losses.

The Bank has implemented the following credit risk management:

- a. Credit risk management organization
In the organization of credit risk management, the Bank has implemented the Four Eye Principle, which

prinsip utama yang mendasari pengambilan keputusan kredit dengan melibatkan unit Bisnis dan unit *Credit Risk Review* yang saling independen satu sama lain dengan pemisahan wewenang dan tanggung jawab, sebagai berikut:

- Divisi Bisnis adalah unit bisnis yang melaksanakan usulan/aktivitas pemberian kredit atau penyediaan dana;
 - Divisi *Credit Risk Reviewer* adalah unit yang melakukan review Nota Analisa Kredit dan membuat Nota Analisa Risiko & Rekomendasi serta dilengkapi kewenangan dalam batas limit tertentu untuk menyetujui atau menolak *proposal* yang diusulkan oleh Divisi Bisnis;
 - Divisi *Credit Administration*, Divisi *Compliance*, dan Divisi *Corporate Legal & Litigation* sebagai *Non Voting Member* dalam pemberian opini kepatuhan, legal, dan operasional dalam mekanisme proses kredit.
 - *Collection & Assets Recovery* (CAR) berfungsi melakukan penanganan debitur kualitas kredit 3,4,5 (*Non Performing Loan/NPL*) dan penyelesaian aset bermasalah.
 - *Remedial Management & Credit Reposition* (RCC) berfungsi melakukan penanganan debitur kualitas kredit 2 tidak berpotensi menjadi NPL dan restrukturisasi.
 - Satuan Kerja Manajemen Risiko (SKMR) berfungsi sebagai unit independen yang melakukan identifikasi, pengukuran, pemantauan dan pengendalian risiko kredit dengan berpegang pada *prudential banking*.
 - Komite Kredit merupakan mekanisme proses persetujuan kredit sesuai dengan Batas dan Wewenang Memutus Kredit yang telah ditetapkan oleh Direksi.
- b. Strategi manajemen risiko kredit untuk aktivitas yang memiliki eksposur risiko kredit yang signifikan Strategi manajemen risiko kredit berpedoman pada ketentuan Bank Indonesia/Otoritas Jasa Keuangan, Rencana Bisnis Bank dan prinsip kehati-hatian.
- c. Kebijakan pengelolaan risiko konsentrasi kredit Pengelolaan risiko konsentrasi kredit antara lain:
- 1) Melakukan penyusunan Portofolio Kredit per Sektor Industri sebagai limit penyaluran kredit pada sektor-sektor ekonomi tertentu sesuai dengan Rencana Bisnis Bank.
 - 2) Penetapan *inhouse limit* dalam penyediaan dana kepada pihak terkait, debitur grup, dan individu (BMPK) dengan tidak mengabaikan ketentuan regulator.

is the main principle underlying credit decision-making by involving business units and Commercial Credit Risk unit that are independent of each other with separation of authority and responsibility, as follows:

- Business Division is a business unit that implements the proposal/activity of credit disbursement or fund provision;
 - Credit Risk Reviewer Division is a unit that reviews the Memorandum of Credit Analysis and is given the authority within a certain limit to approve or reject proposals suggested by the Business Division;
 - Credit Administration Division, Compliance Division, and Corporate Legal & Litigation Division as Non-Voting Member in giving opinions in compliance, legal, and operational in credit process.
 - Collection & Assets Recovery (CAR) functions to handle credit quality borrowers 3,4,5 (Non Performing Loan/NPL) and problem solving assets.
 - Remedial Management & Credit Reposition (RCC) functions to handle credit quality 2 borrowers does not have the potential to become NPL and restructuring.
 - The Risk Management Work Unit (SKMR) functions as an independent unit that identifies, measures, monitors and controls credit risk by adhering to prudential banking.
 - Credit Committee is a credit approval process mechanism in accordance with the Limit and Authority to Declare Loans as stipulated by the Board of Directors.
- b. Credit risk management strategy for activities that have significant credit risk exposure
The credit risk management strategy is guided by the provisions of Bank Indonesia/Financial Services Authority, Bank Business Plan and prudential principles.
- c. Credit concentration risk management policy
The management of credit concentration risk includes:
- 1) Composing the Loan Portfolio per Industrial Sector as the lending limit to certain economic sectors in accordance with the Bank's Business Plan.
 - 2) Setting inhouse limit in provision of funds to related parties, group debtors, and individuals (LLL) in compliance with regulatory provisions.

- d. Mekanisme pengukuran dan pengendalian risiko kredit
- 1) Me-*review* dan menyempurnakan Kebijakan Perkreditan J Trust Bank dan Pedoman Pelaksanaan Kredit secara berkala, dan terus melengkapi dan menyempurnakan *Standard Operation Procedure* bidang perkreditan sebagai pengendalian risiko kredit.
 - 2) Melakukan penetapan limit/Batas Wewenang Memutus Kredit (BWMK) yang di-*review* secara berkala dan melakukan penyempurnaan terhadap proses kredit sehingga proses pengambilan keputusan kredit berjalan lebih cepat, namun tetap berpedoman terhadap asas *prudent banking*.
 - 3) Melakukan penyempurnaan pedoman monitoring kredit antara lain *Early Recognition Watch List* yaitu tindakan pemantauan secara dini terhadap kredit kolektibilitas 1 dan 2 sehingga dapat dilakukan tindakan preventif untuk mencegah penurunan kualitas kredit.
 - 4) Melakukan monitoring terhadap portofolio Bank, pemantauan dilakukan antara lain terhadap segmentasi kredit, kualitas kredit, dan 25 Debitur Inti serta dilakukan penyelamatan/ penyelesaian kredit bagi debitur yang bermasalah.

Dengan melaksanakan manajemen risiko kredit yang baik dapat menghasilkan pengelolaan kredit secara sehat dan *prudent*, sehingga dapat memberikan dampak yang baik dan membawa arah positif bagi Bank untuk menjadikan integritas dan independensi dalam proses penilaian risiko kredit dimaksud.

2. Risiko Pasar

Risiko yang timbul akibat pergerakan variabel pasar dari portofolio yang dimiliki oleh Bank baik transaksi tunai maupun transaksi derivatif, yang dapat merugikan Bank. Yang termasuk dalam variabel pasar adalah suku bunga, nilai tukar, harga saham, dan harga komoditas termasuk turunan dari variabel-variabel tersebut.

Risiko suku bunga (*Interest Rate Risk*), merupakan potensi risiko yang cukup signifikan bagi PT Bank JTrust Indonesia Tbk karena penyaluran dana selain dalam bentuk kredit, juga berupa portofolio investasi pada surat berharga khususnya surat berharga Rupiah yang rata-rata berjangka waktu panjang dengan suku bunga tetap. Kondisi ini akan menekan *Net Interest Margin* (NIM) saat suku bunga dana cenderung meningkat. Beberapa antisipasi/strategi dan mitigasi risiko Bank dalam menyikapi kondisi ini adalah:

- a. Perseroan melakukan perbaikan terhadap struktur komposisi aktiva produktif dan non produktifnya agar lebih menguntungkan posisi Bank.

- d. Credit risk assessment and control mechanisms
- 1) Reviewing and refining J Trust Bank Credit Policy and Credit Implementation Guidelines on a regular basis, and continuing to complement and refine the Standard Operation Procedure in credit as credit risk control.
 - 2) Setting limits/Credit Approval Authority Limit (BWMK), which is reviewed regularly and improving the loan process so that the credit decision-making process can run faster but still refers to the principles of prudential banking.
 - 3) Improving credit monitoring guidelines, among others Early Recognition Watch List which acts as an early monitoring to credit collectibility 1 and 2 in order to take preventive measures to prevent the decline in credit quality.
 - 4) Monitoring the Bank's portfolio, the monitoring is carried out among others on the segmentation of credit, credit quality, as well as 25 Core Debtors and conducting rescue/settlement of credit for troubled debtors.

The implementation of an appropriate credit risk management can result in a sound and prudent credit management, providing good impact and resulting in positive direction for the Bank to have integrity and independence in credit risk assessment.

2. Market Risk

Risks arising from movements in market variables on the portfolio held by the Bank both cash transactions and derivative transactions, which can be detrimental to the Bank. Included in market variables are interest rates, exchange rates, stock prices, and commodity prices, including derivatives of types of market risk.

Interest Rate Risk is a considerably significant risk potential for PT Bank JTrust Indonesia Tbk, since fund distribution is not only in form of credit but also in form of investment portfolio in securities, especially securities in Rupiah which on the average have long term maturity with fixed-rate. These conditions will depress Net Interest Margin (NIM) when the fund interest rate rises. A number of risk anticipation/mitigation strategies of the Bank in addressing this conditions are:

- a. The Company makes improvements on the composition structure of productive and nonproductive assets to make it more profitable for the Bank's position.

- b. Mengupayakan pengelolaan struktur kewajiban bank (*liabilities*) dalam meningkatkan sumber pendanaan jangka panjang, dengan jalan memberikan suku bunga yang menarik dan kompetitif pada deposito tiga bulan hingga satu tahun.
- c. Meningkatkan Dana Pihak Ketiga (DPK) dengan jangka waktu panjang.
- d. Menerapkan *floating rate* pada pemberian kredit jenis tertentu, sehingga risiko penurunan suku bunga tidak membebani Bank dan sebaliknya juga tidak akan membebani debitur jika suku bunga meningkat.
- e. Memonitor perkembangan harga pasar (*market pricing*) sekaligus memperkokoh kebijakan *pricing* aktiva maupun pasiva melalui forum rapat *Assets Liability Committee* (ALCO) dengan membahas beberapa perhitungan penting seperti *cost of money*, *base lending rate* dan perhitungan lainnya. Dengan demikian, setiap permasalahan yang terjadi di dalam Bank khususnya yang berkaitan dengan risiko suku bunga dapat diantisipasi sedini mungkin.
- f. Melakukan *monitoring* atas likuiditas, aktivitas dan *risk limit* Divisi Treasury & Capital Markets secara harian dan melaporkannya ke Direksi.

Sementara itu, sebagai bank devisa, J Trust Bank tidak dapat terlepas dari risiko nilai tukar (*Foreign Exchange Rate Risk*) atau risiko fluktuasi nilai tukar sebagai bagian dari pasar keuangan global. Kondisi ini mengharuskan Bank menjaga posisi aktiva dan pasiva valasnya dalam posisi sesuai ketentuan Bank Indonesia, untuk menghindari potensi kerugian jika terjadi fluktuasi nilai tukar.

Variabel pasar ini tidak hanya berupa fluktuasi nilai tukar ataupun fluktuasi suku bunga, tetapi juga meliputi fluktuasi nilai pasar dari portofolio yang dimiliki Bank, seperti di antaranya adalah portofolio surat berharga yang diperdagangkan.

Strategi Bank untuk memitigasi risiko ini adalah sebagai berikut:

1. Senantiasa melakukan *monitoring* pergerakan harga dari portofolio investasi Bank, sehingga dapat segera diambil tindakan sedini mungkin jika terjadi indikasi merugikan melalui *Market to Market*.
2. Mengelola dan melakukan mitigasi risiko konsentrasi dengan membuat aturan yang lebih jelas mengenai batas transaksi mulai dari batas pemus, batas limit antarbank, *limit dealer*, batas per sektor ekonomi, geografi, dan lain-lain.
3. Melakukan analisa yang mendalam (*rating, maturity, issuer, underlying transaction, listed & market price*) sebelum melakukan investasi.

- b. Striving to manage the Bank's liability structure by improving the long-term source of fund by way of offering attractive and competitive interest rates on the three months to one year term deposits.
- c. Increasing the long term Third Party Fund (DPK).
- d. Applying floating rate on certain types of loans, so that the risk of a decline in interest rates does not burden the Bank and vice versa will not burden the debtor if interest rates rise.
- e. Monitoring the development of market pricing and at the same time strengthening the pricing policy of assets and liabilities through the Asset Liability Committee (ALCO) forum meeting to discuss various key formulations, such as cost of money, base lending rate and other calculations. Thus, any problems that occur in the Bank, particularly with regard to interest rate risk can be anticipated as early as possible.
- f. Monitoring liquidity, activities and risk limits of the Treasury & Capital Markets Division on a daily basis and reporting to the Board of Directors.

Meanwhile, as a foreign exchange bank, J Trust Bank certainly cannot be detached from the exchange rate risk or the risk of exchange rate fluctuations as part of global financial markets. This condition requires the Bank to maintain the position of the foreign currency assets and liabilities in accordance with Bank Indonesia's provision to avoid potential losses in the event of exchange rate fluctuations.

This market variable is not only in form of fluctuations of exchange rate or interest rate, but it also includes fluctuation of the market value of the portfolio held by the Bank, such as marketable securities portfolio.

The Bank's strategy in mitigating these risks is as follows:

1. Constantly monitoring the price movements of the investment portfolio of the Bank, so that action can be taken as early as possible if there are indications that may harm the Bank through the Market to Market.
2. Managing and implementing mitigation of concentration risk by enforcing a clearer rules on transaction limits starting from cut-off limits, inter-bank limits, dealers' limits, limits on each economic sector, geographic sector, and others.
3. Conducting in-depth analysis (*rating, maturity, issuer, underlying transaction, listed and market price*) prior to investing.

Secara rutin (minggu kedua setiap bulan) Bank menyelenggarakan rapat *Asset and Liability Committee* (ALCO) yang bertanggung jawab dalam menetapkan strategi dalam pengelolaan aset dan liabilitas Bank sesuai dengan ketentuan yang berlaku. Selain itu, Bank juga telah menetapkan limit kegiatan *treasury* untuk menjaga tingkat eksposur agar tetap sesuai dengan *risk appetite* Bank seperti limit transaksi Pertukaran Mata Uang Asing (*Foreign Exchange*), *Bank Notes*, *Money Market*, dan Surat Berharga.

3. Risiko Likuiditas

Dalam pengelolaan risiko likuiditas yang antara lain disebabkan Bank tidak mampu memenuhi kewajiban kepada nasabah atau *counterparty* yang telah jatuh waktu. Beberapa strategi yang dilakukan Bank untuk mengantisipasi hal tersebut adalah:

- Melakukan portofolio investasi ke arah investasi yang lebih likuid.
- Menurunkan konsentrasi depositan inti dan mengganti dengan dana *retail* sehingga menjadi lebih *sustainable* (berkesinambungan).
- Mendorong bertumbuhnya jumlah investasi dana-dana murah atau nasabah kategori *low cost fund*.
- Meningkatkan efektivitas pengelolaan gap likuiditas (*maturity gap*, proyeksi *cash flow*) untuk mengantisipasi risiko likuiditas sedini mungkin.
- Meningkatkan kerja sama dengan Bank Lain agar dapat memanfaatkan fasilitas *Call Money* maupun Repo Surat Berharga intern bank.

PT Bank J Trust Indonesia Tbk berupaya meningkatkan efektivitas pengelolaan gap likuiditas (*maturity gap* dan proyeksi arus kas) untuk mengantisipasi risiko likuiditas sedini mungkin, dan juga mengendalikan risiko likuiditas khususnya pada saat kondisi *stress*.

Bank juga telah menyusun *Contingency Funding Plan*, selain juga senantiasa memelihara kemampuannya dalam melakukan akses ke pasar uang dengan terus membina hubungan dengan bank koresponden. Untuk mendeteksi risiko likuiditas, PT Bank J Trust Indonesia Tbk telah mempunyai *Standard Operation Procedure LCP* (*Liquidity Contingency Plan*), dan melakukan pemantauan likuiditas secara harian untuk dilaporkan kepada Direksi.

4. Risiko Operasional

Risiko operasional adalah risiko yang antara lain disebabkan ketidakcukupan dan atau tidak berfungsinya proses internal, kesalahan faktor manusia, kegagalan sistem, atau adanya masalah eksternal yang mempengaruhi operasional Bank.

On a regular basis (the second week of each month) the Bank holds Asset and Liability Committee (ALCO) meeting, which is responsible for determining the strategy in managing the assets and liabilities of the Bank in accordance with the prevailing regulations. In addition, the Bank has also set a limit of treasury activities to maintain the exposure level according to the risk appetite of the Bank, such as the transaction limits of Foreign Exchange, Bank Notes, Money Market, and Marketable Securities.

3. Liquidity Risk

In managing liquidity risk, among others, due to the Bank's inability to meet obligations to customers or matured obligations to counter-party, the Bank's has taken some strategies to anticipate as follows:

- Setting investment portfolio toward more liquid investments.
- Lowering concentration of core depositors and replacing it with a more sustainable retail funding.
- Encouraging growth of number of low cost investment funds or customer funds in low cost category.
- Improving the effectiveness of managing liquidity gap (*maturity gap*, projected *cash flow*) in anticipating liquidity risk early.
- Increasing cooperation with other banks for securing Call Money and Securities Repo internal bank facilities.

PT Bank J Trust Indonesia Tbk seeks to increase the effectiveness of managing liquidity gap (*maturity gap* and *cash flow* projections) in anticipating liquidity risk early, and also controlling the liquidity risk, especially under stress conditions.

The Bank has also prepared a Contingency Funding Plan, as well as its ability to continue maintain access to the money market by continue building relationships with correspondent banks. To detect liquidity risk, PT Bank J Trust Indonesia Tbk has maintained a LCP (*Liquidity Contingency Plan*) Standard Operation Procedure and monitoring of daily liquidity, to be reported to the Board of Directors.

4. Operational Risk

Operational risk is a risk which among others is caused by insufficiency and or dysfunction of internal processes, human error, system failure, or occurrences of external matters that affect the Bank's operation.

Beberapa langkah yang dilakukan Bank dalam mengidentifikasi, mengukur dan memitigasi risiko operasional adalah sebagai berikut:

- a. Di awal tahun 2017, Bank telah membentuk *Quality Assurance (QA)* di bawah SKMR sebagai *second line of defence*. Fungsi dari QAS adalah memastikan bahwa unit kerja di cabang telah melaksanakan transaksi operasional sesuai dengan ketentuan internal yang berlaku, serta melakukan *review & menyempurnakan* ketentuan internal.
- b. Untuk melakukan identifikasi kejadian risiko yang terjadi di Cabang serta memiliki dampak kerugian, maka pemantauan dilakukan menggunakan *Irregularity Risk Report*.
- c. Melakukan pencatatan atas data kerugian yaitu *Loss Event Database* di mana data tersebut digunakan sebagai salah satu parameter dalam pengukuran Profil Risiko Operasional.
- d. Bank telah menerapkan *Risk & Control Self Assessment (RCSA)* yang merupakan metodologi untuk identifikasi sumber-sumber risiko, yang digunakan untuk mengukur tinggi rendahnya risiko, memantau trend tingkat risiko, serta mengendalikan dan mitigasi risiko. Pelaksanaan Identifikasi melalui RCSA diterapkan pada seluruh unit kerja.
- e. Melakukan peninjauan ulang dan penyempurnaan atas *Standard Operation Procedure* masing-masing unit kerja secara berkala.
- f. Melakukan Penetapan batas kewenangan dalam melakukan transaksi operasional.
- g. Setiap adanya produk ataupun aktivitas baru Bank selalu dilakukan kajian risiko sesuai dengan ketentuan dari regulator.
- h. Peningkatan kualitas sumber daya manusia dengan meningkatkan frekuensi pelatihan internal maupun eksternal di bidang perkreditan, pemasaran produk dan motivasi kerja.
- i. Pengelolaan risiko operasional juga dilakukan dengan memperkuat keamanan dan keandalan teknologi informasi, sehingga kegagalan sistem maupun *human error* dapat ditekan.
- j. Melakukan peningkatan pada *IT Security System* untuk seluruh sistem yang ada pada PT Bank JTrust Indonesia Tbk.
- k. Memastikan ketersediaan *Disaster Recovery Plan (DRP)* yang diuji secara berkala sebagai antisipasi jika terjadi gangguan IT.
- l. Meningkatkan fungsi pengawasan internal melalui Satuan Kerja Audit Internal. Selain itu membentuk *Anti Fraud Department* dalam Satuan Kerja Audit Internal sebagai upaya memperkuat sistem pengendalian Intern.

Among measures taken by the Bank in identifying, measuring and mitigating operational risks are as follows:

- a. In early 2017, the Bank has established *Quality Assurance (QA)* under SKMR as the second line of defense. The function of QAS is to ensure that the branch's work units have performed operational transactions in accordance with applicable internal regulations, as well as reviewing and improving internal regulations.
- b. To identify the risk occurrences occurring in the Branch as well as to have a loss impact, the monitoring is performed using the *Irregularity Risk Report*.
- c. Recording of data loss is *Loss Event Database* where the data is used as one of the parameters in the measurement of *Operational Risk Profile*.
- d. The Bank has implemented *Risk & Control Self Assessment (RCSA)* which is a methodology for identifying risk sources, which is used to measure high risk, monitor risk level trends, and control and mitigate risk. Implementation of Identification through RCSA is applied to all work units.
- e. Perform regular review and refinement of *Standard Operation Procedure* of each work unit.
- f. Establishing limits of authority in performing operational transactions.
- g. In any existence of new products or activities of the Bank is always conducted risk assessment in accordance with the provisions of the regulator.
- h. Improving the quality of human resources by increasing the frequency of internal and external training in the fields of credit, product marketing, and work motivation.
- i. Operational risk management is also done by strengthening the security and reliability of information technology, so that system failure and human error can be suppressed.
- j. Improving the *IT Security System* for all existing systems in PT Bank JTrust Indonesia Tbk.
- k. Ensure availability of *Disaster Recovery Plan (DRP)* that is tested periodically in anticipation in case of IT interruption.
- l. Improve internal control function through *Internal Audit Work Unit*. In addition, to form the *Anti Fraud Department* in the *Internal Audit Working Unit* as an effort to strengthen the internal control system.

- m. Bank telah memiliki *Business Continuity Plan* (BCP) dimaksudkan untuk minimalisasi risiko, menangani dampak dari gangguan/bencana, serta percepatan proses pemulihannya agar kegiatan operasional dan pelayanan kepada nasabah tetap dapat berjalan dengan baik.

Business Continuity Plan (BCP)

Dalam rangka meminimalkan potensi kerugian finansial maupun non finansial yang diakibatkan faktor eksternal seperti bencana alam, kebakaran, kerusakan, yang berdampak pada kemampuan teknologi Bank dan kegiatan operasional bisnis Bank terutama pelayanan kepada nasabah, Bank telah menerapkan Kebijakan maupun *Standard Operating Procedure Business Continuity Plan* (BCP).

Tim Organisasi BCP yang dibentuk Bank memiliki tugas untuk mengkoordinasi pelaksanaan BCP dalam penanganan aktivitas bisnis dalam keadaan darurat (*disaster*) sesuai dengan kebutuhan dan kondisi Bank. Bank telah melakukan penyempurnaan BCP dengan *Review Business Impact Analysis* (BIA) sesuai dengan *business process*, dan telah melakukan sosialisasi dan simulasi pelaksanaan BCP sesuai dengan ketentuan yang berlaku.

5. Risiko Hukum

Risiko Hukum adalah suatu risiko yang disebabkan karena adanya kelemahan aspek yuridis/hukum atau karena tidak terdokumentasikannya transaksi tersebut dengan baik. Risiko ini tidak terbatas pada risiko yang timbul dari kemungkinan kontrak/perjanjian yang tidak dapat dilaksanakan, tuntutan hukum/gugatan pihak ketiga, ketidaksesuaian dengan peraturan dan perundang-undangan yang berlaku, kelemahan perikatan, pengikatan jaminan yang tidak sempurna, ketidaksanggupan penerapan putusan pengadilan, keputusan pengadilan yang dapat mengganggu atau mempengaruhi operasi atau kondisi Bank.

Pengelolaan Risiko Hukum dilakukan antara lain:

- a. Melakukan peninjauan kembali (*review*) atas dokumen hukum, perjanjian maupun kontrak-kontrak dengan pihak ketiga.
- b. Inventarisasi atas kasus-kasus hukum yang terjadi termasuk didalamnya memantau perkembangan dari setiap kasus hukum yang ada. Penanganan kasus hukum disusun berdasarkan skala prioritas dan seluruh perkembangannya terpantau dengan baik dan selalu dilaporkan kepada Manajemen untuk ditindaklanjuti melalui penyelesaian yang mengandung potensi risiko hukum paling sedikit.
- c. Fungsi *Corporate Legal & Litigation Division* yang memiliki peranan penting dalam memberikan

- m. The Bank has a Business Continuity Plan (BCP) intended to minimize risks, address the impact of disruption/disaster, and accelerate the recovery process so that operational activities and services to customers can still run well.

Business Continuity Plan (BCP)

In order to minimize the potential loss of financial and non financial result due to external factors such as natural disasters, fires, riots, which would have an impact on the Bank's technology and its business operational activities of servicing customers, the Bank has implemented policies as well as Standard Operating Procedure for Business Continuity Plan (BCP).

The Bank established the BCP organization and team tasked to coordinate the implementation of the BCP in handling business activity in an emergency (disaster) in accordance with the needs and conditions of the Bank. The Bank has made BCP improvements through the Business Impact Analysis (BIA) review in accordance with the business process, and has conducted socialization and simulation of executing BCP in accordance with scenario assigned to all branches.

5. Legal Risk

Legal risk is a risk due to weakness of the judicial/legal aspects or the improper documentation supporting the transactions. This risk is not limited to risks due to possible failure in implementing and/or adhering to the contract/agreement, litigation/claim of a third party, non-compliance with the prevailing regulations and legislation, weakness of the engagement, imperfect related to binding on guarantees, inability of implementing court decisions, court decisions which interfere with or influence operation or condition of the Bank.

The management of the Legal Risk is conducted by, among others:

- a. Re-evaluating legal documents, agreements, or contracts with third parties.
- b. Inventorying of legal cases including monitoring the progress of each legal case. The handling of legal cases is based on a priority scale and all developments are well monitored and are always reported to Management for follow-up through a solution containing the least potential legal risk.
- c. The function of Corporate Legal & Litigation Division which has an important role in providing analysis/review from legal point of view related to new product or activity of Bank, giving legal input

analisa/*review* dari sudut pandang legal terkait dengan produk atau aktivitas baru Bank, memberikan masukan dari sisi hukum akibat adanya perubahan regulasi, melakukan *review* atas perjanjian-perjanjian yang dibuat antara Bank dengan pihak ketiga, selain itu juga menangani permasalahan hukum yang terkait dengan litigasi.

due to regulation change, reviewing agreements made between Bank and third party, while also addressing legal issues related to litigation.

6. Risiko Strategik

Risiko yang disebabkan oleh adanya penetapan dan pelaksanaan strategi Bank yang tidak tepat, pengambilan keputusan bisnis yang tidak tepat atau kurang responsifnya Bank terhadap perubahan eksternal. Beberapa langkah yang dilakukan untuk mengantisipasi risiko ini antara lain:

- a. Penyusunan Rencana Bisnis Bank untuk periode tahun 2018-2020 yang digunakan sebagai pedoman oleh Manajemen dan karyawan.
- b. Melakukan pemantauan atas kinerja keuangan dengan membandingkan antara realisasi dengan sasaran/target yang ingin dicapai oleh Bank sesuai dengan Rencana Bisnis Bank tersebut.
- c. *Planning Performance Division* yang secara rutin melakukan pemantauan berkala (*performance review*) atas pencapaian kinerja dari tiap divisi/kantor wilayah/cabang/capem dan Bank secara keseluruhan.
- d. Merevisi pengkinian atas strategi yang ingin dicapai sesuai dengan perkembangan kondisi internal maupun eksternal, sehingga akan menjadi realistis dengan pencapaian sasaran Bank.

7. Risiko Kepatuhan

Risiko yang disebabkan karena Bank tidak mematuhi atau tidak melaksanakan peraturan perundang-undangan dan ketentuan lain yang berlaku menjadi perhatian utama. Bank telah melakukan pengelolaan risiko kepatuhan antara lain:

- a. Menyusun dan *monitoring* Kebijakan Kepatuhan dan Kebijakan Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme.
- b. Pemantauan terhadap pengkinian data nasabah dan penerapan single CIF serta penanganan rekening pasif/*dormant*.
- c. Pelaksanaan Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APU dan PPT) sesuai dengan amanat dalam Peraturan Otoritas Jasa Keuangan, di mana PT Bank JTrust Indonesia Tbk secara rutin melakukan sosialisasi kepada unit-unit terkait melalui *Compliance Division*.
- d. Penyusunan Laporan Kepatuhan kepada pihak Internal maupun Eksternal.
- e. Peningkatan fungsi kepatuhan untuk melakukan uji kepatuhan atas setiap regulasi, baik ketentuan internal maupun eksternal.

6. Strategic Risk

Risks caused by inaccurate determination and implementation of the Bank's strategy, inappropriate business decisions, or lack of responsiveness of the Bank to external changes. Some of the steps taken to anticipate this risk are, among others:

- a. Preparation of the 2018-2020 period Bank Business Plan to be used as the guidelines by the management and employees.
- b. Monitoring the financial performance by comparing the achievements with the established objectives/targets in the Bank's Business Plan.
- c. Formed the Performance Planning Division, which routinely conducts regular performance review on the achievement of each division/regional office/branch/Sub Branch and the Bank in a comprehensive manner.
- d. Revise and update strategies in accordance with the development of internal and external conditions, to ensure the objectives and strategies to achieve the determined targets remain realistic.

7. Compliance Risk

Risks caused due to the failure of the bank to comply or implement the prevailing legislations or applicable provisions of major concern. The Bank has conducted the compliance risk management, among others:

- a. Developing and monitoring of the Compliance Policy and the Anti-Money Laundering and Combating the Financing of Terrorism Policy.
- b. Monitoring of customer data update and implementing single CIF, as well as handling of the passive/*dormant* account.
- c. Implementing the Anti-Money Laundering and Combating Terrorism Financing Program in accordance and as mandated in Bank Indonesia regulation. PT Bank JTrust Indonesia Tbk routinely conducts disseminations to the relevant units through the Compliance & Legal Division.
- d. Preparation of the Compliance Report to Internal as well as External parties.
- e. Improving the compliance function to perform the compliance test of each regulations, both internally as well as external provisions.

8. Risiko Reputasi

Risiko reputasi sebagai tiang kepercayaan memberikan risiko yang antara lain disebabkan adanya publikasi negatif yang terkait dengan kegiatan usaha Bank atau persepsi negatif terhadap Bank yang dapat mempengaruhi *image* Bank, sehingga tingkat kepercayaan publik terhadap Bank relatif meningkat.

Sebagai wujud perhatian Bank terhadap risiko reputasi, maka pengelolaan risiko reputasi dilakukan dengan cara:

- a. Pemantauan terhadap publikasi media, yang bekerja sama dengan jasa pihak ketiga oleh *Corporate Secretary*.
- b. Melakukan pemantauan terhadap keluhan nasabah melalui Operation Division guna menangani keluhan dengan segera, serta melakukan optimalisasi fungsi *Call Center* dalam penanganan keluhan nasabah.
- c. Dalam upaya pelaksanaan manajemen risiko, Bank secara aktif menjalankan program *Corporate Social Responsibility* dan aktivitas sosial lainnya, *public expose*, membangun relasi dengan media, dan *gathering* dengan nasabah.
- d. Reputasi dan dukungan pemegang saham baru secara profesional membantu manajemen dalam rangka meningkatkan reputasi dan kepercayaan masyarakat melalui peningkatan kinerja yang lebih baik dan program-program kerja yang berimplikasi langsung pada pengelolaan risiko reputasi.
- e. Meningkatkan *new corporate image* J Trust Bank melalui penyempurnaan website Bank dan melaksanakan *press release* dengan media.

PT Bank J Trust Indonesia Tbk meyakini bahwa setiap aspek efektivitas pelaksanaan manajemen Perseroan yang baik (termasuk manajemen risiko dan sistem pengendalian internal) dalam kaitannya dengan Tata Kelola yang baik akan memperbaiki reputasi.

Evaluasi/Tinjauan atas Efektivitas Sistem Manajemen Risiko

Tinjauan atas efektivitas penerapan Manajemen Risiko pada keempat pilar sistem manajemen risiko telah dilakukan secara memadai yang meliputi:

- a. Perumusan Tingkat Risiko
Perumusan *risk appetite* dan *risk tolerance* sudah memadai dan selaras dengan tujuan strategis dan bisnis bank yang ditetapkan dalam RBB, dan RKAP. Parameter *risk tolerance* secara *bankwide* didokumentasikan dalam ketentuan internal di *Risk Appetite Statement & Risk Tolerance* PT Bank J Trust Indonesia Tbk.
- b. Kecukupan pengawasan aktif oleh Dewan Komisaris dan Direksi

8. Reputation Risk

The Reputation as the pillar of trust risk generates risks partly due to negative publicity relating to the business activities of the Bank or negative perception of the Bank that could affect the image of the Bank, so that the level of public confidence in the Bank relatively increased.

As an embodiment of the Bank's concern towards the reputation risk, the management of the reputation risk is conducted by the following methods:

- a. Monitoring of media publications by the Corporate Secretary working closely with third-party services.
- b. Monitoring of customer complaints through the Product & Networking Management Division on timeliness of complaint handling, as well as optimizing the function of Call Center in handling customer complaints.
- c. In the effort of risk management implementation, the Bank actively performs the Corporate Social Responsibility program and other social activities, public expose, building relationship with the media, and organizing customer gathering.
- d. The reputation and support from the new shareholders in a professional manner have provided and assisted the management in improving the reputation and public confidence through performance improvement and work programs, which directly impact the management of reputation risk.
- e. Improving the new corporate image of J Trust Bank, by improving the Bank's website and issue press releases to the media.

PT Bank J Trust Indonesia Tbk believes that every aspect of effective implementation of the Company's good corporate governance including risk management and internal control systems improve reputation.

Evaluation on the Effectiveness of the Risk Management System

A review of the effectiveness of Risk Management implementation on the four pillars of the risk management system has been adequately conducted which includes:

- a. Formulation of Risk Level
The formulation of risk appetite and risk tolerance is adequate and in line with the strategic and business objectives of the bank set out in RBB, and RKAP. Bankwide risk tolerance parameters are documented in the internal terms of Risk Appetite Statement & Risk Tolerance of PT Bank J Trust Indonesia Tbk.
- b. Adequacy of active supervision by the Board of Commissioners and the Board of Directors

Kecukupan pengawasan aktif oleh Dewan Komisaris dan Direksi, termasuk pelaksanaan kewenangan dan tanggung jawab Dewan Komisaris dan Direksi dinilai memadai. Dewan Komisaris telah membentuk Komite Pemantau Risiko, antara lain:

1. Mengevaluasi dan menganalisis kecukupan kebijakan manajemen risiko secara berkala.
2. Mengevaluasi dan menganalisa laporan profil risiko secara triwulanan dan Tingkat Kesehatan Bank secara semesteran.
3. Mengawasi dan mengevaluasi pelaksanaan tugas Komite Manajemen Risiko dan Satuan Kerja Manajemen Risiko.

c. Alat Organisasi Manajemen Risiko

Alat organisasi yang mendukung penerapan Manajemen Risiko secara efektif dinilai memadai dengan wewenang dan tanggung jawab yang jelas dalam setiap kegiatan usaha, antara lain:

1. Dalam mengelola risiko kredit ada pemisahan petugas pinjaman, antara Unit Bisnis dan Unit *Credit Risk Review*. Delegasi wewenang diatur dalam ketentuan internal tentang Komite Kredit (KK) dan Batas Wewenang Memutus Kredit (BWMK) dan dievaluasi secara rutin oleh pejabat yang berwenang.
2. Dalam pengelolaan risiko pasar dan likuiditas, fungsi manajemen risiko terdiri dari Divisi Treasury, Divisi Operasi dan Satuan Kerja Manajemen Risiko.
3. Dalam pengelolaan risiko operasional terdapat pemisahan tugas dan wewenang pembuat, pemeriksa, penandatanganan (*segregasi tugas dan dual control*) terhadap pelaksanaan semua kegiatan operasional di unit kerja.
4. Untuk mengembangkan kompetensi dalam Manajemen Risiko, adalah wajib bagi Dewan Komisaris, Direksi, dan juga pejabat sampai empat tingkat di bawah Direksi untuk mengikuti pelatihan sertifikasi Manajemen Risiko. Selain itu, *refreshment* kepada Sumber Daya Manusia juga dilakukan secara rutin.

d. Sistem Informasi

Dukungan sistem informasi untuk penerapan manajemen risiko dinilai cukup memadai, antara lain persetujuan transaksi dan delegasi wewenang di sistem informasi *Core Banking*, pelaksanaan *Risk Control Self Assessment* (RCSA) dalam pengukuran risiko operasional, sistem *Compliance Report Monitoring* (CRM) sebagai *reminder* ke unit kerja pelapor mengenai kewajiban penyampaian Laporan kepada Regulator.

The adequacy of active supervision by the Board of Commissioners and the Board of Directors, including the exercise of the authority and responsibilities of the Board of Commissioners and the Board of Directors is considered adequate. The Board of Commissioners has established the Risk Monitoring Committee to, among others:

1. Evaluate and analyze the adequacy of risk management policies on a regular basis.
2. Evaluate and analyze quarterly risk profile reports and Bank Rating semi-annually.
3. Supervise and evaluate the performance of the Risk Management Committee and Risk Management Working Unit.

c. Risk Management Organization Tool

Organizational tools that support the implementation of Risk Management are effectively assessed with clear authority and responsibility in every business activity, including:

1. In managing credit risk there is separation of loan officer, between Business Unit and Credit Risk Review Unit. Delegation of authority is governed in the internal provisions of the Credit Committee (KK) and the Limit of Authority to Declare Credit (BWMK) and regularly evaluated by authorized officials.
2. In the management of market risk and liquidity, the risk management function consists of the Treasury Division, Operations Division and Risk Management Work Unit.
3. In operational risk management there is a separation of duties and authority of maker, examiner, signer (*task segregation and dual control*) on the implementation of all operational activities in the work unit.
4. To develop competencies in Risk Management, it is mandatory for the Board of Commissioners, Board of Directors, and also officials up to four levels under the Board of Directors to attend the Risk Management certification training. In addition, *refreshment* to Human Resources is also done routinely.

d. Information Systems

Information system support for risk management implementation is considered sufficient, including transaction approval and delegation of authority in *Core Banking* information system, *Risk Control Self Assessment* (RCSA) implementation in operational risk measurement, *Compliance Report Monitoring* (CRM) system as reminder to reporting unit regarding the obligation to submit the Report to the Regulator.

5.2. Penerapan Sistem Pengendalian Internal (Internal Control System)

1. Pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya

Untuk dapat mengelola Bank secara efektif dan efisien serta sebagai dasar kegiatan operasional yang sehat dan aman, diperlukan adanya Sistem Pengendalian Internal (SPI).

Peraturan Otoritas Jasa Keuangan Nomor 18/POJK.03/2016 tanggal 16 Maret 2016 tentang Penerapan Manajemen Risiko bagi Bank Umum, Peraturan Otoritas Jasa Keuangan Nomor 38/POJK.03/2016 tanggal 1 Desember 2016 tentang Penerapan Manajemen Risiko dalam Penggunaan Teknologi Informasi oleh Bank Umum, dan Surat Edaran Otoritas Jasa Keuangan Nomor 35/SEOJK.03/2017 tanggal 07 Juli 2017 perihal Pedoman Standar Sistem Pengendalian Intern bagi Bank Umum, mewajibkan Bank untuk menerapkan Sistem Pengendalian Intern secara efektif terhadap seluruh kegiatan usaha dan operasional pada seluruh jenjang organisasi Bank.

Sistem Pengendalian Internal (*Internal Control System*) merupakan suatu mekanisme pengendalian yang ditetapkan oleh Direksi dengan persetujuan Dewan Komisaris secara berkesinambungan (*on going basis*) dalam rangka pencapaian tujuan perusahaan.

Penerapan Sistem Pengendalian Internal secara efektif akan membantu Bank dalam:

- Menjaga dan mengamankan harta kekayaan Bank.
- Menjamin tersedianya informasi dan laporan yang lebih akurat.
- Meningkatkan kepatuhan Bank terhadap ketentuan dan peraturan perundang-undangan yang berlaku.
- Mengurangi dampak keuangan/risiko terjadinya kerugian, penyimpangan termasuk kecurangan/*fraud*, dan pelanggaran terhadap prinsip kehati-hatian.
- Meningkatkan efektivitas organisasi dan efisiensi biaya.

Untuk keperluan diatas PT Bank J Trust Indonesia Tbk telah mengadopsi prinsip Pengendalian Internal berdasarkan COSO Model dengan 5 (lima) komponen yang harus dikendalikan sebagai berikut:

1) Control Environment (CE)

CE adalah himpunan standar, ketentuan, proses dan struktur organisasi yang memberikan dasar untuk melaksanakan SPI bagi seluruh organisasi. BOD dan Manajemen melaksanakan *Tone At The Top* atas pentingnya SPI termasuk standar berperilaku. CE

5.2. Implementation of Internal Control System

1. Financial and operational controls, and compliance with other laws and regulations

To be able to manage the Bank effectively and efficiently and as a basis for safe and healthy operational activities, an Internal Control System is required.

Regulation from Financial Services Authority No. 18/POJK.03/2016 dated March 16, 2016 concerning Application of Risk Management for Commercial Banks, Regulation of Financial Services Authority No. 38/POJK.03/2016 dated December 1, 2016 regarding Risk Management Implementation in Use of Information Technology by Commercial Bank and Circular Letter of the Financial Services Authority No. 35/SEOJK.03/2017 dated July 7, 2017 concerning Guidelines for Standards of Internal Control System for Commercial Bank, requires the Bank to apply the Internal Control System effectively to all business and operational activities at all levels of the Bank's organization.

Internal Control System is a control mechanism established by the Board of Directors with the approval of the Board of Commissioners on an ongoing basis in the context of achieving the company's objectives.

The implementation of the Internal Control System will effectively assist the Bank in:

- Maintain and secure the Bank's assets.
- Ensure more accurate information and reports are available.
- Improve the Bank's compliance with prevailing laws and regulations.
- Reduce financial impact/risk of loss occurrence, irregularities including fraud, and violation of prudential principles.
- Improve organizational effectiveness and cost efficiency.

For the above purposes PT Bank J Trust Indonesia Tbk has adopted the principle of Internal Control under the COSO Model with 5 (five) components to be controlled as follows:

1) Control Environment (CE)

CE is the set of standards, provisions, processes and organizational structures that provide the basis for implementing the SPI for the entire organization. BOD and Management implement *Tone At The Top* for the importance of SPI including standards of conduct.

terdiri dari nilai-nilai integritas dan etika organisasi, parameter yang memungkinkan BOD dan Manajemen untuk melaksanakan pengendalian operasional perusahaan, efektivitas struktur organisasi, tugas individu, hambatan kinerja, insentif, dan hukuman untuk mendorong akuntabilitas kinerja, yang dihasilkan CE akan berdampak luas pada SPI secara keseluruhan.

2) Risk Assessment (RA)

RA melibatkan proses yang dinamis dan berulang untuk mengidentifikasi dan menilai risiko yang dapat mempengaruhi pencapaian tujuan perusahaan, sehingga RA membentuk dasar untuk menentukan bagaimana risiko akan dikelola. RA juga mengharuskan manajemen untuk mempertimbangkan dampak dari kemungkinan perubahan dalam lingkungan eksternal dan dalam model bisnis yang dapat membuat SPI tidak efektif. Risiko didefinisikan sebagai kemungkinan bahwa suatu peristiwa akan terjadi dan akan mempengaruhi pencapaian tujuan perusahaan.

3) Information Communication (IC)

IC diperlukan perusahaan untuk Pelaksanaan SPI dalam rangka mendukung pencapaian tujuan perusahaan. Manajemen memperoleh atau menghasilkan dan menggunakan bentuk informasi yang relevan dan berkualitas, baik sumber internal dan eksternal untuk mendukung komponen lain dari SPI. Komunikasi harus dilakukan secara kontinyu, dengan cara memberikan, berbagi dan memperoleh informasi yang diperlukan. Komunikasi Internal adalah sarana yang informasinya disebarluaskan ke seluruh organisasi, mengalir ke atas, bawah dan rekan kerja dalam *level* yang sama di mana memungkinkan pribadi untuk menerima pesan yang jelas dari manajemen demikian sebaliknya. Komunikasi Eksternal terdiri dari dua aktivitas, yaitu memungkinkan menerima informasi eksternal yang relevan, dan memberikan informasi kepada pihak eksternal.

4) Monitoring Activities

Monitoring terdiri dari Evaluasi Berkelanjutan (*On going Evaluation*), Evaluasi Terpisah (*Separate Evaluation*), atau kombinasi keduanya digunakan untuk memastikan apakah masing-masing dari lima komponen SPI, adalah Hadir (*Present*) dan Berfungsi (*Functioning*). Evaluasi Berkelanjutan dibangun kedalam bisnis proses pada level berbeda yang memberikan informasi terkait dengan kesalahan/kelalaian pada kesempatan pertama. Evaluasi Terpisah dilakukan secara periodik akan bervariasi pada lingkup dan frekuensi tergantung kepada hasil *risk assessment*, efektivitas dari Evaluasi Berkelanjutan dan pertimbangan lain manajemen. Temuan dari hasil Evaluasi dicatat dan dikomunikasikan kepada Manajemen.

CE consists of integrity values and organizational ethics, parameters enabling BOD and Management to implement enterprise operational controls, organizational structure effectiveness, individual tasks, performance barriers, incentives and penalties to foster performance accountability, produced by CE will have broad impact on SPI overall.

2) Risk Assessment (RA)

RA involves a dynamic and repeatable process to identify and assess risks that may affect the achievement of company objectives, so that RA forms the basis for determining how risk will be managed. RA also requires management to consider the impact of possible changes in the external environment and in business models that can make the SPI ineffective. Risk is defined as the possibility that an event will occur and will affect the achievement of company goals.

3) Information Communication (IC)

IC is required by the Company for Implementation of SPI in order to support the achievement of corporate objectives. Management obtains or generates and uses relevant and quality information forms, both internal and external sources to support other components of the SPI. Communication should be done continuously, by providing, sharing and obtaining the necessary information. Internal Communication is a means by which information is disseminated throughout the organization, flowing up, down and coworkers on the same level that allows the person to receive a clear message of management vice versa. External communication consists of two activities, which allow receiving relevant external information, and providing information to external parties.

4) Monitoring Activities

Monitoring consists of Ongoing Evaluation, Separate Evaluation, or a combination of both is used to ascertain whether each of the five SPI components is Present and Functioning. Sustainable Evaluation is built into business processes at different levels that provide information related to mistakes/omissions at the first opportunity. Separate Evaluations conducted periodically will vary in scope and frequency depending on the outcome of the risk assessment, the effectiveness of the Sustainable Evaluation and other management considerations. Findings from Evaluation results are recorded and communicated to the Management.

5) Control Activities (CA)

CA adalah arahan manajemen yang ditetapkan melalui Kebijakan dan Prosedur untuk mengurangi risiko terhadap pencapaian tujuan perusahaan. CA dilakukan di semua tingkat organisasi, pada berbagai tahap dalam proses bisnis, dan semua Informasi Teknologi (IT). CA dapat berupa *control preventive* atau *detective* yang sifatnya dapat dilakukan secara manual dan otomatis seperti otorisasi, persetujuan, verifikasi, rekonsiliasi, dan laporan kinerja bisnis. Pemisahan Tugas (*Segregation of Duties*) dapat digunakan sebagai pembangunan dan pengembangan CA. Ketika Pemisahan Tugas tidak dapat dijalankan, manajemen harus memilih dan mengembangkan kegiatan pengendalian alternatif.

Masing-masing komponen terkait satu sama lain, harus dikendalikan secara terpadu (*integrated*) dan tanggung jawab implementasinya menjadi tanggung jawab semua unit kerja dengan tujuan penerapannya sebagai berikut:

1. **Strategic**, Rencana Bisnis Bank telah dimengerti, sejalan dan didukung oleh semua unit kerja.
2. **Operation**, berjalan dengan efektif dan efisien dalam menggunakan sumber daya manusia dan prasarana.
3. **Reporting**, akurat dan dapat dipercaya.
4. **Compliance**, aktivitas dan transaksi telah tunduk dengan ketentuan serta hukum.

2. Tinjauan atas Efektivitas Sistem Pengendalian Internal

Selama tahun 2017 rata-rata *Audit Rating* secara *bankwide* sebagai berikut:

No	Risk Owner	Audit Rating			Penjelasan Explanation
		2016	2017	Rating	
1	Cabang Branch	74,99	75,33	SATISFACTORY	SPI pada Cabang sudah cukup baik, walaupun masih diperlukan peningkatan dan penyempurnaan/ <i>corrective action</i> terhadap SOP, Sistem dan SDM. SPI of Branches has been implemented quite well, but still need improvement/ <i>corrective action</i> to the SOP, Systems and Human Resources.
2	Divisi Kantor Pusat (Non Kredit) Head Office Division (Non Kredit)	75,48	76,49	SATISFACTORY	SPI sudah berjalan cukup baik, namun masih perlu penyempurnaan terbatas pada SOP dan Kepatuhan SDM dalam penyelenggaraan operasional. SPI has been implemented quite well, but still need limited improvement to the SOP and human resources compliance in the administration of operations.
3	Divisi Kredit Credit Division	69,90	73,24	FAIR	SPI pada semua unit Kredit masih terdapat kelemahan di komponen SPI (5 Komponen) dan harus dilakukan penyempurnaan/ <i>corrective action</i> terhadap SOP, Sistem dan SDM. SPI of all units of Credit. There were many weaknesses in the various components of SPI (5 Components) and <i>corrective action</i> should be performed to the SOP, Systems and Human Resources.

5) Control Activities (CA)

CA is the direction of management established through Policies and Procedures to reduce risks to the achievement of corporate objectives. CA is conducted at all levels of the organization, at various stages in business processes, and all Information Technology (IT). CA can be either manual or automatic detective or detective control such as authorization, approval, verification, reconciliation, and business performance reports. Segregation of Duties can be used as development and development of CA. When the Task Segregation is unworkable, management must select and develop alternative control activities.

Each component is related to each other, must be controlled in an integrated manner and its implementation responsibilities are the responsibility of all work units with the aim of implementing as follows:

1. Strategy, the Bank Business Plan has been understood, in line and supported by all work units.
2. Operation, running effectively and efficiently in the use of human resources and infrastructure.
3. Reporting, accurate and reliable.
4. Compliance, activities and transactions are subject to terms and laws.

2. Overview of the Effectiveness of Internal Control Systems

During the year 2017 the average *Audit Rating* bankwide as follows:

Secara umum selama tahun 2017 sudah terjadi peningkatan terhadap proses sistem pengendalian intern, namun dalam beberapa hal masih diperlukan peningkatan kembali seperti penyesuaian SOP sejalan dengan perkembangan bisnis dan proses aktivitas operasional, disiplin proses dan peningkatan kompetensi dari SDM yang ada sejalan dengan adanya potensi risiko dari aktivitas dan produk baru.

Upaya yang telah dilakukan untuk meningkatkan Sistem Pengendalian Internal antara lain:

1. Melakukan reorganisasi Bank yang disesuaikan dengan Rencana Bisnis Bank.
2. Melakukan review dan penyesuaian kembali terhadap SOP yang ada.
3. Melakukan assessment terhadap pejabat maupun karyawan, yang ditindak lanjuti dengan pembekalan training dan sertifikasi.
4. Menerapkan *reward & punishment* secara *fair*.
5. Melakukan sosialisasi secara berkesinambungan terhadap *corporate value* J Trust Bank melalui rapat budaya (*morning briefing*) pada setiap hari Rabu.

In general, during 2017, there has been an increase in the internal control system process, but in some cases there is still a need for improvements such as SOP adjustment in line with business development and operational process processes, process discipline and competency enhancement of existing human resources in line with the potential risks of the activity and new products.

Efforts that have been made to improve the Internal Control System include:

1. Reorganize the Bank in accordance with the Bank's Business Plan.
2. Reviewing and re-adjusting to existing SOP.
3. Perform assessment of officials and employees, followed up with training and certification training.
4. Apply reward & punishment fairly.
5. Conducting continuing socialization of the corporate value of J Trust Bank through cultural meetings (*morning briefing*) on every Wednesday.

BAB VI PENYEDIAAN DANA, RENCANA STRATEGIS BANK, TRANSPARANSI DAN PENGUNGKAPAN ASPEK LAINNYA

CHAPTER VI Provision of Funds, Strategic Plan of the Bank, Transparency, and the Disclosure of Other Aspects

A. Penyediaan Dana kepada Pihak Terkait (*Related Party*) dan Penyediaan Dana Besar (*Large Exposure*)

Penyediaan dana kepada pihak terkait (*Related Party*) dan debitur inti (individu atau grup) per posisi tanggal 31 Desember 2017, dengan tabel sebagai berikut:

No.	Penyediaan Dana Provision of Funds	Jumlah Total	
		Debitur Debtor	Nominal (jutaan million rupiah)
1.	Kepada Pihak Terkait To Related Party *)	18	50.160
2.	Kepada Debitur Inti To Key Debtors: - Individu Individual - Group	25	11.485.714
		21	10.865.026
		4	620.688

Keterangan:

*) Jumlah Penyediaan Dana Kepada Pihak Terkait termasuk:

- Pinjaman kepada Pejabat Eksekutif Bank yang diberikan dalam rangka Kredit Karyawan PT Bank JTrust Indonesia Tbk dengan total sebanyak 17 debitur, total pinjaman yang diberikan sebesar Rp10.095 juta.
- Pinjaman kepada PT J Trust Investments Indonesia dengan outstanding per 31 Desember 2017 sebesar Rp40.065 juta.

Note:

*) Number of funds provision to related parties include:

- Loan to the Bank's Executive Officers which is given under employee loan PT Bank JTrust Indonesia Tbk with the total of 17 debtors, with given loan limit as much as Rp10,095 million.
- Loans to PT J Trust Investments Indonesia with an outstanding of Rp40,065 million as of December 31, 2017

Sesuai dengan Peraturan Bank Indonesia, penyediaan dana kepada pihak terkait (*Related Party*) dan debitur/group inti telah dilaporkan secara tertib termasuk Debitur yang terdapat pelampauan BMPK beserta Laporan Pelaksanaan *Action Plan*/Rencana Tindakan Penyelesaiannya.

Proses kredit telah melalui Rapat Teknis, atau proses seleksi dari *Human Capital Division* dan mendapatkan persetujuan dari Direksi terutama pinjaman kepada Pejabat Eksekutif Bank untuk memitigasi berbagai kemungkinan yang timbul sebelum pemberian penyediaan dana kepada debitur. Dalam setiap pengambilan keputusan penyediaan dana telah diputuskan bersama dalam Rapat Komite Kredit sesuai Batas Wewenang Memutus Kredit (BWMK) dan menerapkan *Four Eyes Principle* di mana keputusan kredit didasarkan pada rekomendasi dari Bisnis Unit terkait dan *Credit Risk Reviewer* yang diharapkan dapat menghasilkan kredit yang berkualitas dan dapat mencapai target yang ditentukan. Khusus ketentuan Bank Indonesia tentang Batas Maksimum Pemberian Kredit (BMPK) selalu diinformasikan dalam Nota Analisa Kredit (NAK) dengan berpedoman pada Memo tentang jumlah Modal Bank yang dikeluarkan setiap bulan oleh Satuan Kerja Manajemen Risiko.

A. Provision of Funds to Related Party and Large Exposures

The provision of funds to Related Party and core debtor/group position as of December 31, 2017 in the following table:

In accordance to Bank Indonesia Regulation, the provision of funds to related party and key debtors/group have been reported in an orderly manner, including loans that exceed the BMPK along with Action Plan Performance Report/Solution Action Plan.

The loan process has passed the Technical Meeting in order to mitigate various possibilities that may arise prior to the provision of funds to the debtors. Each decision making of fund provision is a result of joint decision in the Credit Committee Meeting in line with Credit Limit Decision Authority (BWMK) and implementing the Four Eyes Principle where the credit decision is based on the recommendation from the related Business Unit and Credit Risk Reviewer with the expectation of obtaining quality credit and accomplish the determined target. Particularly for Bank Indonesia provision on Maximum Credit Disbursement Limit (BMPK), the Credit Analysis Note (NAK) is always informed, based on the Memo on Bank's Capital, which is published each month by the Risk Management Work Unit.

Bank telah memiliki kebijakan internal mengenai mekanisme pemantauan penyediaan dana dengan memperhatikan penyebaran/diversifikasi portfolio dengan pembagian pengelolaan pada masing-masing Bisnis Unit berdasarkan segmentasi kredit, yaitu segmen *Retail Business* yang terbagi menjadi *SME Business*, *Consumer Business*, *Micro Business*, *Corporate Business*, dan *Linkage Business*.

PT Bank JTrust Indonesia Tbk telah menetapkan kebijakan internal mengenai limit penyediaan dana sesuai dengan Peraturan Bank Indonesia No. 7/3/PBI/2005 tanggal 20 Januari 2005 serta perubahannya dengan Peraturan Bank Indonesia No. 8/13/PBI/2006 tanggal 5 Oktober 2006 tentang Batas Maksimum Pemberian Kredit, dan berdasarkan Memorandum Prosedur No. 31.12/M.Dir-MRD/JTRUST/VIII/2015 tanggal 31 Agustus 2015 Perihal Batas Maksimum Pemberian Kredit (BMPK) dan Pengelolaan Debitur Group, yang menegaskan kembali bahwa ketentuan BMPK dan *InHouse Limit* BMPK terbagi menjadi:

- Untuk 1 (satu) Peminjam secara individu dan merupakan Pihak Tidak Terkait 80% x (20% x modal Bank).
- Untuk 1 (satu) Kelompok Peminjam: 80% x (25% x modal Bank).
- Untuk Badan Usaha Milik Negara (BUMN) untuk tujuan Pembangunan: 80% x (30% x modal Bank).
- Untuk Pihak Terkait: 80% x (10% x modal Bank).

Penyediaan Dana kepada Pihak Terkait dipertegas kembali melalui Memorandum Prosedur No. 31.13/M.Dir-MRD/JTRUST/VIII/2015 tanggal 31 Agustus 2015 Perihal Penyediaan Dana Kepada Pihak Terkait.

B. Rencana Strategis Bank

Bank pada tahun 2016 menetapkan rencana strategis Bank untuk rencana jangka panjang (*corporate plan*) dan rencana jangka menengah dan pendek (*business plan*) seperti tercantum dalam tabel di bawah ini:

Aktivitas Activities	Jangka Pendek Short-Term	Jangka Menengah Medium-Term	Jangka Panjang Long-Term
	1 Tahun 1 Year	3 Tahun 3 Years	10 Tahun 10 Years
Total Aset Total Assets Rp17,28 T	√		
Total Loan Total Loan Rp11,74 T	√		
Volume DPK Third Party Fund Rp13,00 T	√		
Labanya sebelum pajak Income Before Tax Rp169,26 M	√		
Rasio NIM NIM Ratio 3,39%	√		
Rasio LDR LDR Ratio 90,22%	√		
Rasio CAR CAR > 14,34%	√		
NPL Gross di bawah 3,69% NPL Gross under 3.69%	√		
Penambahan jaringan kantor Additional of network services	√		
Memperkuat struktur permodalan Strengthening the capital structure	√	√	

The Bank already has the internal policy on monitoring fund provision mechanism, which consider the diversification of the portfolios by dividing the management to each Business Unit according to its credit segmentation, such as Business Retail segment that is divided into the SME Business, Consumer Business, Micro Business, Corporate Business, and Linkage Business.

PT Bank JTrust Indonesia Tbk has established the internal policy on fund provision limit in accordance with Bank Indonesia Regulation No. 7/3/PBI/2005 dated January 20, 2005 as well as amendment to Bank Indonesia Regulation No. 8/13/PBI/2006 dated October 5, 2006 on Maximum Limit of Credit Disbursement, and based on the Memorandum of Procedure No. 31.12/M.Dir-MRD/JTRUST/VIII/2015 dated August 31, 2015 on Maximum Limit of Credit Disbursement (BMPK) and the Management of Debtor Group, which re-emphasize that BMPK provision and In-house Limit BMPK is divided into:

- For 1 (one) Individual Borrower and is a Non Related Party 80% x (20% x Bank capital).
- For 1 (one) Borrower Group: 80% x (25% x Bank capital).
- For State Owned Enterprises (SOEs) for Development purposes: 80% x (30% x Bank capital)
- For the Related Party: 80% x (10% x Bank capital).

Fund provision to Related Parties is re-emphasized through the Memorandum of Procedure No. 31.13/M.Dir-MRD/JTRUST/VIII/2015 dated August 31, 2015 on the Provision of Funds to Related Parties.

B. Bank's Strategic Plan

In 2016, the Bank established the Bank's strategic plan for the long term plan (*corporate plan*) and medium and short term plan (*business plan*) as listed in the table below:

Aktivitas Activities	Jangka Pendek Short-Term	Jangka Menengah Medium-Term	Jangka Panjang Long-Term
	1 Tahun 1 Year	3 Tahun 3 Years	10 Tahun 10 Years
Pertumbuhan aset mencapai Rp22,05 T Assets Growth Rp22.05 T		√	
Pertumbuhan laba operasional > Rp372,9 M		√	
Optimalisasi jaringan kantor Optimalization network offices		√	
Penerapan GCG yang sehat GCG Implementation		√	
Total Loan Rp15,9 T		√	
Volume DPK Rp17,4 T		√	
Peluncuran Tabungan Bisnis, Tabungan JTrust Junior (segmen anak-anak), Tabungan JTrust Komunitas (otomotif, Jepang, kampus, hobi) dan peluncuran Giro Bisnis Optima/Maxima, akan menjadi produk utama Launching of Tabungan Bisnis, Tabungan JTrust Junior (Children segment), Tabungan JTrust Community (Automotive, Japanese, campus, hobby) and Launching of Giro Bisnis Optima/Maxima, will be main product			√
Optimalisasi Internet Banking untuk peningkatan CASA Optimization of Internet Banking for increasing CASA			√
Pengembangan kredit SME dan consumer Development of SME and consumer loans			√
Peningkatan <i>Fee Based Income</i> Increasing Fee Based Income			√

Penjelasan:

Notes:

1.1. Target Jangka Pendek

Target Bank jangka pendek direfleksikan dalam uraian RBB untuk 1 (satu) tahun ke depan atau khusus pembahasan tahun 2017:

- Bank memproyeksikan volume total aset menjadi Rp17,28 triliun atau meningkat 7,57% dari posisi 31 Desember 2016 sebesar Rp16,06 triliun. Kenaikan pada sisi pasiva terutama dengan adanya penambahan setoran dari MTN sebesar Rp450 miliar dan pertumbuhan dana pihak ketiga sebesar Rp275 miliar. Sedangkan pada posisi aktiva, pertumbuhan terdapat pada kredit yang diberikan sebesar Rp500 miliar;
- Total simpanan Dana Pihak Ketiga (DPK) diproyeksikan meningkat sebesar Rp13,0 triliun, atau meningkat 11,5% dari posisi 31 Desember 2016 sebesar Rp11,66 triliun dengan komposisi CASA 12,28% pada Desember 2017;
- Total Loan dalam RBB 2017 diproyeksikan tumbuh sebesar 4,45% dari 31 Desember 2016 sebesar Rp11,24 triliun menjadi sebesar Rp11,74 triliun. Dengan adanya penambahan modal pada tahun 2016 berdampak pada perbaikan CAR, J Trust Bank dapat berekspansi bisnis di bidang kredit guna meningkatkan pendapatan bank, dan berupaya mencapai target yang ditetapkan tanpa meninggalkan prinsip *prudential banking* atau kehati-hatian di samping tetap menjaga permodalan bank;
- Target laba sebelum pajak tahun 2017 diproyeksikan sebesar Rp169,25 miliar mengalami kenaikan dari posisi rugi sebesar Rp(718,72) miliar pada 31 Desember 2016 melalui perbaikan laba operasional terutama pada peningkatan pendapatan bunga dan penurunan *cost of fund* pada level 6,68% serta menekan beban biaya overhead lebih optimal;

1.1. Short Term Target

Bank's short term targets are reflected in the RBB description for the next 1 (one) year or 2017 special discussion:

- The bank projected total asset volume to Rp17.28 trillion or an increase of 7.57% from December 31, 2016 position of Rp16.06 trillion. The increase in liabilities was mainly due to the additional deposit of MTN of Rp450 billion and the third party funds growth amounting to Rp275 billion. While the asset position, the growth is on Rp500 billion provided credit;
- Total Third Party Funds (TPF) deposits is projected to increase by Rp13.0 trillion, or an increase 11.5% from December 31, 2016 position of Rp11.66 trillion with composition CASA of 12.28% in December 2017;
- Total Loan in RBB 2017 is projected to grow by 4.45% from December 31, 2016 of Rp11.24 trillion to Rp11.74 trillion. With the addition of capital in 2016 impact on the improvement of CAR, J Trust Bank can expand its business in the field of credit to increase bank income, and strive to achieve the target without leaving prudential banking principles or prudence while maintaining bank capital;
- The target of profit before tax of 2017 is projected to reach Rp169.25 billion, an increase from the loss position of Rp(718.72) billion as of December 31, 2016 through the improvement of operating profit, especially in increasing interest income and decreasing cost of fund at 6.68% and reduce overhead cost to be more optimal;

- e. Melakukan bisnis *Cross Border Transaction borrowing* atau Pinjaman Luar Negeri dengan tujuan mengganti jumbo deposit yang ada di bank yang berbiaya dana tinggi.
- f. Pengembangan dan pertumbuhan CASA melalui inovasi produk berbasis teknologi seperti pengembangan *internet & mobile banking*;
- g. Rasio LDR diproyeksikan dalam RBB 2017 turun menjadi 90,22% dari sebelumnya 96,33%;
- h. *Rasio Non Performing Loan (NPL) gross* pada 31 Desember 2016 sebesar 6,98% akan diproyeksikan membaik sebesar 3,69% sebagai dampak dari telah dilakukannya penjualan agunan dan kredit hapus buku atas kredit bermasalah;
- i. Kecukupan Modal Minimum tahun 2017 diproyeksikan 14,34% untuk memberi ruang ekspansi kredit komersial dan SME;
- j. Di dalam Rencana Bisnis Bank 2017-2019, selama tahun 2017 Bank merencanakan aktivitas Jaringan Kantor yang terinci sebagai berikut:
 - Penambahan sebanyak 6 (enam) Kantor Cabang, 2 (dua) Kantor Fungsional, 5 (lima) Kantor Kas, 4 (empat) ATM;
 - Perubahan status 4 (empat) Kantor Cabang menjadi Kantor Cabang Pembantu;
 - Pemindahan alamat 6 (enam) Kantor Cabang, 2 (dua) Kantor Cabang Pembantu;
 - Penutupan 8 (delapan) Kantor Kas, 4 (empat) Kantor Wilayah.

1.2. Target Jangka Menengah

Target Jangka Menengah didefinisikan sebagai sasaran yang hendak dicapai dalam kurun waktu sampai 3 (tiga) tahun ke depan, di antaranya:

- a. Memiliki struktur permodalan yang mampu mendukung pertumbuhan bisnis di tengah persaingan pasar yang cukup ketat dengan prioritas mengandalkan pertumbuhan modal organik, tetapi tetap melakukan upaya penambahan modal yang relevan dengan kondisi permodalan Bank;
- b. Pertumbuhan aset yang mengutamakan kualitas, yang mencapai angka Rp22,05 triliun;
- c. Fokus kepada pengembangan infrastruktur ke arah bisnis komersial dan SME untuk meningkatkan Net Interest Margin (NIM).
- d. Pencapaian positif perolehan Laba Operasional lebih dari Rp434,8 miliar;
- e. Menjaga likuiditas yang sehat dengan mengelola penghimpunan dana dan penyaluran kredit yang baik;
- f. Mengoptimalkan jaringan kantor yang ada, merelokasi kantor, melakukan perubahan status, dan melakukan penutupan kantor, sehingga dapat mendukung akselerasi bisnis yang lebih efektif;

- e. Perform *Cross Border Transaction borrowing* business or Foreign Loans with the purpose of replacing the existing jumbo deposits in banks with high cost funds.
- f. CASA development and growth through technology-based product innovation such as internet & mobile banking development;
- g. The ratio of LDR projected in RBB 2017 decreased to 90.22% from 96.33% previously;
- h. The gross non-performing loan (NPL) ratio at December 31, 2016 of 6.98% is projected to improve by 3.69% as a result of the collateral sale and credit write-off on non-performing loans;
- i. The Minimum Capital Adequacy of 2017 is projected at 14.34% to provide space on commercial and SME credit expansion;
- j. In the Bank Business Plan 2017-2019, during 2017 the Bank planned detailed Office Network activities as follows:
 - Additions of 6 (six) Branch Offices, 2 (two) Functional Offices, 5 (five) Cash Offices, 4 (four) ATMs;
 - Change of status of 4 (four) Branch Offices into Sub Branch Offices;
 - Change of address of 6 (six) Branch Offices, 2 (two) Sub Branch Offices;
 - Closing of 8 (eight) Cash Office, 4 (four) Regional Offices.

1.2. Medium Term Target

Medium term targets are defined as targets to be achieved within the period of up to 3 (three) years ahead, including:

- a. Having a capital structure capable of supporting business growth in the midst of a tight competitive market with priority relying on organic capital growth, but still making efforts to increase capital relevant to the Bank's capital condition;
- b. Asset quality growth, which reached Rp22.05 trillion;
- c. Focus on infrastructure development towards commercial and SME businesses to increase Net Interest Margin (NIM).
- d. Positive achievement on Operating Profit of more than Rp434.8 billion;
- e. Maintain sound liquidity by managing good fund raising and lending;
- f. Optimizing existing office networks, relocating offices, changing statuses, and closing offices, so to support more effective business acceleration;

- g. Menerapkan tata kelola perusahaan dengan baik dan menjadikannya budaya organisasi dengan komitmen dan keterlibatan dari seluruh aspek organisasi mulai dari Pemegang Saham Pengendali, Dewan Komisaris, Direksi, dan seluruh level karyawan di Bank.

1.3. Target Jangka Panjang

Target Jangka Panjang didefinisikan sebagai sasaran yang hendak dicapai dalam kurun waktu sampai 10 (sepuluh) tahun ke depan, di antaranya:

- a. Berdasarkan Kategori BUKU (Bank Umum Kegiatan Usaha) dari Otoritas, Bank berada di BUKU 2. Fokus *positioning* Bank dalam jangka panjang sampai tahun 2025, tetap berada di BUKU 3.
- b. Bank berupaya menjadi Bank kelas menengah yang sehat dan kuat dengan mengutamakan pertumbuhan bisnis yang berkualitas dan Bank berkomitmen untuk mewujudkan:
 - Bisnis yang berkesinambungan (*Business Sustainability*).
 - Penerapan GCG (*Good Corporate Governance*).
 - Permodalan dan Aktiva yang sehat.
 - Comply terhadap ketentuan dan regulasi yang berlaku.
 - Penguatan *Corporate Branding*.
- c. Penghimpunan Dana (*Funding*)
Total simpanan DPK ditargetkan pada tahun 2025 menjadi sebesar Rp41,2 triliun dari Rp11,6 triliun di tahun 2016. Perbaikan *funding mix* dengan melakukan beberapa inovasi dan pengembangan produk yang berbasis teknologi untuk meningkatkan jumlah rekening (*Number of Account*). Peluncuran Tabungan Bisnis, Tabungan JTrust Junior (segmen anak-anak), Tabungan JTrust Komunitas (otomotif, Jepang, kampus, hobi) dan peluncuran Giro Bisnis Optima/Maxima, akan menjadi produk utama dari simpanan DPK pada tahun 2025. Bank mengupayakan profiling terhadap persentase CASA (*Current Account & Saving Account*) secara bertahap sehingga jumlah komposisi CASA di tahun 2025 berkisar antara 14% - 15%. Strategi untuk meningkatkan *brand image* kepemilikan baru *Japanese Ownership* dengan melakukan promosi-promosi di *billboard*, media cetak dan elektronik.
- d. Penyaluran *Loan/Kredit*
Pada tahun 2025 Bank menargetkan total *outstanding* kredit/loan sebesar Rp37,7 triliun dengan fokus terhadap kredit SME dan *Consumer retail*. Melakukan kajian awal untuk pengembangan Produk FinTech dan *Mobile Application (Android Basis)* sebagai alternatif *Channel Customer acquisition*, diharapkan akan memudahkan *Customer* untuk mengajukan pinjaman ke J Trust Bank dan memperluas jangkauan Bank dengan jaringan kantor cabang yang masih terbatas. Memperluas Rencana kerja sama dengan Bank Daerah di Jepang yang memfasilitasi perusahaan Jepang skala SME yang akan berinvestasi di Indonesia.

- g. Apply good corporate governance and make it an organizational culture with commitment and involvement of all aspects of the organization ranging from Controlling Shareholders, Board of Commissioners, Directors, and all levels of the Bank employee.

1.3. Long Term Targets

Long-term targets are defined as targets to be achieved within the next 10 (ten) years, including:

- a. Under the BUKU Category (Commercial Bank of Business Activities) from the Authority, the Bank is in BOOK 2. The Bank's positioning focus for the long term until 2025, remains in BOOK 3.
- b. The Bank strives to be a healthy and strong middle class Bank with emphasis on quality business growth and the Bank is committed to realizing:
 - Business Sustainability.
 - Implementation of GCG (Good Corporate Governance).
 - Fair Capital and Assets.
 - Comply with applicable terms and regulations.
 - Strengthening Corporate Branding.
- c. Funding
The total deposits of DPK are targeted in 2025 to be Rp41.2 trillion from Rp11.6 trillion in 2016. Improvement on funding mix by innovating and developing technology-based products to increase number of accounts. Launching Business Savings, Savings JTrust Junior (children segment), JTrust Community Savings (automotive, Japan, campus, hobbies) and the launch of Optima/Maxima Business Accounts, will be the main products of deposits of DPK by 2025. Bank is seeking on profiling CASA (Current Account & Saving Account) percentages gradually so that the amount of CASA composition in 2025 ranges from 14% - 15%. The strategy to increase brand image of new Japanese Ownership's by promoting on billboards, printed and electronic media.
- d. Distribution of Loan/Credit
In 2025, Bank targets total outstanding loans of Rp37.7 trillion, focusing on SME and Consumer retail loans. Preliminary studies for the development of FinTech and Mobile Application Products (Android Basis) as an alternative to Channel Customer acquisition are expected to make it easier for customers to apply for loans at J Trust Bank and expand the reach of Banks with limited branch network. Expanding Cooperation Plans with Regional Banks in Japan that facilitate Japanese SME scale companies that will invest in Indonesia.

e. Peningkatan *Fee Based Income*

Alternatif perolehan pendapatan utama dari pendapatan bunga seiring dengan peningkatan volume bisnis kredit yang memiliki margin lebih besar juga melalui *fee based income* dari komisi, transaksi valas, dan fee produk dan aktivitas Bank. *Fee based income* diproyeksikan di tahun 2025 sebesar Rp2,0 triliun.

C. Transparansi Kondisi Keuangan dan Non Keuangan Bank yang Belum Diungkap dalam Laporan Lain

Sebagai perusahaan terbuka, PT Bank JTrust Indonesia Tbk telah memberikan informasi secara jelas dan transparan/keterbukaan mengenai kondisi keuangan dan non keuangan Bank kepada para stakeholders melalui Publikasi Laporan Keuangan Tahunan, Laporan Keuangan Triwulanan dan Laporan lainnya yang disampaikan kepada regulator seperti Bank Indonesia (BI), Otoritas Jasa Keuangan (OJK) dan Bursa Efek Indonesia (BEI) serta *stakeholders* lain sesuai dengan ketentuan yang berlaku.

Transparansi Kondisi Keuangan

Publikasi Laporan Keuangan Tahunan setidaknya dimuat dalam 2 (dua) media massa/koran yang berperedaran nasional di Indonesia, dan untuk Laporan Keuangan Triwulanan setidaknya dimuat dalam 1 (satu) media massa/koran yang berperedaran nasional di Indonesia serta disampaikan pada media yang mudah diakses melalui situs website www.jtrustbank.co.id.

Di samping mempublikasikan Laporan Keuangan yang dimaksud, PT Bank JTrust Indonesia Tbk juga menyusun dan menyampaikan laporan publikasi dalam bentuk Laporan Tahunan (*Annual Report*). Laporan Tahunan (*Annual Report*) diharapkan dapat menjelaskan transparansi kondisi Bank secara menyeluruh termasuk kepemilikan, kepengurusan, kegiatan operasional, perkembangan usaha dan kinerja Bank kepada masyarakat luas/publik dalam menjaga kepercayaan masyarakat terhadap Bank.

Laporan Tahunan (*Annual Report*) tersebut cakupan isinya cukup luas, meliputi penjelasan Informasi Umum perusahaan, Laporan Keuangan Tahunan, Opini dari Kantor Akuntan Publik (KAP), transparansi terkait Kelompok Usaha, transparansi laporan kepegawaian, transparansi laporan keuangan sesuai ketentuan PSAK, Eksposur dan Manajemen Risiko dan Informasi lain yang berhubungan dengan Operasional Bank.

Adapun Informasi Umum meliputi: Susunan Pengurus, Rincian Kepemilikan Saham, perkembangan usaha Bank, sasaran, strategi dan kebijakan manajemen, struktur organisasi, aktivitas utama, Teknologi Informasi, jaringan kantor, dan hal-hal penting yang diperkirakan akan terjadi di masa mendatang, jumlah dan struktur SDM. Sedangkan

e. Increased Fee Based Income

The main earning alternative to interest income is in line with the increasing volume of loan business which has a higher margin through fee based income from commissions, forex transactions, and the Bank's product and activity fee. Fee based income is projected in 2025 of Rp2.0 trillion.

C. Transparency of Bank Financial and Non-Financial Conditions Not Yet Revealed in Other Reports

As a public company, PT Bank JTrust Indonesia Tbk has provided disclosure information regarding the Bank's financial and non-financial conditions to stakeholders through the Publication of Annual Financial Statement, Quarterly Financial Statement and other Reports submitted to the regulators such as Bank Indonesia (BI), Financial Services Authority (FSA) and the Indonesian Stock Exchange (IDX) as well as other stakeholders in accordance with the applicable regulations.

Transparency of Financial Condition

The publication of the Annual Financial Statement is published at least in 2 (two) mass media/newspapers with national circulation in Indonesia, and the Quarterly Financial Statement is published at least in 1 (one) mass media/newspaper with national circulation in Indonesia and presented in an easily accessible medium via the website www.jtrustbank.co.id.

In addition to publishing the Financial Statements, PT Bank JTrust Indonesia Tbk also prepares and submits reports in form of Annual Report. The Annual Report is expected to explain the overall transparency of the Bank, including ownership, management, operational activities, business development and performance of the Bank to the community/public in maintaining public confidence in the Bank.

The Annual Report contains a wide description, including the General Information of the company, Annual Financial Statement, Opinion of Public Accounting Firm (KAP), transparency regarding Business Group, transparency of staffing report, transparency of financial statements in accordance with GAAP, Exposure and Risk Management, and other Information related with Bank Operations.

General Information contains: Management Composition, Details of Share Ownership, development of the Bank's business, objectives, strategy and policy management, organizational structure, major activities, Information Technology, office networks, and important matters that are expected to occur in the future, the number and structure of

Laporan Keuangan Tahunan adalah laporan keuangan akhir tahun yang merupakan laporan keuangan yang telah diaudit oleh Kantor Akuntan Publik (KAP) beserta opininya.

Transparansi Kondisi Non Keuangan.

Transparansi juga harus diterapkan pada informasi mengenai produk-produk Bank maupun produk lembaga keuangan lainnya seperti *bancassurance* yang dijual melalui bank, sehingga nasabah memperoleh informasi yang jelas mengenai manfaat dan risiko serta biaya-biaya yang melekat pada produk-produk tersebut. Transparansi ini dapat berupa informasi dalam bahasa Indonesia yang disampaikan kepada nasabah secara lengkap dan jelas mengenai karakteristik produk baik lisan maupun tulisan. Informasi minimal mencakup nama produk, jenis produk, manfaat dan risiko yang melekat, tatacara penggunaan produk, biaya-biaya produk, perhitungan bunga atau bagi hasil dan margin keuntungan, jangka waktu berlakunya produk dan penerbit produk Bank termasuk ada atau tidaknya penjaminan produk. Apabila terdapat perubahan karakteristik produk, Bank segera memberitahukan kepada nasabah. Informasi mengenai produk tersebut disampaikan dengan jelas, benar, dan jujur serta dengan menggunakan media yang mudah dibaca dan diakses oleh nasabah. Informasi mengenai produk yang ditawarkan kepada nasabah maupun non nasabah dapat juga diakses di website www.jtrustbank.co.id. atau bisa langsung menghubungi Ask J 1500615.

Bank juga secara berkesinambungan melakukan pengkinian data nasabah, sehingga data pribadi yang disampaikan nasabah kepada Bank juga selain harus transparan juga merupakan data yang terkini, hal ini selain untuk meningkatkan perlindungan terhadap hak-hak pribadi nasabah dalam berhubungan dengan Bank dan juga untuk meminimalisir risiko lainnya yang diakibatkan ketidakbenaran atau ketidakakuratan data nasabah. Bank juga harus meminta persetujuan tertulis dari nasabah jika Bank akan memberikan dan atau menyebarluaskan Data pribadi Nasabah kepada Pihak lain untuk tujuan komersial, kecuali ditetapkan lain oleh peraturan perundang-undangan lain yang berlaku.

Transparansi juga harus dilaksanakan pada penyelesaian pengaduan nasabah yang merupakan salah satu bentuk peningkatan perlindungan nasabah sehingga hak-hak nasabah dalam bertransaksi dengan Bank senantiasa terjamin. Pengaduan nasabah harus segera ditindaklanjuti agar tidak menurunkan reputasi bagi Bank dan dapat menurunkan kepercayaan masyarakat terhadap lembaga perbankan. Bank memiliki waktu 2 (dua) hari kerja untuk penyelesaian pengaduan lisan dan 20 (dua puluh) hari kerja penyelesaian pengaduan tertulis.

HR. Meanwhile the Annual Financial Statement is a year-end financial statement which has been audited by Public Accounting Firm (KAP) with their opinions.

Transparency of Non Financial Condition

Transparency should also apply to information regarding the Bank's products and other financial institutions products such as *bancassurance* that are sold through the bank, ensuring the customers are able to obtain a clear information regarding the benefits and risks and costs inherent in such products. This transparency can be in the form of information in Bahasa Indonesia and conveyed to the customers in a complete and clear manner related to the product characteristics both in oral and written. Minimum information includes the product's name, type, inherent benefits and risks, procedures to utilize the product, cost of products, the calculation of interest or for the results and profit margins, the period of validity of products and the Bank's product publishers including whether there is product guarantee or not. If there are changes in the product's characteristics, the Bank shall immediately notify the customers. Information regarding the products is conveyed clearly, truthfully, and honestly using media that is easy to read and accessible to customers. Information on products offered to customers and non customers can also be accessed on the website www.jtrustbank.co.id. or can directly contact Ask J 1500615.

The Bank also continuously updates customer data, so that personal data submitted by customers to the Bank is transparent and up-to-date, this is in addition to improve the protection of customers' privacy in touch with the Bank as well as to minimize other risks caused by incorrect or inaccurate customer data. The Bank also must request written consent from the customers if the Bank will provide or disseminate personal data of Customer to another Party for commercial purposes, unless otherwise stipulated by other laws and regulations.

Transparency should also be performed in the settlement of customer complaints, which is a form of increased customer protection so that the rights of customers in making transactions with the Bank are always guaranteed. Customer complaints should be followed up immediately to protect the Bank's reputation risk and public confidence in the banking institutions. The Bank has a period of 2 (two) business days for the settlement of oral complaints and 20 (twenty) days for written complaints.

Bank memiliki unit dan atau fungsi khusus di bidang pengaduan nasabah yang berada di Kantor Pusat Bank yang menangani dan menyelesaikan pengaduan nasabah, dan wajib mempublikasikan keberadaan unit ini kepada masyarakat. Hasil penanganan dan penyelesaian pengaduan tersebut secara triwulanan harus dilaporkan kepada Otoritas Jasa Keuangan (OJK)/Bank Indonesia (BI). Selain secara triwulanan, juga melaporkan kepada OJK secara tahunan melalui website Sistem Informasi Pelaporan Edukasi dan Perlindungan Konsumen (SIPEDULI).

Bagi *stakeholder* lainnya seperti pemegang saham dan regulator, situs web J Trust Bank juga telah menyajikan berbagai informasi kondisi non-keuangan lainnya seperti Laporan Pelaksanaan Tata Kelola (GCG), Struktur Pemegang Saham, Kegiatan Perusahaan melalui Press Release, Penerimaan Penghargaan, dan lain-lain.

D. Jumlah Penyimpangan (*Internal Fraud*)

Penyimpangan (*Internal Fraud*) adalah *fraud* yang dilakukan oleh Manajemen (anggota Direksi, anggota Dewan Komisaris), Pegawai Tetap, Pegawai Tidak Tetap (honorar), dan/atau Tenaga Kerja Alih Daya/*outsourcing* terkait dengan proses kerja dan kegiatan operasional Bank yang mempengaruhi kondisi keuangan Bank secara signifikan. Maksud mempengaruhi kondisi keuangan Bank secara signifikan adalah jika dampak penyimpangannya > Rp100.000.000,- (seratus juta Rupiah).

Selama tahun 2017 tidak terdapat kasus *internal fraud* yang dilakukan oleh pegawai tetap dan pegawai tidak tetap yang dapat berpengaruh pada kondisi keuangan Bank secara signifikan. Adapun rincian jumlah *fraud* sebagaimana tabel berikut:

(satuan) (unit)

Penyimpangan dalam 1 tahun Internal Fraud in 1 Year	Jumlah kasus yang dilakukan oleh The number of cases involving					
	Manajemen Management		Pegawai Tetap Permanent Employee		Pegawai Tidak Tetap dan Outsourcing Non Permanent Employee and Outsourcing	
	Tahun Sebelumnya Preceding Year (2016)	Tahun Berjalan Running Year (2017)	Tahun Sebelumnya Preceding Year (2016)	Tahun Berjalan Running Year (2017)	Tahun Sebelumnya Preceding Year (2016)	Tahun Berjalan Running Year (2017)
Total <i>fraud</i>	-	-	4	0	-	-
Telah diselesaikan Settled	-	-	4	0	-	-
Dalam proses penyelesaian di internal Bank In the process of settlement at internal Bank	-	-	-	-	-	-

The Banks shall have a special unit or function for customer complaints at the Head Office which addresses and resolves customer complaints, and shall publish the existence of this unit to the public. The results of the handling and settlement of the complaints must be reported on a quarterly basis to the Financial Services Authority (FSA)/Bank Indonesia (BI). In addition to quarterly, it is also reported to OJK on an annual basis through the website of the Education Reporting System and Consumer Protection (SIPEDULI).

For other stakeholders such as shareholders and regulators, J Trust Bank's website also provides other various information on non-financial conditions such as GCG, Shareholder Structure, Company Activity through Press Release, Acceptance of Award, and others.

D. Total Internal Fraud

Internal Fraud is irregularity/fraud committed by management (Member of Directors, Board of Commissioners), permanent employees, temporary employees (honorarium), and/or Outsourcing Workforce related to work process and the Bank's operations that affect the Bank's financial condition significantly. The meaning of significantly affecting the Bank's financial condition is if the impact of the deviation > Rp100,000,000, - (one hundred million Rupiah).

Throughout 2017, there were no internal fraud cases conducted by permanent and non-permanent employees that affected the Bank's financial conditions significantly. Details on the number of fraud is as follows:

Penyimpangan dalam 1 tahun Internal Fraud in 1 Year	Jumlah kasus yang dilakukan oleh The number of cases involving					
	Manajemen Management		Pegawai Tetap Permanent Employee		Pegawai Tidak Tetap dan Outsourcing Non Permanent Employee and Outsourcing	
	Tahun Sebelumnya Preceding Year (2016)	Tahun Berjalan Running Year (2017)	Tahun Sebelumnya Preceding Year (2016)	Tahun Berjalan Running Year (2017)	Tahun Sebelumnya Preceding Year (2016)	Tahun Berjalan Running Year (2017)
Belum diupayakan penyelesaian Settlement not yet commenced	-	-	-	-	-	-
Telah ditindaklanjuti melalui proses hukum Followed up by legal proceedings	-	-	-	-	-	-

Note: Selama tahun 2017 kejadian *fraud* yang signifikan lebih banyak dilakukan oleh pihak eksternal (debitur), sedangkan yang dilakukan oleh pihak internal adalah kejadian *fraud* dengan nominal lebih kecil dari Rp100 juta.
During the year 2017 significant fraud incidents are mostly done by external parties (debtor), while the internal party fraud incident had a nominal value less than Rp100 million.

E. Penerapan Strategi *Anti Fraud*

Bank telah menerapkan Strategi *Anti Fraud* berdasarkan Surat Edaran Bank Indonesia No. 13/28/DPNP tanggal 9 Desember 2011 perihal Penerapan Strategi *Anti Fraud* Bagi Bank Umum, yang antara lain meliputi implementasi 4 (empat) Pilar strategi *anti fraud* J Trust Bank yaitu Pencegahan, Deteksi, Investigasi, dan Pelaporan & Monitoring tindak lanjut.

Manajemen J Trust Bank telah menetapkan kebijakan *zero tolerance* terhadap *fraud* dengan menetapkan *Anti Fraud Charter* dan semboyan "*No Fraud Tolerance*" pada tanggal 19 April 2012. Bank telah membentuk organisasi *Anti Fraud (Desk Anti Fraud)* di bawah Direktur Utama yang bertugas mengkoordinasi implementasi strategi *anti fraud* J Trust Bank.

Pada tahun 2016 Bank telah mengimplementasikan program-program pada setiap Pilar Strategi *anti fraud* secara berkesinambungan dan konsisten antara lain:

- Sosialisasi *anti fraud* secara berkala
- Program *Know Your Employee (KYE)*
- Implementasi *Whistleblowing system*
- Program *Surprise Audit*
- Program *Surveillance Audit*
- Investigasi kasus
- Evaluasi serta *monitoring* tindak lanjut penyelesaian kasus *fraud*

E. Anti Fraud Strategy Implementation

The Bank has implemented the Anti-Fraud Strategy based on Bank Indonesia Circular No. 13/28/DPNP dated December 9, 2011 on the Anti-Fraud Strategy Implementation for Commercial Banks, which includes the implementation of 4 (four) Pillars of anti-fraud strategy of J Trust Bank, namely Prevention, Detection, Investigation, and Reporting & Monitoring follow up.

Management of J Trust Bank has established a zero tolerance policy towards fraud by setting the Anti Fraud Charter and the "No Fraud Tolerance" slogan on April 19, 2012. The Bank has established an Anti Fraud Desk under the President Director who is in charge of coordinating the implementation of anti-fraud strategy of J Trust Bank.

In 2016, the Bank has implemented programs on each pillar of anti-fraud strategy continuously and consistently, among others:

- Periodic anti fraud dissemination
- Know your employee program
- Implementation of the whistleblowing system
- Surprise audit program
- Audit surveillance program
- Case investigation
- Evaluation and follow-up monitoring on settlement of fraud cases.

Sistem Pelaporan Pelanggaran (*Whistleblowing System*)

a) Cara penyampaian laporan pelanggaran

Sejak tahun 2012 Bank telah mengimplementasikan *Whistleblowing System* (WBS) yang berfungsi sebagai sarana untuk menerima laporan indikasi *fraud* yang diketahui oleh karyawan di lingkungan kerjanya maupun sarana penerimaan laporan indikasi *fraud* dan atau adanya benturan kepentingan yang diketahui oleh nasabah/rekanan Bank. Sarana WBS Bank antara lain:

- Kotak Pos 99 Jakarta 10000
- Hotline SMS/WhatsApp dikirimkan kepada Nomor: 0813 1504 5555.
- Portal *anti fraud* dengan alamat/address http://10.33.1.57/jtrust_serasi/.

b) Perlindungan bagi pelapor

Manajemen Bank berkomitmen untuk melindungi pelapor *fraud* yang beritikad baik dan akan patuh terhadap segala peraturan perundangan yang terkait serta *best practices* yang berlaku dalam penyelenggaraan Sistem Pelaporan Pelanggaran (*Whistleblowing System*).

Perlindungan yang diberikan kepada pelapor *fraud* meliputi perlindungan Bank terhadap perlakuan yang merugikan seperti pemecatan yang tidak adil, penurunan jabatan/pangkat, diskriminasi dalam segala bentuk, dan catatan yang merugikan dalam arsip pribadi pegawai (*personal file record*). Bahkan sesuai keputusan Manajemen akan memberikan reward (dalam bentuk uang penghargaan) bagi karyawan yang dapat memberikan informasi adanya indikasi *fraud* yang diketahuinya.

c) Penanganan pengaduan

Seluruh informasi yang masuk ke dalam WBS J Trust Bank akan dilakukan analisis terlebih dahulu serta pengumpulan bukti-bukti adanya indikasi *fraud*. Dan apabila dari hasil analisis dan bukti-bukti yang ada terindikasi kuat adanya kejadian *fraud*, maka selanjutnya akan dilakukan investigasi lebih lanjut.

d) Pihak yang mengelola pengaduan

WBS J Trust Bank dikelola oleh *Anti Fraud Dept.* yang berada di bawah SKAI sehingga setiap pengaduan yang masuk dalam WBS Bank akan dibuka oleh pejabat *anti fraud* dan diteruskan kepada Direktur Utama untuk mendapatkan tindak lanjut.

e) Hasil dari penanganan pengaduan

Selama tahun 2017 tidak terdapat laporan indikasi pelanggaran yang masuk ke dalam WBS J Trust Bank untuk dapat dilakukan investigasi khusus.

Whistleblowing System

a) How to submit a violation report

Since 2012, the Bank has implemented the *Whistleblowing System* (WBS), which serves as a means to receive fraud indication report known by employees in work environment as well as a means of receiving fraud indication report or conflict of interest known by customers/partners of the Bank. WBS Bank infrastructure are, among others:

- Post Office Box 99 Jakarta 10000
- Hotline SMS/WhatsApp sent to the number: 0813 1504 5555.
- Anti fraud portal with the address http://10.33.1.57/jtrust_serasi/.

b) Protection on the fraud reporter

The Bank's management is committed to protecting fraud reporter who has good faith and will adhere to all relevant rules and regulations and best practices applicable in the implementation of the *Whistleblowing System*.

The protection granted to fraud reporter includes Bank protection against adverse treatment such as unfair dismissal, demotion, discrimination in all forms, and harming personal file records. And according to Management's decision, reward will be given (in the form of award money) for employees who can provide information of indication of fraud which is known.

c) Complaint handling

All information entered into the WBS J Trust Bank will be analyzed in advance and the collection of evidence of fraud indications. And if the results of analysis and evidence shows a strong indication of a fraud incident, then further investigation will be performed

d) The party managing the complaint

J Trust Bank WBS is managed by the *Anti Fraud Dept.* directly under SKAI so that any complaints received in the Bank's WBS will be opened by the anti-fraud authorities and forwarded to the President Director for the follow-up.

e) Result of complaint handling

During 2017 there were no reports of indicated violations that went into WBS J Trust Bank that needed a special investigation to be conducted.

F. Permasalahan Hukum

- 1) Permasalahan hukum adalah permasalahan Hukum Perdata dan Hukum Pidana yang dihadapi Bank selama periode tahun laporan dan telah diajukan melalui proses hukum.
- 2) Pengungkapan permasalahan hukum minimal mencakup:
 - a) Jumlah permasalahan hukum perdata dan pidana yang dihadapi dan telah selesai (telah mempunyai kekuatan hukum yang tetap).
 - b) Jumlah permasalahan hukum perdata dan pidana yang dihadapi dan masih dalam proses penyelesaian.

Selama tahun 2017 jumlah permasalahan hukum yang dihadapi J Trust Bank dan telah diajukan melalui proses hukum sebagaimana tabel berikut:

1. Bank sebagai Tergugat/Terlapor

(satuan)

Permasalahan Hukum Litigation Case	Jumlah Kasus Number of Case	
	Perdata Civil	Pidana Criminal
Telah selesai (Telah mendapatkan putusan yang mempunyai kekuatan hukum tetap) Settled (with binding legal force)	12	-
Dalam proses penyelesaian In settlement process	26	-
Total	38	-

2. Bank sebagai Penggugat/Pemohon/Pelapor

(satuan)

Permasalahan Hukum Litigation Case	Jumlah Kasus Number of Case	
	Perdata Civil	Pidana Criminal
A. Perkara Bank sebagai Penggugat (Gugatan Perlawanan) Case(s) with the Bank as Plaintiff (Counter Charges)		
Telah selesai (Telah mendapatkan putusan yang mempunyai kekuatan hukum tetap) Settled (with binding legal force)	1	-
Dalam proses penyelesaian In settlement process	1	-
Total	2	-
B. Perkara Bank sebagai Pemohon tentang Kepailitan Case(s) with the Bank as Bankruptcy Applicant		
Telah selesai (Telah mendapatkan putusan yang mempunyai kekuatan hukum tetap) Settled (with binding legal force)	4	-
Dalam proses penyelesaian In settlement process	7	-
Total	11	-

F. Legal Issues

- 1) Legal issues are civil and criminal legal issues faced by the Bank over a period of reporting year and have been filed through legal process.
- 2) Disclosure of legal matters includes at least:
 - a) Number of civil and criminal cases faced and settled (with binding legal force).
 - b) Number of civil and criminal cases faced and in the settlement process.

During 2017, the number of civil and criminal cases faced by J Trust Bank which has been filed through legal process, as the following table:

1. Bank as Defendant/Reported

(unit)

2. Bank as Plaintiff/Applicant/Reporting Party

(unit)

Permasalahan Hukum Litigation Case	Jumlah Kasus Number of Case	
	Perdata Civil	Pidana Criminal
C. Perkara Bank sebagai Pelapor adanya Dugaan Tindak Pidana Case(s) with the Bank as the Reporting Party of Allegation of Criminal Act		
Telah selesai (Telah mendapatkan putusan yang mempunyai kekuatan hukum tetap) Settled (with binding legal force)	-	-
Dalam proses penyelesaian In settlement process	-	2
Total	-	2

Permasalahan hukum yang umumnya dihadapi oleh Bank adalah:

- Gugatan Perdata dari Debitur Macet/Nasabah, maupun dari Pihak Ketiga/Pemilik Jaminan;
- Penundaan Kewajiban Pembayaran Utang (PKPU) dan Kepailitan yang diajukan oleh Kreditor Lain, Debitur itu sendiri (Debitur Macet), maupun Bank yang mengajukan terhadap Debitur yang telah berstatus macet kreditanya;
- Laporan adanya tindak Pidana yang berasal dari eksternal Bank ataupun yang melibatkan internal Bank (*Internal Fraud*).

Upaya penyelesaian permasalahan hukum oleh Bank antara lain:

- Menganalisa perkara dan mendiskusikan dengan Tim Legal bersama-sama dengan Unit Bisnis yang berkaitan dengan permasalahan hukum dimaksud;
- Tim Legal secara bersama-sama menentukan apakah perkara akan ditangani oleh Internal Bank ataupun menggunakan jasa *Lawyer* Eksternal dengan persetujuan dari Direksi sesuai dengan ketentuan hukum yang berlaku;
- Memonitor perkembangan penanganan kasus-kasus hukum baik yang ditangani oleh Internal Bank maupun eksternal *lawyer*.

Pokok Perkara/Gugatan dan Status Penyelesaian

Berikut adalah 7 (Tujuh) perkara perdata/pidana dengan nilai perkara terbesar yang dihadapi Bank sampai dengan periode 31 Desember 2017:

Legal issues commonly faced by the Bank are:

- Civil Action by bad debts/customers, as well as third party/collateral owner
- Suspension of Payment (PKPU) and Bankruptcy filed by the Other Creditor, the Borrower itself (Bad debt), or the Bank filing against the Debtor having defaulted on credit;
- Criminal Reports from external bank or involving internal bank (internal fraud)

Efforts to resolve legal issues by the Bank include:

- Analyze cases and discuss with the Legal Team together with Business Units related to the legal issues;
- The Legal Team collectively determines whether the case will be handled by the Internal Bank or use the services of an External Lawyer with the approval of the Board of Directors in accordance with applicable law;
- Monitor the progress of legal cases handled by both internal and external lawyers.

Principal Case/Claim and Settlement Status

Here are 7 (Seven) civil/criminal cases with the greatest case value that the Bank faces until 31 December 2017:

No	Pokok Perkara Principal Case	Para Pihak The Parties	Nilai Perkara Case Value	Status Penyelesaian Settlement Status
1	Tuntutan yang dilakukan kepada Bank dilakukan agar Bank mengembalikan dana investasi produk yang dikeluarkan oleh PT Antaboga Delta Sekuritas Indonesia yaitu berupa <i>Discretionary Fund</i> Lawsuit to the Bank for the Bank to recompense investment funds issued by PT Antaboga Delta Sekuritas Indonesia. The product was a <i>Discretionary Fund</i>	Penggugat Plaintiff: Ir. Henry Ruswoto, Dkk Tergugat Defendant: J Trust Bank PT. Antaboga Delta Sekuritas, Tbk.	Materiil: Rp9.158.000.000.- (Pokok Principal) Rp7.205.323.318.- (Bunga Interest) Immaterial: Rp10.000.000.000.- Jumlah Total: Rp26.363.323.318.-	PN: Bank Menang won PT: Bank Menang won Kasasi: Bank Menang won
2	Tuntutan yang dilakukan kepada Bank dilakukan agar Bank mengembalikan dana investasi produk yang dikeluarkan oleh PT Antaboga Delta Sekuritas Indonesia yaitu berupa <i>Discretionary Fund</i> Lawsuit to the Bank for the Bank to recompense investment funds issued by PT Antaboga Delta Sekuritas Indonesia. The product was a <i>Discretionary Fund</i>	Penggugat Plaintiff: Go Linawati, Dkk Tergugat Defendant: J Trust Bank PT. Antaboga Delta Sekuritas, Tbk	Rp35.437.000.000.- (Pokok Principal) Rp5.675.691.668.- (Ganti rugi Compensation) Jumlah Total: Rp41.112.691.668.-	PN: Bank Kalah Lose PT: Bank Kalah Lose Kasasi: Bank Kalah Lose PK: Bank Kalah Lose
3	Tuntutan yang dilakukan kepada Bank dilakukan agar Bank mengembalikan dana investasi produk yang dikeluarkan oleh PT Antaboga Delta Sekuritas Indonesia yaitu berupa <i>Discretionary Fund</i> Lawsuit to the Bank for the Bank to recompense investment funds issued by PT Antaboga Delta Sekuritas Indonesia. The product was a <i>Discretionary Fund</i>	Penggugat Plaintiff: Wahyudi Prasetyo Tergugat Defendant: J Trust Bank PT. Antaboga Delta Sekuritas, Tbk; Lembaga Penjamin Simpanan (LPS).	Rp66.250.000.000.- (Pokok Principal) Rp2.153.125.000.- (Bunga Interest) Rp25.921.600.000.- (Ganti rugi Compensation) Jumlah Total: Rp94.324.725.000.-	PN: Bank Kalah Lose PT: Bank Kalah Lose Kasasi: Bank Kalah Lose PK: Masih Menunggu Putusan dari Mahkamah Agung Still Awaiting Supreme Court Verdict
4	Tuntutan yang dilakukan kepada Bank dilakukan agar Bank mengembalikan dana investasi produk yang dikeluarkan oleh PT Antaboga Delta Sekuritas Indonesia yaitu berupa <i>Discretionary Fund</i> Lawsuit to the Bank for the Bank to recompense investment funds issued by PT Antaboga Delta Sekuritas Indonesia. The product was a <i>Discretionary Fund</i>	Penggugat Plaintiff: Bunadi Wijaya Gunawan, Dkk Tergugat Defendant: J Trust Bank; PT. Antaboga Delta Sekuritas, Tbk.	Bunadi Wijaya G, dkk Rp22.696.000.000.- (Pokok Principal) Rp10.686.746.433.- (Ganti rugi Compensation) Jumlah Total: Rp33.382.746.433.- Yayasan Slamet Riyadi Rp16.600.000.000.- (Pokok Principal) Rp7.677.458.331.- (Ganti rugi Compensation) Jumlah Total: Rp24.277.458.331.-	PN: Bank Kalah Lose PT: Bank Kalah Lose Kasasi: Bank Kalah Lose PK: Masih Menunggu Putusan dari Mahkamah Agung Still Awaiting Supreme Court Verdict

No	Pokok Perkara Principal Case	Para Pihak The Parties	Nilai Perkara Case Value	Status Penyelesaian Settlement Status
5	Tuntutan yang dilakukan kepada Bank dilakukan agar Bank mengembalikan dana investasi produk yang dikeluarkan oleh PT Antaboga Delta Sekuritas Indonesia yaitu berupa <i>Discretionary Fund</i> Lawsuit to the Bank for the Bank to recompense investment funds issued by PT Antaboga Delta Sekuritas Indonesia. The product was a <i>Discretionary Fund</i>	Penggugat Plaintiff: Cahyadi Candramulia, Dkk Tergugat Defendant: J Trust Bank; PT.Antaboga Delta Sekuritas, Tbk; BANK INDONESIA; BAPEPAM-LK.	Rp12.787.000.000,- (Pokok Principal) Bunga sebesar 13%-14% Interest at 13% -14%	PN: Bank Menang won PT: Bank Menang won Kasasi: Bank Menang won
6	Pengajuan SOC (statement of claim/Gugatan) didasarkan pada Putusan Pengadilan Mauritius. Filing SOC (statement of claim/lawsuit) based on the Decision of the Court of Mauritius.	Penggugat Plaintiff: Weston, Dkk Tergugat Defendant: JTrust Co.Ltd PT Bank JTrust Indonesia Tbk	USD 115,750,000,-	Strike Out Application: Keseluruhan Striking Out Application yang diajukan oleh BJI untuk melawan Weston telah dikabulkan; Amended defense (Amendment Application): Pengadilan Singapura menilai bahwa perubahan (<i>Amendment Application</i>) yang diajukan oleh Weston adalah tidak jelas, dan akan bermasalah jika dibiarkan untuk diubah seperti yang dimohonkan oleh Weston Pengadilan memberikan arahan kepada Weston agar (i) Weston mengubah bagian-bagian tertentu dalam SOC mereka dengan cara yang lebih jelas, dan (ii) agar Weston mengirimkan Draft Perubahan SOC ke Rajah & Tan (R&T) untuk diperiksa dan disetujui, sebelum sidang berikutnya. Strike Out Application: The entire Striking Out Application submitted by BJI against Weston has been granted; Amended defense (Amendment Application): The Singapore court considered that the amendment application submitted by Weston was unclear, and would be problematic if left to be amended as Weston requested. The Court gave Weston directives to (i) Weston alter certain parts of their SOC in a way that more clearly, and (ii) to have Weston send Draft SOC Changes to Rajah & Tan (R & T) for review and approval before the next trial.

No	Pokok Perkara Principal Case	Para Pihak The Parties	Nilai Perkara Case Value	Status Penyelesaian Settlement Status
7	<p>Pada tanggal 2 November 2017, J Trust Bank menerima relaas beserta lampiran gugatan dari FGFL, Weston, dkk yang dalam gugatannya secara garis besar menarik J Trust Bank beserta dengan Tergugat lainnya dan Turut Tergugat;</p> <p>Tuntutan dari FGFL dalam perkara ini terdiri dari 6 (enam) tuntutan (<i>claim</i>) yang berbeda-beda baik nilai gugatan maupun materi gugatannya.</p> <p>The demand of FGFL in this case consists of 6 (six) different claims both in the value of the lawsuit and the material of the lawsuit.</p> <p>On November 2, 2017, J Trust Bank accepts relaas with attachment of suit from FGFL, Weston, et al in its lawsuit drawing out J Trust Bank along with other Defendants and Acts</p> <p>Defendant; The demand of FGFL in this case consists of 6 (six) different claims both in the value of the lawsuit and the material of the lawsuit.</p>	<p>Penggugat Plaintiff:</p> <ol style="list-style-type: none"> 1. First Global Funds Limited PCC (FGFL); 2. Weston International Asset Recovery Company Limited (WIARCO); 3. Weston Capital Advisors Inc (WCAI); 4. Weston International Asset Recovery Corporation Inc (WIARCI); 5. Weston International Capital Limited (WICL); <p>Tergugat Defendant Tergugat berjumlah 21 pihak, yang di antaranya melibatkan:</p> <p>21 Defendants, involving:</p> <ol style="list-style-type: none"> 1. PT Bank JTrust Indonesia Tbk 2. J Trust Co.Ltd 3. Nobiru Adachi (Komisaris Bank Jtrust) 4. Nobuyoshi Fujisawa (Pemegang saham Bank Jtrust) 5. Shigeyoshi Asano (Komisaris Bank Jtrust) 6. Ahmad Fajar (Komisaris Bank Jtrust) 7. Felix I Hartadi (Direktur Bank Jtrust) 8. Lembaga Penjamin Simpanan 9. Kartika Wirjoatmodjo (Direktur Utama Bank mandiri) 10. Fauzi Ichsan (Kepala Eksekutif LPS) <p>TURUT TERGUGAT Co-Defendant:</p> <p>Turut Tergugat berjumlah 18 pihak, yang di antaranya melibatkan:</p> <p>Ritsuo Ando (Direktur Utama Bank Jtrust); Otoritas Jasa Keuangan. The Defendants were 18 parties, involving: Ritsuo Ando (President Director of Bank Jtrust); Financial Services Authority.</p>	<p>Claim 1</p> <p>Weston meminta Pengadilan Mauritian untuk menjadikan Tergugat No. 2 hingga No. 11 dan No. 15 bersama-sama dan masing-masing, sebagai tambahan Tergugat ke dalam putusan Pengadilan Mauritius 2015 dan putusan USD 120.000.000 Global Mareva Injunction terkait dengan tindakan-tindakan yang menyiksa ("fautes" dan/atau "fautes lourdes") tentang kecurangan dan persekongkolan untuk menipu Weston dan kegagalan untuk membayar sebesar USD 128.608.007.</p> <p>Weston requested the Mauritian Court to make Defendant No. 2 to No. 11 and No. 15 together and, respectively, in addition to the Defendant's Decision of the Court of Mauritius 2015 and the USD120,000,000 Global Mareva Injunction verdict relating to "fautes" and/or "fauteslourdes" acts of fraud and conspiracy to defraud Weston and failure to pay of USD 128,608,007.</p> <p>Claim 2</p> <p>Weston mengklaim bahwa Tergugat 1 hingga 21, bersama-sama dan masing-masing, berkomplot untuk melakukan pencucian uang, dengan maksud untuk menipu Weston, sebagai kreditor Saab (dengan harga di atas USD 200 juta). Oleh karena itu, Weston mengklaim ganti rugi sebesar USD 128 juta terhadap semua tergugat.</p> <p>Weston claims that Defendants 1 to 21, together and respectively, conspired to commit money laundering in order to deceive Weston as a Saab creditor (at a cost above USD 200 million). Therefore, Weston claimed compensation of USD 128 million against all the defendants.</p> <p>Claim 3</p> <p>LPS telah menyembunyikan temuan Brown Report dengan maksud untuk pencucian uang dan menipu Weston dan telah mencegah mereka untuk mengakuisisi BJI. Weston mengklaim USD 94 juta sebagai ganti rugi dari Tergugat 9, 10 dan 11.</p> <p>LPS has hidden the findings of Brown Report with the intent to launder money and deceive Weston and has prevented them from acquiring BJI. Weston claimed USD 94 million in damages from Defendants 9, 10 and 11.</p>	<p>Pada tanggal 15 Desember 2017, Bank JTrust melalui kuasa hukumnya mengajukan Preliminary Objections (Keberatan Awal) dan berkesempatan untuk mengembangkan argumen dalam Surat Keberatan yang Bank ajukan sebelumnya;</p> <p>Langkah selanjutnya adalah menunggu respons dari Weston terhadap Keberatan Awal yang diajukan tersebut;</p> <p>Bank secara berhati-hati melakukan upaya perlawanan dimana untuk keperluan strategi di pengadilan, perlawanan kepada Weston dilakukan oleh orang perseorangan.</p> <p>Bank akan tetap berkoordinasi dengan Kuasa Hukum jika terdapat respons dari Weston yang akan menentukan langkah selanjutnya.</p> <p>On December 15, 2017, Bank JTrust through its legal counsel filed Preliminary Objections and had the opportunity to develop an argument in the Bank's Objection Letter previously;</p> <p>The next step is to wait for Weston's response to the proposed Objection;</p> <p>The Bank is careful in fighting back due to strategic purposes in court, the resistance to Weston is done by an individual.</p> <p>The Bank will remain in coordination with the Legal Counsel if there is a response from Weston that will determine the next step.</p>

No	Pokok Perkara Principal Case	Para Pihak The Parties	Nilai Perkara Case Value	Status Penyelesaian Settlement Status
			<p>Claim 4 Weston telah mengeluarkan biaya yang signifikan dalam menegakkan dan melaksanakan putusan Mauritius sehingga menggugat dan meminta kompensasi kepada Tergugat 1 hingga 11, 15 dan 21 bersama-sama dan masing-masing, untuk membayar USD 50 juta. Weston has incurred significant costs in pursuing and implementing the Mauritius ruling so as to sue and request compensation from Defendants 1 through 11, 15 and 21 together and respectively to pay USD50 million.</p> <p>Claim 5 Tuntutan bahwa pembayaran sebesar USD8.000.000 kepada Quinn Emanuel merupakan transaksi fraud oleh karenanya Tergugat 1 hingga 21 bersama-sama dan masing-masing harus membayar USD8.000.000. The claim that the payment of USD8,000,000 to Quinn Emanuel was a fraud transaction for which Defendants 1 through 21 together and each have to pay USD8,000,000.</p> <p>Claim 6 Weston meminta revisi Global Mareva Injunction sebesar USD400.000.000 terhadap Tergugat 1 hingga 11, 15 dan 21 bersama-sama dan masing-masing dan sebesar USD150.000.000 terhadap Penggugat 1 hingga 21, bersama-sama dan masing-masing. Weston requested a revised Global Mareva Injunction of USD400,000,000 against Defendants 1 through 11, 15 and 21 together and respectively and amounting to USD150,000,000 against Plaintiffs 1 to 21, together and respectively.</p>	

*) Keterangan | Note:

* PN: Pengadilan Negeri | District Court

* PT: Pengadilan Tinggi | High Court

Pengaruh terhadap Kondisi Perusahaan

Dari perkara penting yang dihadapi J Trust Bank selama tahun 2017 terbagi menjadi 2 (dua) jenis perkara yaitu:

1. Perkara Antaboga:

Merupakan perkara dari masa Bank Century yang sampai saat ini masih dalam proses penyelesaian di pengadilan yang rata-rata sudah sampai tingkat akhir di Mahkamah Agung. Perkara ini butuh pencadangan biaya yang tidak sedikit oleh J Trust Bank maupun JTrust Group itu sendiri. Namun meskipun perkara ini masih berjalan, tidak begitu menimbulkan dampak yang signifikan bagi operasional dan bisnis Bank.

Seiring dengan perkembangan perkara yang sedang berlangsung saat ini, Bank yang sebelumnya di dalam posisi yang kurang menguntungkan karena berdasarkan putusan-putusan Pengadilan yang dalam hal ini Bank dalam keadaan kalah yaitu pada Pengadilan Negeri Surakarta, Pengadilan Negeri Surabaya, dan Pengadilan Negeri Yogyakarta yang mewajibkan Bank untuk mengembalikan dana-dana nasabah Antaboga sesuai dengan tuntutan Para Penggugat di dalam gugatannya. Namun saat ini dengan adanya Putusan Pidana dari Pengadilan Negeri Jakarta Pusat yang menghukum Robert Tantular, Putusan Pidana yang menghukum Hartawan Aluwi, Putusan Perdata di Pengadilan Jakarta Pusat, serta *Legal Action* yang dilakukan oleh Bank melalui gugatan perlawanan pada Pengadilan Negeri Jakarta Selatan yang telah berkekuatan hukum tetap (dalam hal ini Bank menang), beban Bank yang sebelumnya cukup memberatkan, kini Bank memiliki kesempatan untuk keluar dari kewajiban-kewajiban mengembalikan dana-dana nasabah Antaboga berdasarkan putusan-putusan Pengadilan yang sebelumnya memposisikan Bank dalam keadaan kalah. Dengan demikian untuk ke depannya, bisnis Bank akan semakin baik dengan telah tuntasnya perkara lama tersebut.

2. Perkara Weston (perkara luar negeri):

Perkara ini merupakan perkara lama mengenai sengketa surat-surat berharga yang proses penyelesaiannya berada di luar negeri yang berawal dengan adanya gugatan di Mauritius yang diajukan oleh perusahaan Holding Weston Capital, dkk, kemudian berlanjut di Pengadilan New York dan Singapura. Perkara-perkara ini masih berlangsung hingga saat ini.

Influence on Company Conditions

From the important issues faced by J Trust Bank during 2017 is divided into 2 (two) types of cases namely:

1. Antaboga Case:

This case is from Century Bank era which is still in the process of settlement in court which on average has reached the final level in the Supreme Court. This case needs cost reserves that is not small by J Trust Bank and JTrust Group itself. However, although the case is still running, it does not have a significant impact on the Bank's operations and business.

Along with the ongoing progress of the case, the Bank which previously was in a disadvantage position because based on the decisions of the Courts in this case the Bank is in a state of defeat, namely the Surakarta District Court, the Surabaya District Court and the Yogyakarta District Court which requires the Bank to refund Antaboga's clients' funds in accordance with the Plaintiff's claim in its lawsuit. However, this time with the Criminal Decision of Central Jakarta District Court punishing Robert Tantular, Criminal Decision punishing Hartawan Aluwi, Civil Court Decision in Central Jakarta Court, and Legal Action conducted by the Bank through a lawsuit against the South Jakarta District Court which has been enforced (in which case the Bank won), the Bank's previous burden, the Bank now has the opportunity to exit the obligations of returning Antaboga's clients' funds based on Court decisions that previously positioned the Bank in a losing state. Thus for the future, the Bank's business will be better with the completion of the old case.

2. Weston Case (overseas case):

This case is a long-standing case of securities disputes whose overseas settlement process begins with a lawsuit in Mauritius filed by Holding Weston Capital et al., which continued in the courts of New York and Singapore. These cases are still on going until now.

Meskipun perkara ini masih berjalan, namun tidak begitu menimbulkan dampak yang signifikan bagi operasional dan bisnis Bank, karena perkara berlangsung di luar negeri. Adapun kemungkinan perkara tersebut dapat mengganggu bisnis Bank adalah ketika perkara-perkara yang sedang berlangsung tersebut telah mempunyai Putusan yang berkekuatan hukum. Apabila Bank diputuskan bersalah oleh pengadilan luar negeri maka keputusan tersebut tidak serta merta dapat diterapkan pada Bank di Indonesia. Gugatan baru harus diajukan terhadap Bank pada pengadilan di Indonesia.

Seperti diungkapkan di atas, tidak terdapat perkara yang akan berdampak negatif bagi kondisi keuangan dan kelanjutan usaha J Trust Bank.

Permasalahan hukum yang sedang dihadapi Dewan Komisaris dan Direksi

Di tahun 2017, beberapa anggota Dewan Komisaris dan Direksi menjadi salah satu tergugat dalam perkara dengan Weston di Mauritius. Bank sedang melakukan upaya hukum untuk mengajukan keberatan atas gugatan tersebut dan masih menunggu perkembangan lebih lanjut (kasus No. 7 pada tabel di atas).

Although this case is still running, but not such a significant impact on the operations and business of the Bank, because the case took place abroad. The possibility of such case may disrupt the business of the Bank is when the ongoing cases have a verdict that is legally binding. If the Bank is found guilty by the foreign court, the decision shall not necessarily be applied to the Bank in Indonesia. A new lawsuit must be filed against the Bank in a court of law in Indonesia.

As noted above, there were no cases that will have a negative impact on the financial condition and continuation of the J Trust Bank business.

Legal issues being faced by the Board of Commissioners and the Board of Directors

In 2017, several members of the Board of Commissioners and the Board of Directors became one of the defendants in the case with Weston in Mauritius. The Bank is conducting legal remedies to file an objection to the lawsuit and is still awaiting further progress (case No. 7 in the table above).

G. Penggunaan Pihak Penyedia Jasa Teknologi Informasi/Vendor TI

Berdasarkan Peraturan Otoritas Jasa Keuangan No. 38/POJK.03/2016 tanggal 1 Desember 2016, dan Surat Edaran Otoritas Jasa Keuangan No. 21/SEOJK.03/2017 tanggal 6 Juni 2017 tentang Penerapan Manajemen Risiko Dalam Penggunaan Teknologi Informasi Oleh Bank Umum, Bank dapat menggunakan jasa pihak lain/pihak penyedia jasa teknologi informasi untuk menyelenggarakan kegiatan teknologi informasi dalam rangka meningkatkan efektivitas dan efisiensi pencapaian tujuan strategis.

Penggunaan pihak penyedia jasa TI menyebabkan Bank memiliki ketergantungan terhadap jasa yang diberikan secara berkesinambungan dan atau dalam periode tertentu yang dapat mempengaruhi timbulnya risiko Bank berupa risiko operasional, kepatuhan, hukum dan reputasi antara lain karena adanya kegagalan penyedia jasa dalam menyediakan jasa, pelanggaran terhadap pengamanan atau ketidakmampuan untuk mematuhi hukum dan peraturan yang berlaku.

G. Use of Information Technology Vendor

Based on Financial Services Authority Regulation No. 38/POJK.03/2016 dated December 1, 2016, and Financial Services Authority Circular No. 21/SEOJK.03/2017 dated June 6, 2017 on the Implementation of Risk Management in the Use of Information Technology by Commercial Banks, the Bank may use the services of the other party/information technology vendor to organize the activities of information technology in order to improve effectiveness and efficiency in achieving strategic objectives.

The use of IT vendors causes the Bank dependency on services provided in an ongoing basis or within a certain period that can affect the incidence of the Bank risk in form of operational risk, compliance, legal and reputational, among others, for their failure to service providers in providing services, breach of security or inability to comply with the applicable laws and regulations.

a. Proses Pemilihan dan Penentuan Pihak Penyedia Jasa Teknologi Informasi

Secara umum proses pemilihan dan penentuan pihak penyedia jasa teknologi informasi/calon vendor TI (terkait dengan kerja sama sistem/program) di PT Bank JTrust Indonesia Tbk meliputi:

a.1. Mendapatkan sumber informasi calon *vendor* TI dari:

- Pengalaman sebelumnya dalam berinteraksi dengan calon *vendor*.
- Jaringan perkenalan rekan-rekan sesama IT perbankan.
- *Browsing* di internet.
- Masukan unit bisnis/Divisi/Cabang/internal lainnya.
- Seminar atau pelatihan.

a.2. Kriteria dan dasar pertimbangan dalam menentukan calon *vendor* TI yang akan dipilih:

Memenuhi nilai total tertinggi/maksimal 100 dari gabungan 3 aspek penilaian yaitu:

- Aspek Fungsional, bobot 40% dengan maksimal nilai 40.
- Aspek Teknis, bobot 30% dengan maksimal nilai 30.
- Aspek Finansial, bobot 30% dengan maksimal nilai 30.

a.3. Prosedur permohonan persetujuan calon *vendor* TI yang akan dipilih:

- Melakukan *review* terhadap rencana bisnis tahunan yang berisi daftar proyek yang akan dijalankan, dan menyusun skala prioritas terhadap proyek yang akan dijalankan tersebut.
- Mengumpulkan *requirement*/kebutuhan fungsional dari unit bisnis.
- Mengumpulkan *requirement*/kebutuhan teknis dari Divisi IT.
- Melihat *requirement*/kebutuhan *financial*/Budget dari rencana bisnis tahunan.
- Penyusunan TOR (*Term of Reference*) berdasarkan *requirement* fungsional dan teknis.
- Mengirimkan undangan presentasi beserta TOR kepada beberapa calon *vendor* TI.
- Calon *vendor* TI melakukan presentasi.
- Calon *Vendor* TI mengirimkan *proposal* penawaran berdasarkan TOR.
- Mengundang POC (*Proof of Concept*) calon *vendor* TI (jika dimungkinkan untuk POC).
- Calon *vendor* TI melakukan POC (jika dimungkinkan untuk POC).

a. The Selection and Determination Process of Information Technology Vendor

In general the selection and determination process of information technology vendor (related with system/program cooperation) in PT Bank JTrust Indonesia Tbk include:

a.1. Obtaining information sources of IT vendors from:

- Previous experience in interacting with prospective vendors.
- Introduction network of fellow banking IT.
- Browsing on the internet.
- Input from other business units/divisions/branches/internal.
- Seminars or training.

a.2. Criteria and basic consideration in determining candidates for IT vendors to choose from:

Meeting the highest total value/maximum 100 of the combined 3 aspects of assessment, namely:

- Functional Aspects, weighs 40% with a maximum value of 40.
- Technical Aspects, weighs 30% with a maximum value of 30.
- Financial Aspects, weighs 30% with a maximum value of 30.

a.3. Approval application procedures for prospective vendors to choose from:

- Conducting a review on the annual business plan that contains a list of projects to be executed, and setting priority scale to the projects.
- Gathering requirements/functional needs of the business unit.
- Gathering requirements/technical needs of the IT Division.
- Seeing requirements/financial needs/budget of the annual business plan.
- Preparation of TOR (Terms of Reference) based on the functional and technical requirements.
- Sending invitations and TOR to several prospective IT vendors.
- Candidates for IT vendors making presentations.
- Candidates for IT vendors submitting bid proposals based on the TOR.
- Inviting POC (Proof Of Concept) of prospective IT vendors (if it is possible for POC).
- Candidates for IT vendors doing a POC (if it is possible for POC).

- Melakukan penilaian seluruh aspek (nilai total maksimal 100) terdiri dari:
 - Aspek Fungsional (nilai maksimal 40), dinilai oleh unit bisnis sebagai user.
 - Aspek Teknis (nilai maksimal 30), dinilai oleh Divisi IT.
 - Aspek Finansial (nilai maksimal 30), dinilai oleh Divisi IT yang menangani *Procurement* IT.
- Penilaian calon vendor TI dibahas dalam rapat Komite IT (jika proyek bersifat strategis).
- Komite IT sesuai kewenangannya memberikan rekomendasi kepada Direksi.
- Direksi memberikan persetujuan atau menolak terhadap rekomendasi Komite IT.
- Setelah disetujui Direksi berdasarkan batas kewenangan limit yang berlaku, maka Divisi IT menindaklanjuti proses *engagement vendor* TI selanjutnya, yaitu: *Proses Purchase Order/* pembuatan Surat Perintah Kerja, Kontrak dan lain-lain.

b. Pemantauan/Pengawasan Vendor TI Dalam Vendor Management

Bank wajib memiliki program pemantauan data vendor TI secara berkesinambungan dalam vendor management untuk memastikan penyedia jasa/vendor TI telah melaksanakan pekerjaan/memberikan jasa sesuai dengan kontrak/perjanjian kerja sama dengan melakukan:

- Pemantauan pencapaian SLA (*Service Level Agreement*) dari vendor-vendor TI utama.
- Kunjungan kerja rutin ke lokasi kerja/*data center* dari vendor TI utama.
- Permintaan laporan keuangan tahunan (*Audited*) vendor TI utama.
- Permintaan hasil audit independen dari lembaga terkait misalnya ISO.
- Rapat berkala dengan vendor TI utama.
- Pemantauan *progress* penyelesaian proyek IT secara berkala sesuai prinsip *Project Management*.

- Assessing all aspects (total maximum value of 100) which consist of:
 - Functional Aspects (maximum value 40), assessed by the business unit as the user.
 - Technical Aspects (maximum value 30), assessed by the IT Division.
 - Financial Aspects (maximum value 30), assessed by the Division of Corporate Secretary (in charge of Procurement Section).
- Assessment of prospective IT vendors is discussed in the IT Committee (if the projects are strategic).
- The IT Committee according to its authority provides recommendations to the Board of Directors.
- The Board of Directors shall approve or reject the recommendation of the IT Committee.
- Once approved by the Board of Directors based on the applicable authorization limit, the Division of Corporate Secretary follows up the next engagement process of IT vendors, namely: Purchase Order/Work Order manufacture, contract and others processes.

b. Monitoring/Supervising of IT Vendor In Vendor Management

Banks are required to have a data monitoring program of IT vendor in vendor management on an ongoing basis to ensure that IT vendors/service providers have implemented work/provided services in accordance with the contract/agreement by conducting:

- Monitoring the achievement of SLA (*Service Level Agreement*) from major IT vendors.
- Routine working visit to work site/*data center* of the major IT vendors.
- Requesting for annual financial statements (*Audited*) of major IT vendors.
- Requesting independent audit results of the relevant institutions such as ISO.
- Meeting regularly with major IT vendors.
- Monitoring progress of completion of IT projects on a regular basis according to the principles of Project Management.

Berikut adalah daftar *Vendor* TI yang bekerjasama dengan PT Bank JTrust Indonesia Tbk selama Tahun 2017:

The following is a list of IT projects and vendors that work with PT Bank JTrust Indonesia Tbk during 2017:

No	Nama Vendor TI Vendor Name	Alamat Vendor TI Vendor Address	Jasa yang Diberikan Services Provided
1	PT Dymar Jaya Indonesia	Jakarta	Maintenance Host Security Module ATM Switching
2	PT Mitra Integrasi Informatika	Jakarta	Maintenance aplikasi ATM Switching dan Server FT Stratus
3	PT Anabatic Technologies	Jakarta	Maintenance Server AS/400, aplikasi Mimix, aplikasi reporting CR-One
4	PT Venturium System Indonesia	Jakarta	Maintenance aplikasi SWIFT, interface aplikasi SWIFT ke core banking
5	PT Misys internasional	Jakarta	Support aplikasi core banking Equation, Trade Innovation dan Opics
6	PT Teravin Technovation	Jakarta	Maintenance aplikasi Internet Banking
7	PT Aristi Jasadata	Jakarta	Maintenance aplikasi Fixed Asset
8	PT Visionet Data Internasional	Jakarta	Maintenance aplikasi Bank Vision, hardware Network dan PBX, hardware Web Teller, hardware SKN, Email Server dan outsourcing DRC
9	PT EDI Indonesia	Jakarta	Maintenance aplikasi MPN, interface aplikasi MPN ke core banking
10	PT KPSG	Jakarta	Maintenance aplikasi Human Resources Information System
11	PT Karisma Zona Kreatifku	Jakarta	Maintenance Website
12	PT Multipolar Technologies	Jakarta	Maintenance aplikasi PSAK 50/55 Bank Vision, hardware IBM core banking Finacle, database Oracle & Websphere, File Server.
13	PT Tridas Widiantara	Jakarta	Maintenance aplikasi Anti Money Laundering
14	PT Aplikanusa Lintasarta	Jakarta	Penyedia jaringan antar Cabang/utama
15	PT Primacom	Jakarta	Penyedia jaringan antar Cabang/backup
16	PT XL Axiata	Jakarta	Penyedia jaringan antar Cabang/backup
17	PT Telkom	Jakarta	Penyedia jaringan antar Cabang/backup
18	PT Sisnet Mitra Sejahtera	Jakarta	Sewa Mesin ATM NCR
19	PT Argenta Adhiloka Pratama	Jakarta	Sewa Mesin ATM Diebold
20	PT Deltasindo Raya Sejahtera	Jakarta	Maintenance UPS Powerware
21	PT Dimension Data Indonesia	Jakarta	Penyedia Internet Banking Security Device, Network Redesign.
22	PT Astra Graphia	Jakarta	Maintenance Internet Banking Security Device DRC, pencetakan dan distribusi rekening koran
23	PT Dtex Indonesia	Jakarta	Maintenance aplikasi Systemskan
24	PT Sigma Cipta Caraka	Jakarta	Outsourcing Data Center
25	Bloomberg Finance, L.P.	Singapore	Sewa Terminal Bloomberg
26	PT Reuters Services Indonesia	Jakarta	Sewa Terminal Reuters
27	PT Tri Daya Asira	Jakarta	Penyedia aplikasi Interface RTGS & SKN ke core banking
28	JTrust System Co Ltd	Tokyo	Penyedia aplikasi Garoon, hardware dan license chromebox
29	PT Rintis Sejahtera	Jakarta	Maintenance jaringan ATM Prima
30	PT Artajasa	Jakarta	Maintenance jaringan ATM Bersama
31	SWIFT SCRL	Jakarta	Penyedia jasa Swift
32	PT Veda Praxis	Jakarta	Jasa audit TI dan penetration test
33	PT Infinetworks	Jakarta	Penyedia sistem otentikasi dan token
34	PT Artha Mulia Trijaya	Jakarta	Penyedia License anti virus Symantec
35	PT Cyberindo Aditama	Jakarta	Penyedia jaringan internet
36	PT Supra Primatama Nusantara	Jakarta	Penyedia jaringan internet
37	PT LinkNet	Jakarta	Penyedia jaringan internet
38	PT AT&T Global Network	Jakarta	Penyedia line SWIFT
39	Infosys Limited	Bangalore	Penyedia aplikasi <i>core banking</i> Finacle dan implementasi

H. Informasi Lain yang Terkait dengan Tata Kelola Bank

- a) **Intervensi pemilik/pemegang saham**
Selama tahun 2017 tidak ada intervensi dari pemegang saham.
- b) **Perselisihan intern Bank yang mengganggu operasional dan/atau kelangsungan usaha Bank**
Selama tahun 2017 tidak terdapat perselisihan intern Bank yang mengganggu operasional dan/atau kelangsungan usaha Bank.
- c) **Permasalahan yang timbul sebagai dampak kebijakan remunerasi pada Bank**
Selama tahun 2017 tidak ada permasalahan yang timbul sebagai dampak dari kebijakan remunerasi pada Bank.

H. Other Information Related to Good Corporate Governance

- a) **Interventions of owners/shareholders**
During 2017 there were no interventions from shareholders.
- b) **Bank internal disputes that disrupt the Bank's operational and/or business operations**
During 2017 there were no internal bank disputes that interfered with the Bank's operational and/or business operations.
- c) **Issues arising from the impact of the Bank's remuneration policy**
During 2017 there were no problems arising as a result of the Bank's remuneration policy.

BAB VII PEMBERIAN DANA UNTUK KEGIATAN SOSIAL DAN KEGIATAN POLITIK

CHAPTER VII Donation For Social and Political Activities

7.1. Pemberian Dana Untuk Kegiatan Sosial

Pemberian dana untuk Kegiatan Sosial merupakan bentuk implementasi dari program tanggung jawab sosial perusahaan (*Corporate Social Responsibility/CSR*) dari PT Bank JTrust Indonesia Tbk. yang diyakini nantinya dapat menciptakan kondisi masyarakat yang lebih baik dan kondusif, serta mampu menanggapi berbagai perubahan dalam kehidupan masyarakat yang pada akhirnya akan menciptakan hubungan yang saling bermanfaat dan menguntungkan antara PT Bank JTrust Indonesia Tbk. dengan masyarakat luas.

PT Bank JTrust Indonesia Tbk dalam melaksanakan kegiatan operasionalnya senantiasa berusaha menciptakan suasana yang lebih harmonis dengan masyarakat disekitar khususnya dan masyarakat luas pada umumnya sehingga diharapkan dapat menjadi perusahaan yang terus diminati serta disukai oleh masyarakat. Terciptanya lingkungan dalam masyarakat yang aman, nyaman dan dinamis diyakini sebagai kondisi ideal bagi perkembangan dan kelangsungan dunia usaha di manapun.

Dilandasi suatu pemikiran bahwa perusahaan adalah bagian dari suatu masyarakat disekitarnya, maka PT Bank JTrust Indonesia Tbk menyadari bahwa sebagai perusahaan yang memiliki tanggung jawab sosial untuk mengembangkan dan memberdayakan kehidupan masyarakat di sekitarnya melalui program "JTrust Peduli" yang fokus membantu masyarakat dalam bidang pendidikan, kesehatan dan kemanusiaan, sosial dan keagamaan, lingkungan hidup, dan tanggap darurat terhadap setiap bencana alam.

5 (Lima) Pilar CSR PT Bank JTrust Indonesia Tbk

Guna mewujudkan segenap perihal di atas maka PT Bank JTrust Indonesia Tbk melakukan berbagai upaya dengan memperhatikan 5 (lima) pilar *Corporate Social Responsibility* (CSR) sebagai prinsip dan dasar dalam pelaksanaan kegiatan tersebut di lapangan. Adapun kelima pilar dimaksud adalah sebagai berikut:

- **Building Human Capital**
Secara internal, Bank berupaya untuk menciptakan SDM yang andal. Sedangkan secara eksternal, Bank senantiasa berupaya melakukan pemberdayaan masyarakat, utamanya melalui *community development*.

7.1. Donation for Social Activities

Donation for Social Activities represents the implementation of Corporate Social Responsibility (CSR) program of PT Bank JTrust Indonesia Tbk. which is believed to be able to create better and conducive society, and be able to respond to various changes in people's lives that will ultimately create mutually beneficial relationships between PT Bank JTrust Indonesia Tbk. and the wider community.

PT Bank JTrust Indonesia Tbk in carrying out its operational activities has always been trying to create a more harmonious atmosphere with the community in particular and with public in general so as to become a preferable organization continuously in demand. The creation of a safe, comfortable and dynamic society is believed to be an ideal condition for the development and sustainability of a business in any location.

Based on the idea that the Bank is a part of its surrounding society, PT Bank JTrust Indonesia Tbk realizes its social responsibility to develop and empower the life of the surrounding community through "JTrust Peduli" program that focuses on helping people in education, health and humanity, social and religion, environment, and emergency response to natural disaster.

5 (Five) Pillars of CSR of PT Bank JTrust Indonesia Tbk

In order to realize the above matter, PT Bank JTrust Indonesia Tbk has made various efforts by considering 5 (five) pillars of Corporate Social Responsibility (CSR) as its principle and basis in the implementation of these activities on field. The five pillars are as follows:

- **Building Human Capital**
Internally, the Bank seeks to produce qualified human resources. While externally, the Bank always strives to empower the community, mainly through community development.

- **Strengthening Economies**

Bank berupaya mendapatkan laba dengan memperhatikan kepentingan dan kesejahteraan ekonomi komunitas khususnya di lingkungan sekitar di mana perusahaan beroperasi.

- **Assessing Social Tension**

Bank senantiasa akan menjaga keharmonisan dengan masyarakat khususnya masyarakat sekitar agar tidak menimbulkan konflik.

- **Encouraging Good Governance**

Dalam menjalankan bisnisnya, Bank senantiasa menjalankan *Good Corporate Governance* (GCG) dengan baik.

- **Protecting The Environment**

Bank senantiasa berupaya menjaga kelestarian lingkungan dan alam sekitarnya.

Program dan Kegiatan CSR Tahun 2017

Sepanjang tahun 2017 PT Bank JTrust Indonesia Tbk terus berperan serta dalam membangun masyarakat melalui kerangka pelaksanaan program CSR, dengan rincian penyaluran dana yang fokus pada kegiatan di bidang pendidikan, kesehatan dan kemanusiaan, serta sosial dan keagamaan.

1. Pendidikan

- Salah satu program CSR dalam bidang pendidikan yang dilaksanakan oleh PT Bank JTrust Indonesia Tbk adalah program bantuan pendidikan berupa Pemberian Beasiswa kepada siswa berprestasi, bekerja sama dengan Koperasi Karyawan Mulia Industry Cikarang – Bekasi. Kegiatan penyaluran dana program CSR untuk kegiatan pendidikan tersebut diadakan pada tanggal 8 September 2017, dengan bantuan dana sebesar Rp10.000.000,- (Sepuluh Juta Rupiah).
- PT Bank JTrust Indonesia Tbk menyelenggarakan kegiatan edukasi terkait produk jasa keuangan kepada masyarakat, salah satunya berupa kegiatan edukasi pemahaman tentang produk jasa keuangan yang diberikan kepada sekitar 150 orang siswa dan siswi SMP di Jakarta Selatan yang hadir dalam event “Tarlim Cup XVIII” dilaksanakan pada tanggal 13 Oktober 2017 bertempat di Sekolah Menengah Pertama Tarakanita 5, Jl. Barito II/2, Kebayoran Baru, Jakarta Selatan.
- PT Bank JTrust Indonesia Tbk memberikan edukasi kepada karyawan di lingkungan Sahid Sudirman Center dan dihadiri oleh sekitar 50 karyawan dari 10 perusahaan. Acara yang bertajuk “Yuk, Kenali Investasi Pasar Modal” dilaksanakan pada tanggal 27 Oktober 2017 bertempat di Gedung Sahid Sudirman Center lantai 35 – Ruang Serbaguna Sakura. Adapun, biaya yang dibutuhkan dalam kedua program tersebut adalah sebesar Rp12.000.000,- (Dua Belas Juta Rupiah).

- **Strengthening Economies**

The Bank seeks profit by taking into account the interests and economic welfare of the community, particularly in the environment where the Bank operates.

- **Assessing Social Tension**

The Bank will always maintain harmony with the community, specifically the surrounding community so as to avoid any conflict.

- **Encouraging Good Governance**

In conducting its business, the Bank always performs well-implemented Good Corporate Governance (GCG).

- **Protecting The Environment**

The Bank always strives to preserve the environment and its natural surroundings.

CSR Programs and Activities in 2017

During 2017 PT Bank JTrust Indonesia Tbk continues to participate in building communities through the framework of CSR program implementation, particularly donation which focuses on education, health and humanity, social and religious activities.

1. Education

- One of the CSR programs in education conducted by PT Bank JTrust Indonesia Tbk is an educational assistance program in the form of Scholarship for outstanding students, in collaboration with Mulia Industry Cooperative Industry Cikarang - Bekasi. CSR program funding for these educational activities was held on September 8, 2017, with a donation of Rp10,000,000.00 (Ten Million Rupiah).
- PT Bank JTrust Indonesia Tbk conducts educational activities related to financial services products for the community, one of them is an educating approximately 150 students and junior high school students in South Jakarta pertaining to financial services products for those who attended “Tarlim Cup XVIII” event held on October 13, 2017 at Tarakanita Junior High School 5, Jl. Barito II/2, Kebayoran Baru, South Jakarta.
- PT Bank JTrust Indonesia Tbk educates employees within the Sahid Sudirman Center neighborhood, attended by approximately 50 employees from 10 companies. The event, titled “Let’s Learn Capital Market Investment” was held on October 27, 2017 at Sahid Sudirman Center Building 35th floor – Sakura Multipurpose Room. The expenses incurred for both programs are amounting to Rp12.000.000,- (Twelve Million Rupiah).

2. Kesehatan dan Kemanusiaan

Program rutin PT Bank JTrust Indonesia Tbk dalam kegiatan CSR di bidang Kesehatan dan Kemanusiaan adalah penyelenggaraan kegiatan Donor Darah yang bekerja sama dengan Palang Merah Indonesia (PMI) cabang Jakarta. Kegiatan ini diselenggarakan di Gedung Sahid Sudirman Center lantai 35 – Ruang Serbaguna Sakura dan diadakan rutin setiap tahunnya. Peserta donor darah berasal dari internal Bank, serta karyawan dari Perusahaan yang berkantor di lingkungan Gedung Sahid Sudirman Center – Jakarta.

Kegiatan Donor Darah untuk tahun 2017 diselenggarakan sebanyak dua kali, yaitu pada tanggal 26 Januari 2017 dan 18 Oktober 2017, yang membutuhkan dana sebesar Rp18.517.225 (Delapan Belas Juta Lima Ratus Tujuh Belas Ribu Dua Ratus Dua Puluh Lima Rupiah).

3. Sosial dan Keagamaan

Bentuk kegiatan program CSR dalam bidang Sosial dan Keagamaan yang dijalankan oleh PT Bank JTrust Indonesia Tbk pada tahun 2017 adalah berupa:

- a. Pemberian Bantuan untuk Kegiatan Natal 2016 yang dilaksanakan di Gedung Sahid Sudirman Center lantai 35 – Ruang Serbaguna Sakura pada tanggal 6 Januari 2017. Dalam kegiatan tersebut, manajemen Bank memberikan bantuan uang tunai sebesar Rp31.000.000 (Tiga Puluh Satu Juta Rupiah).
- b. Pemberian Santunan bagi anak yatim piatu di daerah Jakarta dan sekitarnya, bekerja sama dengan Yayasan Al-Ijtihad dan bertempat di Kantor Pusat J Trust Bank. Kegiatan tersebut dilaksanakan pada tanggal 15 Juni 2017, bertepatan dengan Bulan Suci Ramadhan 1438 H. Manajemen Bank memberikan santunan berupa sembako dan uang tunai. Seluruh kebutuhan dana yang dibutuhkan dalam kegiatan tersebut adalah sebesar Rp26.070.700 (Dua Puluh Enam Juta Tujuh Puluh Ribu Tujuh Ratus Rupiah).
- c. Pemotongan hewan kurban dalam rangka memperingati Hari Raya Idul Adha 1438 H di mana PT Bank JTrust Indonesia Tbk turut memeriahkan dan mendukung kegiatan rutin keagamaan tersebut, yang dilaksanakan bertepatan dengan Hari Raya Idul Adha pada tanggal 1 September 2017, berlokasi di Masjid Al-Ijtihad, Setiabudi, Jakarta Selatan.

Dalam acara pemotongan hewan kurban tersebut, manajemen Bank menyumbangkan satu ekor sapi dengan harga senilai Rp24.375.000 (Dua Puluh Empat Juta Tiga Ratus Tujuh Puluh Lima Ribu Rupiah)

2. Health and Humanity

PT Bank JTrust Indonesia Tbk routine program in CSR activities in Health and Humanity is the conduct of Blood Donor activities in collaboration with Indonesian Red Cross (PMI) Jakarta branch. This activity is held at Sahid Sudirman Center Building 35th floor - Sakura Multipurpose Room and is held regularly on annual basis. Blood donor participants originate from the Bank itself, as well as employees of companies located in Sahid Sudirman Center Building - Jakarta.

Blood Donor activities in 2017 are held twice, on January 26, 2017 and October 18, 2017, which incurred expenses amounting to Rp18,517,225 (Eighteen Million Five Hundred Seventeen Thousand Two Hundred Twenty Five Rupiah).

3. Social and Religion

CSR program activities in Social and Religion conducted by PT Bank JTrust Indonesia Tbk in the year 2017 are as follows:

- a. Donation for Christmas Activities 2016 held at Sahid Sudirman Center Building 35th floor - Sakura Multipurpose Room on January 6, 2017. For such activities, the Bank's management provided cash amounting to Rp31,000,000 (Thirty One Million Rupiah).
- b. Donation to orphans in Jakarta and its surrounding areas, in collaboration with Al-Ijtihad Foundation which is held at J Trust Bank Head Office. The event was held on June 15, 2017, to celebrate the Holy Month of Ramadhan 1438 H. The Management of Bank provides donation in the form of sembako and cash. The total expenses incurred for such activities are amounting to Rp26,070,700 (Twenty Six Million Seventy Thousand Seven Hundred Rupiah).
- c. Slaughtering of sacrificial animals in commemoration of Eid al-Adha 1438 H where PT Bank JTrust Indonesia Tbk participates and supports the routine religious activities, which is held to celebrate Eid al-Adha on September 1, 2017, located at Masjid Al-Ijtihad, Setiabudi, South Jakarta.

During the sacrificial animal slaughtering event, the Bank's management donated a cow at a price of Rp24,375,000 (Twenty Four Million Three Hundred and Seventy Five Thousand Rupiah)

Rencana CSR tahun 2018

Untuk tahun 2018, Bank akan menerapkan Kebijakan CSR dengan fokus pada kegiatan 5 (lima) pilar CSR PT Bank JTrust Indonesia Tbk sebagaimana yang telah diuraikan sebelumnya. Adapun, rencana program CSR pada tahun 2017 terdapat beberapa kegiatan yang masih merupakan pelaksanaan pada tahun-tahun sebelumnya. Namun, ada beberapa kegiatan yang cukup besar dan direncanakan akan dijalankan sesuai dengan kemampuan perusahaan.

Rencana program kegiatan CSR pada tahun 2018 meliputi:

- Donor darah
- Santunan Anak Yatim
- Kegiatan Natal
- Kegiatan Kurban
- Sumbangan untuk berbagai kegiatan sosial, pendidikan, lingkungan yang menganut asas manfaat, lestari, dan berkelanjutan (*sustainability*)
- Edukasi kepada nasabah dan/atau masyarakat mengenai produk dan jasa layanan perbankan.

Kegiatan tanggung jawab sosial PT Bank JTrust Indonesia Tbk pada tahun 2018 akan disesuaikan dengan kemampuan keuangan serta potensi risiko lainnya, dengan tidak mengurangi kewajiban sebagaimana yang ditetapkan dalam ketentuan peraturan perundang-undangan serta peraturan Otoritas Jasa Keuangan yang terkait dengan kegiatan usaha perseroan.

7.2. Pemberian Dana untuk Kegiatan Politik

Sebagaimana tahun-tahun sebelumnya, selama tahun 2017 PT Bank JTrust Indonesia Tbk tidak pernah melakukan kegiatan politik atau memberikan sumbangan dana untuk kegiatan politik.

CSR Plans in 2018

In 2018, the Bank will implement CSR Policy with a focus on the activities of 5 (five) pillars of CSR of PT Bank JTrust Indonesia Tbk as described above. For CSR program plan in 2017, there are some activities continuing from previous years. However, a number of activities are significant in scale and are planned to continue in accordance with the Bank's ability.

CSR program plans in 2018 include:

- Blood donors
- Donations for orphans
- Christmas Activities
- Sacrificial Activities
- Donations for various social, educational, environmental activities that embrace the principles of benefit, continuity and sustainability,
- Education to customers and/or public regarding banking products and services.

Social responsibility activities of PT Bank JTrust Indonesia Tbk in 2018 will be adjusted to the financial ability and also other potential risks, without prejudice to the obligations set forth in the provisions of the laws and regulations of Financial Services Authority related to the Bank's business activities.

7.2 Donation for Political Activities

Similar to prior years, during 2017 PT Bank JTrust Indonesia Tbk has never been involved in political activities or made donations for political activities.

No.	Nama Kegiatan Politik Name of Political Activities	Jumlah Total (Rp)
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NIHIL

BAB VIII PENERAPAN PEDOMAN TATA KELOLA PERUSAHAAN TERBUKA

CHAPTER VIII Implementation of Corporate Governance Guidelines for Listed Companies

Sebagai Perusahaan Terbuka, PT Bank JTrust Indonesia Tbk wajib memenuhi Pedoman Tata Kelola Perusahaan Terbuka yang diatur dalam Peraturan Otoritas Jasa Keuangan (POJK) Nomor 21/POJK.04/2015 tanggal 16 November 2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka, dan Surat Edaran Otoritas Jasa Keuangan (SEOJK) Nomor 32/SEOJK.04/2015 tanggal 17 November 2015 tentang Pedoman Tata Kelola Perusahaan Terbuka.

Pedoman Tata Kelola Perusahaan Terbuka memuat praktik tata kelola perusahaan yang baik sesuai dengan praktik internasional mencakup 5 (lima) aspek, dan 8 (delapan) prinsip tata kelola perusahaan yang baik, serta 25 (dua puluh lima) rekomendasi penerapan aspek dan prinsip tata kelola perusahaan yang baik berdasarkan pendekatan "Comply or Explain". Penerapan di PT Bank JTrust Indonesia Tbk adalah sebagai berikut:

As an Open Company, PT Bank JTrust Indonesia Tbk is required to comply with the Listed Company Corporate Governance Guidelines set forth in the Financial Services Authority Regulations (POJK) No. 21/POJK.04/2015 dated November 16, 2015 on the Implementation of Listed Company Corporate Governance Guidelines and Circular Letter of Financial Services Authority (SEOJK) No. 32/SEOJK.04/2015 dated November 17, 2015 on Listed Company Corporate Governance Guidelines.

Listed Company Corporate Governance Guidelines set forth good corporate governance practices in line with international practice covering 5 (five) aspects, and 8 (eight) good corporate governance principles, and 25 (twenty five) recommendations for implementing corporate governance aspects and principles which is either based on the "Comply or Explain" approach. Implementation in PT Bank JTrust Indonesia Tbk is as follows:

Aspek Aspect	Prinsip Principle	Rekomendasi Recommendations	Penerapan di PT Bank JTrust Indonesia Tbk. (Comply or Explain) Adoption in PT Bank JTrust Indonesia Tbk. (Comply or Explain)
1. Hubungan Perusahaan Terbuka Dengan Pemegang Saham Dalam Menjamin Hak-Hak Pemegang Saham. Listed Company Relationships With Shareholders In Ensuring Shareholder Rights.	Prinsip 1: Meningkatkan Nilai Penyelenggaraan Rapat Umum Pemegang Saham (RUPS). Principle 1: Increase the Value of General Shareholders' Meeting (GMS).	1.1 Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara (voting) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham. 1.1 The Listed Company has technical or voting procedures either in an open or closed method, which prioritizes the independence and interests of shareholders.	Comply. Semua keputusan diambil berdasarkan musyawarah untuk mufakat. Dalam hal keputusan berdasarkan musyawarah untuk mufakat tidak tercapai, maka keputusan diambil berdasarkan pemungutan suara. Pemungutan suara mengenai diri orang dilakukan dengan suara tertutup yang tidak ditandatangani dan mengenai hal lain secara lisan. Comply. All decisions are made based on deliberate consensus. In the case that deliberate consensus is not made, then the decision is made by voting. The voting for individuals is made without identification and without signature, and for others matters are made in oral decision.

Aspek Aspect	Prinsip Principle	Rekomendasi Recommendations	Penerapan di PT Bank JTrust Indonesia Tbk. (Comply or Explain) Adoption in PT Bank JTrust Indonesia Tbk. (Comply or Explain)
		<p>1.2 Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka hadir dalam RUPS Tahunan.</p> <p>1.2 All members of the Board of Directors and members of the Board of Commissioners of the Public Company are present at the Annual GMS.</p>	<p>Rapat dipimpin oleh Komisaris Independen Perseroan yang dihadiri oleh anggota Dewan Komisaris (kecuali Komisaris Utama berhalangan hadir karena ada keperluan penting di Jepang), dan anggota Direksi Perseroan yang menjabat sebagaimana tercantum dalam Ringkasan Risalah Rapat Umum Pemegang Saham PT Bank JTrust Indonesia Tbk.</p> <p>The meeting is chaired by an Independent Commissioner of the Company attended by members of the Board of Commissioners (unless the President Commissioner is unable to attend due to important matters in Japan), and also by the members of the Board of Directors of the Company as stated in the Minutes of Shareholders General Meeting of PT Bank JTrust Indonesia Tbk.</p>
		<p>1.3 Ringkasan risalah RUPS tersedia dalam Situs Web Perusahaan Terbuka paling sedikit selama 1 (satu) tahun.</p> <p>1.3 Summary of minutes of the GMS is available on the Listed Company Website for at least 1 (one) year.</p>	<p>Comply. Perseroan telah mengungkapkan Ringkasan Risalah RUPS dalam Situs Website Perseroan.</p> <p>Comply. The Company has disclosed the Summary of Minutes of GMS on the Company's Website.</p>
	<p>Prinsip 2: Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor</p> <p>Principle 2: Improve the Quality of Communication between Listed Company and Shareholders or Investors</p>	<p>2.1 Perusahaan Terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor.</p> <p>2.1 A Listed Company maintains a communication policy with shareholders or investors</p>	<p>Comply. PT Bank JTrust Indonesia Tbk memiliki kebijakan komunikasi dengan pemegang saham atau investor.</p> <p>Comply. PT Bank JTrust Indonesia Tbk maintains a communication policy with shareholders or investors.</p>
		<p>2.2 Perusahaan Terbuka mengungkapkan kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau investor dalam Situs Web.</p> <p>2.2 A Listed Company discloses its communication policy with shareholders or investors in the Website.</p>	<p>Comply. PT Bank JTrust Indonesia Tbk telah mengungkapkan kebijakan komunikasi Perseroan dengan pemegang saham atau investor dalam Situs Website.</p> <p>Comply. PT Bank JTrust Indonesia Tbk has disclosed its communication policy with shareholders or investors in the Website.</p>

Aspek Aspect	Prinsip Principle	Rekomendasi Recommendations	Penerapan di PT Bank JTrust Indonesia Tbk. (Comply or Explain) Adoption in PT Bank JTrust Indonesia Tbk. (Comply or Explain)
2. Fungsi dan Peran Dewan Komisaris. The Functions and Roles of the Board of Commissioners	Prinsip 3: Memperkuat Keanggotaan dan Komposisi Dewan Komisaris. Principle 3: Strengthen the Membership and Composition of the Board of Commissioners	3.1 Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka. 3.1 Determination of the number of members of the Board of Commissioners considering the conditions of the Listed Company.	<i>Comply.</i> Bank senantiasa menjaga jumlah anggota Dewan Komisaris tidak melebihi jumlah anggota Direksi. Jumlah anggota Dewan Komisaris adalah 6 (enam) orang, termasuk 3 (tiga) orang Komisaris Independen dan 1 (satu) orang Komisaris Utama. <i>Comply.</i> The Bank shall always keep the number of members of the Board of Commissioners not exceeding the number of members of the Board of Directors. The number of members of the Board of Commissioners is 6 (six) personnel, including 3 (three) Independent Commissioners and 1 (one) President Commissioner.
		3.2 Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. 3.2 Determination of the composition of members of the Board of Commissioners takes into account the diversity of skills, knowledge, and experience required	<i>Comply.</i> Komposisi 6 (enam) orang anggota Dewan Komisaris Bank berasal dari beragam latar belakang pengalaman kerja dan industri yang dapat mendukung kebutuhan Bank. <i>Comply.</i> The composition of 6 (six) members of the Board of Commissioners of the Bank originates from various background of working experience and industries that could support the Bank's business needs.
	Prinsip 4: Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris. Principle 4: Improve the Quality of Implementation of Duties and Responsibilities of the Board of Commissioners.	4.1 Dewan Komisaris mempunyai kebijakan penilaian sendiri (<i>self assessment</i>) untuk menilai kinerja Dewan Komisaris. 4.1 The Board of Commissioners has a self assessment policy to assess the performance of the Board of Commissioners.	<i>Comply.</i> Setiap tahun Dewan Komisaris melaporkan hasil kinerjanya untuk tahun berjalan dalam RUPS tahunan Bank. Selain itu Bank melakukan penilaian kinerja Dewan Komisaris melalui pengisian kertas kerja Self Assessment Penerapan Tata Kelola untuk faktor penilaian tugas dan tanggung jawab Dewan Komisaris. <i>Comply.</i> Each year the Board of Commissioners reports its performance results for the current year in the Bank's annual GMS. In addition, the Bank conducts performance evaluation of the Board of Commissioners through completion of Self Assessment Working Paper on Governance Implementation to evaluate the duties and responsibilities of the Board of Commissioners.
		4.2 Kebijakan penilaian sendiri (<i>self assessment</i>) untuk menilai kinerja Dewan Komisaris, diungkapkan melalui Laporan Tahunan Perusahaan Terbuka. 4.2 The self assessment policy to assess the performance of the Board of Commissioners, disclosed through the Annual Report of the Listed Company	<i>Comply.</i> Realisasi kerja Dewan Komisaris melalui Komite-komite dibawahnya untuk tahun berjalan tertuang dalam Laporan Tahunan Bank. <i>Comply.</i> The realization of the work of the Board of Commissioners through its supporting Committees for the current year is disclosed in the Bank's Annual Report.

Aspek Aspect	Prinsip Principle	Rekomendasi Recommendations	Penerapan di PT Bank JTrust Indonesia Tbk. (Comply or Explain) Adoption in PT Bank JTrust Indonesia Tbk. (Comply or Explain)
		<p>4.3 Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan.</p> <p>4.3 The Board of Commissioners has a policy related to the resignation of members of the Board of Commissioners if they are involved in financial crimes.</p>	<p><i>Comply.</i> Kebijakan terkait dengan hak anggota Dewan Komisaris untuk mengundurkan diri diatur dalam pasal 14.8 hingga pasal 14.12 Anggaran Dasar Perusahaan. Pengunduran diri tersebut wajib ditindaklanjuti dengan RUPS. Selain itu dalam hal terjadi pelanggaran anggota Dewan Komisaris, RUPS juga diberikan hak untuk memberhentikan Dewan Komisaris sewaktu-waktu (dalam hal ini misalnya adanya pelanggaran atau kejahatan keuangan yang dilakukan oleh anggota Dewan Komisaris yang bersangkutan). <i>Comply.</i> Policies related to the right of members of the Board of Commissioners to resign are regulated in Articles 14.8 to 14.12 of the Company's Articles of Association. Such resignation shall be followed up by the GMS. In addition, in the event of any violation of the members of the Board of Commissioners, the GMS is also given the right to discharge the Board of Commissioners at any time (in this case, for example, financial crime committed by the member of the Board of Commissioners).</p>
		<p>4.4 Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi.</p> <p>4.4 The Board of Commissioners or the Committee performing the Nomination and Remuneration functions shall establish a succession policy in the process of Nomination of members of the Board of Directors</p>	<p><i>Comply.</i> Kebijakan suksesi telah diatur dalam Piagam Komite Nominasi & Remunerasi yang tercantum pada tugas, tanggung jawab dan wewenang. <i>Comply.</i> The succession policy has been governed in the Charter of the Nomination & Remuneration Committee under the section of duties, responsibilities and authorities.</p>
<p>3. Fungsi dan Peran Direksi. Function and Role of Directors.</p>	<p>Prinsip 5: Memperkuat Keanggotaan dan Komposisi Direksi. Principle 5: Strengthen the Membership and Composition of the Board of Directors.</p>	<p>5.1 Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka serta efektivitas dalam pengambilan keputusan.</p> <p>5.1 Determination of the number of members of the Board of Directors takes into consideration the conditions of the Listed Company and the effectiveness of decision making.</p>	<p><i>Comply.</i> Penentuan jumlah anggota Direksi sudah mempertimbangkan kondisi Perseroan serta efektivitas dalam pengambilan keputusan. Penggantian jumlah anggota Direksi berdasarkan keputusan RUPSLB tanggal 30 Desember 2016 sebanyak 7 (tujuh) orang, termasuk 1 (satu) orang Direktur Utama dan 1 (satu) orang Direktur Kepatuhan. <i>Comply.</i> Determination of the number of members of the Board of Directors has considered the Company's condition as well as the effectiveness in decision making. Appointment of the number of members of the Board of Directors is based on the resolution of Extraordinary GMS on December 30, 2016 of 7 (seven) personnel, including 1 (one) President Director and 1 (one) Compliance Director.</p>

Aspek Aspect	Prinsip Principle	Rekomendasi Recommendations	Penerapan di PT Bank JTrust Indonesia Tbk. (Comply or Explain) Adoption in PT Bank JTrust Indonesia Tbk. (Comply or Explain)
		<p>5.2 Penentuan komposisi anggota Direksi memperhatikan keberagaman, keahlian, pengetahuan, dan pengalaman yang dibutuhkan.</p> <p>5.2 Determination of the composition of the members of the Board of Directors takes into account the diversity, expertise, knowledge, and experience required</p>	<p><i>Comply.</i> Komposisi anggota Direksi Perusahaan memiliki latar belakang yang beragam atas keahlian, pengetahuan dan pengalaman yang dibutuhkan. Hal tersebut dapat dilihat dari profil masing-masing Direksi, keberagaman Direksi tersebut dibutuhkan Perusahaan dalam rangka memperkaya budaya dan dapat mengisi kesenjangan serta kekosongan yang mungkin terjadi. <i>Comply.</i> The composition of the members of the Board of Directors of the Company shows a diverse background on the skills, knowledge and experience required. This is evidenced by the profiles of each Board of Directors, the diversity of the Board of Directors is required by the Company in order to enrich the culture and to fill the gaps and vacancies that may occur.</p>
		<p>5.3 Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi.</p> <p>5.3 Members of the Board of Directors in charge of accounting or finance have expertise and/or knowledge in accounting.</p>	<p><i>Comply.</i> Direktur Keuangan Perusahaan yaitu Bapak Helmi Arief Hidayat adalah lulusan S2 Adm. Bisnis UNKRIS, beliau juga seorang ahli dalam keuangan dan mempunyai pengalaman kerja sejak tahun 2003-2009 menjabat sebagai Kepala Divisi Keuangan Bank Akita dan tahun 2010 menjabat sebagai kepala Divisi Keuangan Bank Nobu. <i>Comply.</i> The Director of Corporate Finance, Mr. Helmi Arief Hidayat is a graduate of Adm. Business of UNKRIS, he is also an expert in finance and has work experience since 2003-2009 as Head of Finance Division of Bank Akita and in 2010 as head of Finance Division of Nobu Bank.</p>
	<p>Prinsip 6: Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi. Principle 6: Improve the Quality of Duties and Responsibilities of the Board of Directors.</p>	<p>6.1 Direksi mempunyai kebijakan penilaian sendiri (<i>self assessment</i>) untuk menilai kinerja Direksi.</p> <p>6.1 The Board of Directors has its own assessment policy to assess the performance of the Board of Directors.</p>	<p><i>Comply.</i> Setiap tahun Direksi melaporkan hasil kerjanya untuk tahun berjalan dalam RUPS tahunan Bank. Selain itu Bank melakukan penilaian kinerja Direksi melalui pengisian kertas kerja <i>Self Assessment Penerapan Tata Kelola</i> untuk faktor penilaian tugas dan tanggung jawab Direksi. <i>Comply.</i> Each year the Board of Directors reports its performance results for the current year in the Bank's annual GMS. In addition, the Bank conducts a performance assessment of the Board of Directors through the completion of the <i>Self Assessment Working Paper on the Implementation of Good Corporate Governance</i> for the assessment of the duties and responsibilities of the Board of Directors.</p>

Aspek Aspect	Prinsip Principle	Rekomendasi Recommendations	Penerapan di PT Bank JTrust Indonesia Tbk. (Comply or Explain) Adoption in PT Bank JTrust Indonesia Tbk. (Comply or Explain)
		<p>6.2 Kebijakan penilaian sendiri (<i>self assessment</i>) untuk menilai kinerja Direksi diungkapkan melalui laporan tahunan Perusahaan Terbuka.</p> <p>6.2 The self assessment policy to assess the performance of the Board of Directors is disclosed through the Company's annual report.</p>	<p><i>Comply.</i> Penilaian realisasi kerja Direksi untuk tahun berjalan tertuang dalam Laporan Tahunan Bank.</p> <p><i>Comply.</i> Assessment of the realization of the Board of Directors' performance for the current year is disclosed in the Bank's Annual Report.</p>
		<p>6.3 Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan.</p> <p>6.3 The Board of Directors has a policy related to the resignation of members of the Board of Directors if they are involved in a financial crime</p>	<p><i>Comply.</i> Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan.</p> <p><i>Comply.</i> The Board of Directors maintains a policy related to the resignation of members of the Board of Directors if they are involved in a financial crime.</p>
4. Partisipasi Pemangku Kepentingan. Participation of Stakeholders	Prinsip 7: Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan. Principle 7: Improve the Aspects of Corporate Governance through Stakeholder Participation.	<p>7.1 Perusahaan Terbuka memiliki kebijakan untuk mencegah terjadinya <i>insider trading</i>.</p> <p>7.1 The Listed Company has a policy to prevent the insider trading from being committed.</p>	<p><i>Comply.</i> Kebijakan mencegah <i>insider trading</i> diatur dalam Etika Korporasi PT Bank JTrust Indonesia Tbk</p> <p><i>Comply.</i> The policy to prevent insider trading is set forth in Corporate Ethics of PT Bank JTrust Indonesia Tbk.</p>
		<p>7.2 Perusahaan Terbuka memiliki kebijakan anti korupsi dan anti <i>fraud</i>.</p> <p>7.2 The Listed Company has anti-corruption and anti-fraud policies.</p>	<p><i>Comply.</i> Bank telah memiliki kebijakan ini dalam bentuk SOP Strategi Anti Fraud yang ditetapkan berdasarkan Surat Keputusan Direksi PT Bank JTrust Indonesia Tbk No. 03.06/S.Kep-Dir-AFD/JTrust/XII/2015 tanggal 3 Desember 2015 tentang Revisi Ke-2 Standar Operasional Prosedur (SOP) Strategi Anti Fraud PT Bank JTrust Indonesia Tbk.</p> <p><i>Comply.</i> The Bank already maintains this policy in the form of SOP of Anti Fraud Strategy as stipulated in the Decision Letter of the Board of Directors of PT Bank JTrust Indonesia Tbk No.03.06/S.Kep-Dir-AFD/JTrust/XII/2015 dated December 3, 2015 on Revision of the 2nd Standard Operational Procedure (SOP) of Anti Fraud Strategy of PT Bank JTrust Indonesia Tbk.</p>
		<p>7.3 Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau <i>vendor</i>.</p> <p>7.3 A Listed Company has a policy on the selection and upgrading of suppliers or vendors.</p>	<p><i>Comply.</i> Kebijakan sudah ada dalam SOP Procurement. SOP tersebut sedang dalam proses revisi.</p> <p><i>Comply.</i> Policies are already set forth in SOP Procurement. The SOP is in the process of revision.</p>
		<p>7.4 Perusahaan Terbuka memiliki kebijakan untuk pemenuhan hak-hak kreditur.</p> <p>7.4 A Listed Company has a policy to meet the rights of creditors.</p>	<p>Bank telah memenuhi rekomendasi ini. The Bank has complied with this recommendation</p>

Aspek Aspect	Prinsip Principle	Rekomendasi Recommendations	Penerapan di PT Bank JTrust Indonesia Tbk. (Comply or Explain) Adoption in PT Bank JTrust Indonesia Tbk. (Comply or Explain)
		<p>7.5 Perusahaan Terbuka memiliki kebijakan sistem <i>whistleblowing</i>.</p> <p>7.5 Listed Company has a whistleblowing system policy.</p>	<p><i>Comply.</i></p> <p>Bank telah memiliki kebijakan ini dalam bentuk SOP Strategi Anti Fraud yang ditetapkan berdasarkan Surat Keputusan Direksi PT Bank JTrust Indonesia Tbk No. 03.06/S.Kep-Dir-AFD/JTrust/XII/2015 tanggal 3 Desember 2015 tentang Revisi Ke-2 Standar Operasional Prosedur (SOP) Strategi Anti Fraud PT Bank JTrust Indonesia Tbk.</p> <p><i>Comply.</i></p> <p>The Bank already maintains this policy in the form of SOP of Anti Fraud Strategy as stipulated in the Decision Letter of the Board of Directors of PT Bank JTrust Indonesia Tbk No.03.06/S.Kep-Dir-AFD/JTrust/XII/2015 dated December 3, 2015 on Revision of the 2nd Standard Operational Procedure (SOP) of Anti Fraud Strategy of PT Bank JTrust Indonesia Tbk.</p>
		<p>7.6 Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan.</p> <p>7.6 The Listed Company has a long term incentive policy for its Directors and employees.</p>	<p>Bank telah membuat kebijakan terkait pemberian insentif jangka panjang berdasarkan Surat Keputusan Direksi No. 02.03/S.Kep-Dir-HCD/JTRUST/X/2017 tanggal 02 Oktober 2017 tentang Penetapan Material Risk Taker (MRT), di antaranya mengatur para pihak yang ditetapkan sebagai MRT yaitu Dewan Komisaris, Dewan Direksi, dan Executive Vice President (EVP).</p> <p>Bank masih mengkaji kebijakan terkait dengan kebijakan pemberian insentif jangka panjang bagi karyawan, dan akan dibuatkan kebijakannya dengan mempertimbang-kan Rencana Bisnis Bank di tahun 2018.</p> <p>The Bank has made a policy related to the granting of long-term incentives based on the Decree of the Board of Directors. 02.03/S.Kep-Dir-HCD/JTRUST/X/2017 dated October 02, 2017 concerning the Determination of Material Risk Taker (MRT), among others regulating the parties designated as MRT namely Board of Commissioners, Board of Directors and Executive Vice President (EVP).</p> <p>The Bank is still reviewing policies relating to long-term employee incentives policies, and such policy will be made by considering the Business Plan of the Bank in 2018.</p>
5. Keterbukaan Informasi. Disclosure of Information.	Prinsip 8: Meningkatkan Pelaksanaan Keterbukaan Informasi. Principle 8: Improve the Implementation of Disclosure of Information.	<p>8.1 Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain Situs Web sebagai media keterbukaan informasi.</p> <p>8.1 Listed Company utilizes the use of information technology more extensively rather than the Website only as a tool for disclosure of information.</p>	<p><i>Comply.</i></p> <p>Selain melalui Situs Website, Perseroan juga menggunakan media social seperti Facebook, Instagram, YouTube dan LinkedIn sebagai media keterbukaan informasi Perseroan.</p> <p><i>Comply.</i></p> <p>In addition to corporate website, the Company also uses social media such as Facebook, Instagram, YouTube and LinkedIn as a media for the Company's disclosure of information.</p>

Aspek Aspect	Prinsip Principle	Rekomendasi Recommendations	Penerapan di PT Bank JTrust Indonesia Tbk. (Comply or Explain) Adoption in PT Bank JTrust Indonesia Tbk. (Comply or Explain)
		<p>8.2 Laporan Tahunan Perusahaan Terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka melalui pemegang saham utama dan pengendali.</p> <p>8.2 The Listed Company Annual Report discloses its ultimate beneficial owner in its shareholding structure at least 5% (five per cent), other than disclosure of the ultimate beneficial owner in terms of the shares ownership through major shareholders and controllers.</p>	<p><i>Comply.</i> Komposisi pemegang saham publik telah diungkapkan dalam Laporan Tahunan Perseroan. <i>Comply.</i> The composition of the public shareholders has been disclosed in the Annual Report of the Company.</p>

Laporan Hasil Penilaian Sendiri (Self Assessment) Penerapan Tata Kelola Bank

- Penerapan Tata Kelola membutuhkan penilaian untuk melihat sejauh mana perkembangan terhadap prinsip-prinsip tata kelola yang telah dilaksanakan oleh PT Bank JTrust Indonesia Tbk. Penilaian tersebut juga bermanfaat untuk melihat sejauh mana kualitas penerapan tata kelola secara berkesinambungan ke dalam proses bisnis.
- PT Bank JTrust Indonesia Tbk secara rutin/berkala telah melaksanakan Penilaian Sendiri (*self assessment*) Penerapan Tata Kelola sesuai dengan ketentuan Otoritas Jasa Keuangan yang mengharuskan bahwa Bank melakukan penilaian sendiri secara internal (*internal self assessment*) terhadap penerapan tata kelola.
- Laporan Hasil Penilaian Sendiri (*Self Assessment*) Penerapan Tata Kelola Bank dikelompokkan dalam 5 (lima) kategori peringkat yaitu Peringkat 1 (Sangat Baik), Peringkat 2 (Baik), Peringkat 3 (Cukup Baik), Peringkat 4 (Kurang Baik), dan Peringkat 5 (Tidak Baik). Urutan peringkat yang lebih kecil mencerminkan penerapan tata kelola yang lebih baik.
- Hasil Penilaian Sendiri (*Self Assessment*) Penerapan Tata Kelola Bank Tahun 2017 adalah:

Report on the Self Assessment Results of the Bank's GCG Implementation

- GCG implementation requires assessment to observe the extent of progress toward the implementation of GCG principles at PT Bank JTrust Indonesia Tbk. Such assessment is also beneficial to observe the extent of sustainable GCG implementation quality in the business process.
- PT Bank JTrust Indonesia Tbk routinely/periodically performs self-assessment on the GCG Implementation in line with the regulations of Bank Indonesia. These regulations require Banks to perform their own internal self-assessment toward GCG implementation.
- Result of Self-Assessment Report on the Bank's GCG Implementation is grouped into 5 (five) ranking categories, namely Rank 1 (Very Good), Rank 2 (Good), Rank 3 (Fairly Good), Rank 4 (Less Satisfactory), and Rank 5 (Poor). Lower ranking order reflects a better GCG implementation.
- Result of Self Assessment of GCG Implementation in 2017:

Hasil Penilaian Sendiri (Self Assessment) Penerapan Tata Kelola Semester I/Posisi Juni 2017
Result of the Self-Assessment of GCG Implementation in First Semester/June 2017

	Peringkat Ranking	Definisi Peringkat Rank Definition
Individual	2*)	Baik Good*)

Hasil Penilaian Sendiri (Self Assessment) Penerapan Tata Kelola Semester II/Posisi Desember 2017
Result of the Self-Assessment of GCG Implementation in Semester II/December 2017

	Peringkat Ranking	Definisi Peringkat Rank Definition
Individual	2*)	Baik Good*)

*) Berdasarkan informasi hasil penilaian OJK atas Peringkat Komposit (*rating*) Tingkat Kesehatan Bank tahun 2017 PT Bank JTrust Indonesia Tbk, terdapat perbedaan hasil penilaian Peringkat Faktor Tata Kelola oleh OJK untuk posisi Juni 2017 yaitu Peringkat 3/Cukup Baik, sedangkan hasil penilaian Peringkat Faktor Tata Kelola oleh Bank dan OJK telah sesuai untuk posisi Desember 2017 yaitu Peringkat 2/Baik. Based on the information of FSA assessment result on Bank Soundness Rating in 2017 of PT Bank JTrust Indonesia Tbk, there is a discrepancy with the assessment by FSA on GCG Factor Ranking of 3/Fairly Good, while result the Report of Assessment Result of GCG Implementation of PT Bank JTrust Indonesia Tbk for the position at December 2017 by FSA is Rank 2/Good.

Berikut disampaikan Laporan Hasil Penilaian Sendiri (*Self Assessment*) Individual Penerapan Tata Kelola PT Bank JTrust Indonesia Tbk untuk Posisi Desember 2017:

The following is the Report on the Self-Assessment Results of the Bank's GCG Implementation of PT Bank JTrust Indonesia, Tbk. for the position of December 2017:

Hasil Penilaian Sendiri (Self Assessment) Penerapan Tata Kelola
Result of the Self-Assessment of GCG Implementation

	Peringkat Ranking	Definisi Peringkat Rank Definition
Individual	2	Baik
Konsolidasi	---	(jika ada subsidiary company)

Hasil Penilaian Sendiri (Self Assessment) Penerapan Tata Kelola
Result of the Self-Assessment of GCG Implementation

Analisis | Analysis

Berdasarkan Peraturan Otoritas Jasa Keuangan Nomor 55/POJK.03/2016 dan Surat Edaran Otoritas Jasa Keuangan Nomor 13/SEOJK.03/2017 tentang Penerapan Tata Kelola Bagi Bank Umum, Bank telah melakukan *Self Assessment* Penerapan Tata Kelola Bank dengan hasil sebagai berikut:

A. Kekuatan Penerapan Tata Kelola Bank

1. Governance Structure:

Governance structure adalah struktur kewenangan berikut persyaratan pejabat yang ada di Bank sesuai dengan yang dipersyaratkan oleh peraturan perundangan yang berlaku.

Implementasi *governance structure*, antara lain dapat disampaikan beberapa hal sebagai berikut:

- Jumlah, komposisi, integritas dan kompetensi anggota Direksi dan Dewan Komisaris sesuai ukuran dan kompleksitas usaha Bank serta telah memenuhi ketentuan yang berlaku. Untuk penunjukkan anggota Direksi dan anggota Dewan Komisaris yang baru dari hasil keputusan RUPS Luar Biasa tanggal 23 Desember 2016 masih terdapat 1 (satu) anggota Direksi yang dalam proses *Fit and Proper Test* oleh OJK.
- Bank telah melakukan perubahan/penyesuaian terhadap Komposisi, Struktur dan Keanggotaan Komite Audit PT Bank JTrust Indonesia Tbk Berdasarkan Peraturan Otoritas Jasa Keuangan Nomor 55/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit, serta rekomendasi dari Dewan Komisaris.
- Kantor Akuntan Publik/KAP telah memenuhi aspek legalitas serta standar profesional akuntan publik untuk melakukan audit laporan keuangan Perseroan.
- Terdapat kelengkapan dan revisi atas Kebijakan dan Prosedur sesuai kebutuhan Bank.
- Bank telah memiliki kebijakan Batas Wewenang Memutus Kredit/BWМК sesuai dengan fungsi, tugas dan tanggung jawab masing-masing dari jajaran manajemen.
- Untuk mengimplementasikan pemberian penghargaan dan sanksi atas hasil pemeriksaan/temuan *Internal Control* oleh SKAI dan Satuan Kerja *Quality Assurance* yang dibawah Risk Management Division, maka PT Bank JTrust Indonesia Tbk telah membentuk Komite *Internal Control* berdasarkan Surat Keputusan Direksi No. 31.07/S.Kep-Dir-SKMR/JTRUST/VIII/2017 tanggal 31 Agustus 2017.
- Struktur Organisasi memperhatikan pemenuhan aspek efektivitas dalam kaitannya dengan fungsi *first, second, and third line of defence* termasuk kebijakan internal dan prosedur pendukungnya yang disesuaikan/dikinikn dengan kebutuhan dan perkembangan bisnis serta ketentuan eksternal yang berlaku.
- Terus melakukan evaluasi dan penyempurnaan atas struktur organisasi Bank yang disesuaikan dengan rencana dan kebutuhan bisnis Bank ke depan.

Based on the Regulation of Financial Services Authority No. 55/POJK.03/2016 and Circular Letter of Financial Services Authority No. 13/SEOJK.03/2017 on the Implementation of Good Corporate Governance for Commercial Banks, the Bank has conducted Self Assessment of Banking Governance Implementation with the following results:

A. Strengths of Banking Governance

1. Governance Structure:

Governance structure is the structure of authority as well as the requirements for officials in the Bank as governed under prevailing laws and regulations.

Implementation of governance structure is, among others, as follows:

- The Bank has made changes to the Composition, Structure and Membership of the Audit Committee of PT Bank JTrust Indonesia Tbk based on the Decree of the Financial Services Authority No. 55/POJK.04/2015 dated December 23, 2015 on the Establishment and Implementation Guidelines of the Audit Committee, Commissioner.
- Public Accounting Firm/KAP has met the legal requirements and professional standards of public accountant to audit the financial statements of the Company.
- Policy and Procedures are complete and revised based on the Bank requirements.
- The Bank has a policy of Limit on the Authority to Declare Credit/BWМК in accordance with the respective functions, duties and responsibilities of the management ranks.
- To implement the award and sanction on the Internal Control findings/results by SKAI and Quality Assurance Unit under Risk Management Division, PT Bank JTrust Indonesia Tbk has established Internal Control Committee based on Directors Decree No.31.07/S.Kep-Dir-SKMR/JTRUST/VIII/2017 dated August 31, 2017.
- Organizational Structure considers whether the aspect of effectiveness has been met in relation to the first, second, and third line of defense functions including internal policies and supporting procedures that are adjusted to the needs and business development as well as the applicable external requirements.
- The Bank organizational structure continues to be evaluated and refined based on the Bank's business plans and requirements in the future.

2. Governance Process:

Governance Process adalah pengaturan mengenai tugas, wewenang dan tanggung jawab unit dan pejabat bank dalam menjalankan bisnis dan operasional perbankan.

Terkait implementasi *governance process* antara lain dapat disampaikan beberapa hal sebagai berikut:

- Dewan Komisaris dan Direksi serta Komite-Komite dibawahnya telah menjalankan tugas, fungsi dan tanggung jawabnya, antara lain:
- Dewan Komisaris melakukan pengawasan/memberikan saran dan arahan kepada Direksi, memantau dan mengevaluasi pelaksanaan kebijakan strategis, mengingatkan Direksi untuk menindaklanjuti semua temuan audit internal dan eksternal, serta tidak terlibat dalam pengambilan keputusan yang berkaitan dengan kegiatan operasional.
- Komite-Komite dibawah Dewan Komisaris dan dibawah Direksi melaksanakan tugas dan tanggung jawab secara optimal.
- Dewan Komisaris dan Direksi tidak pernah masuk dalam ranah Benturan Kepentingan, serta tidak merangkap jabatan baik sebagai anggota Dewan Komisaris, Direksi, ataupun sebagai Pejabat Eksekutif pada bank, perusahaan dan/atau lembaga lain.
- Dalam rangka melaksanakan prinsip-prinsip dasar Tata Kelola yang baik, telah dibentuk dan diangkat Komite Manajemen Risiko, Komite Pengarah Teknologi Informasi, Komite ALCO, Komite Human Resources, Komite Produk & Aktivitas Baru (PAB), Komite *Internal Control*, serta Komite Kredit.
- Satuan Kerja Manajemen Risiko dan Satuan Kerja Kepatuhan sebagai lini pertahanan kedua (*second line of defence*), serta SKAI/Internal Audit sebagai lini pertahanan ketiga (*third line of defence*) telah bekerja secara independen dan berpedoman pada ketentuan yang berlaku, yang dalam pelaksanaannya berkoordinasi melalui forum yang telah dibentuk yaitu "*Governance Risk, Compliance & Control (GRCC)*".
- Satuan Kerja *Quality Assurance (QA)* yang dibawah Risk Management Division sebagai *second line of defence* dalam sistem pengendalian intern secara rutin melakukan pemeriksaan *sampling* ke Kantor Cabang/Cabang Pembantu/Kantor Kas untuk mengevaluasi kegiatan operasional terhadap hal-hal yang berpotensi menimbulkan risiko operasional pada infrastruktur, *resources*, *system*, dan kebijakan. Kemudian menyusun laporan berdasarkan temuan secara harian dan untuk dibahas dalam rapat QA setiap minggunya dan dilaporkan pada Rapat Koordinasi Divisi setiap bulannya. Hal ini dilakukan agar manajemen mengetahui kondisi yang terjadi di Cabang dan menindaklanjutinya untuk mencegah terjadinya risiko operasional yang lebih besar dan mencegah agar tidak terulang kembali, antara lain dengan memberikan saran/masukan untuk penyempurnaan kebijakan, sistem dan prosedur operasional.
- Bank berupaya menurunkan tingkat pelanggaran menjadi lebih baik dan menghindari pelanggaran dalam upaya membangun Budaya Kepatuhan, serta aktivitas operasional bank berjalan secara independen sesuai ketentuan yang berlaku tanpa intervensi dari Pemegang Saham (*shareholder*) atau pihak berkepentingan lainnya (*stakeholder*).
- Penunjukan Kantor Akuntan Publik sesuai prosedur yang berlaku, melaksanakan tugasnya secara independen dan proses transparansi Laporan Keuangan Publikasi senantiasa dilakukan dan disajikan dengan baik.

2. Governance Process:

Governance Process is the arrangement of task, authority and responsibility of units and bank officials in running business and banking operations.

In regard to the implementation of *governance process*, the following points are presented:

- The Board of Commissioners, the Board of Directors and the Committees under the Boards have performed their duties, functions and responsibilities, including:
- The Board of Commissioners has supervised and provided advice and directives to the Board of Directors, monitored and evaluated the implementation of strategic policies, reminded the Directors to follow up on all internal and external audit findings, and not to engage in any operational decision-making.
- Committees under the Board of Commissioners and under the Board of Directors have performed their duties and responsibilities to the maximum.
- The Board of Commissioners and the Board of Directors has never been involved in any Conflict of Interest, nor does it hold concurrent positions as a member of the Board of Commissioners, Board of Directors, or as an Executive Officer at other banks, companies and/or institutions.
- To implement the basic principles of Good Governance, Risk Management Committee, the Information Technology Steering Committee, the ALCO Committee, Human Resources Committee, New Products & Activity Committee (PAB), Internal Control Committee and Credit Committee have been established.
- The Risk Management Unit and the Compliance Unit, as the second line of defense, as well as the Internal Audit Unit, as the third line of defense, have worked independently and guided by the prevailing regulations in coordination with the established forum such as "*Governance Risk, and Compliance & Control (GRCC)*."
- The Quality Assurance Unit (QA) under the Risk Management Division, as the second line of defense in the internal control system, routinely conducts sampling inspections of Branch Offices/Branches/Cash Offices to assess operational activities against any potential operational risks on infrastructure, resources, systems, and policies. Then, the Quality Assurance Unit prepares reports based on daily findings to be discussed in QA meetings each week and to be reported to the Division Coordination Meeting each month. This is done so that management is fully aware of Branch conditions and that actions can be taken to prevent any greater operational risks or prevent its recurrence such by providing advice/recommendations for the improvement of policies, systems and operational procedures.
- The Bank seeks to reduce the level of violations and avoid violations to foster a Culture of Compliance, as well as independent bank operation in accordance with the applicable provisions devoid of any intervention by the shareholder or other stakeholders.
- The appointment of the Public Accounting Firm must be in accordance with the applicable procedures and able to perform its duties independently and to produce well-presented Transparent Financial Report.

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| <ul style="list-style-type: none"> • Peningkatan Kompetensi SDM dengan penyusunan model kompetensi dan standar kompetensi jabatan sesuai kebijakan dan SOP serta ketentuan perundang-undangan yang berlaku, serta didukung oleh sistem dan infrastruktur yang memadai dan terus ditingkatkan sesuai kebutuhan. • Penerapan manajemen risiko, proses penyediaan dana kepada pihak terkait (<i>related party</i>) dan penyediaan dana besar (<i>large exposure</i>), serta pengambilan keputusan yang dijalankan sesuai kebijakan dan prosedur yang berlaku. • Kebijakan dan SOP <i>Business Continuity Plan</i> (BCP) dan <i>Disaster Recovery Plan</i> (DRP) telah tersedia, serta dilengkapi pula prosedur alternatif pada masing-masing SOP di setiap unit kerja, serta telah dibentuk Tim yang melibatkan personel dari masing-masing unit kerja. • Bank melakukan penggantian <i>Core Banking System</i> yang lama untuk mengoptimalkan kebutuhan pelayanan Bank. Saat ini sedang dalam proses migrasi penggantian <i>New Core Banking Sistem</i> (<i>finacle</i>). • Implementasi <i>Compliance Report Monitoring</i> (CRM) kepada seluruh unit Kerja pelaksana pelaporan sebagai upaya meminimalkan sanksi dan denda atas keterlambatan kewajiban pelaporan kepada pihak Regulator (OJK/BI). • Dewan Komisaris dan Direksi melakukan pengawasan dan memastikan terlaksananya penerapan Anti Pencucian Uang Dan Pencegahan Pendanaan Terorisme (APU dan PPT), antara lain dengan mendukung dilakukannya <i>enhance</i> terhadap sistem Smart AML yang telah dimiliki oleh J Trust Bank sehingga dapat berfungsi lebih efektif dan optimal. • Penerapan <i>four eye principles</i> dalam proses pemberian kredit, dengan adanya 2 unit yaitu Divisi Bisnis mengajukan usulan <i>proposal</i> kredit, Divisi <i>Credit Risk Review</i> (CRRD) melakukan <i>review proposal</i> dan memutus kredit (mempunyai hak veto atau menolak usulan kredit). • Bank melakukan <i>Risk Control Self Assessment</i> (RCSA) sebagai upaya pengukuran risiko operasional dan risiko lainnya dalam bentuk kuantifikasi atas risiko-risiko yang telah teridentifikasi guna mengetahui potensi kerugian yang dapat ditimbulkan. • Bank telah memiliki <i>Whistle Blowing System</i> (WBS) sebagai salah satu bentuk penerapan strategi <i>anti fraud</i>, dengan sarana pelaporan yang independen dan rahasia melalui media <i>email/portal website</i>, <i>Hotline SMS/WhatsApp</i> dan Kotak Pos. Bank akan melindungi kerahasiaan identitas Pelapor yang beritikad baik, laporan, maupun segala data lain yang terkait dengan laporan yang masuk melalui WBS. • Menilai dan meningkatkan penerapan APU dan PPT sebagai berikut: <ul style="list-style-type: none"> - Pembenhana data mandatory pada <i>core banking system</i>, berkoordinasi dengan IT Division. - Optimalisasi penggunaan sistem Smart AML oleh Cabang, dengan cara melakukan monitoring yang kontinyu setiap bulan kepada seluruh cabang. - <i>Monitoring</i> secara bulanan atas kelengkapan data mandatory terhadap pembukaan CIF baru. | <ul style="list-style-type: none"> • Increase the competence of human resources by compiling competency models and standards of office competence in accordance with the policies and SOPs as well as applicable laws and regulations, supported by adequate systems and infrastructure and continue to be improved. • Implementation of risk management, procedures for provision of funds to related parties and the provision of large funds (<i>large exposure</i>), and decision-making is executed in accordance with applicable policies and regulations. • The Policy and SOP of the Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) are on hand, as well as alternative procedures for each SOP in each work unit, and a Team has been established involving personnel from each work unit. • The Bank is in the process of replacing the Core Banking System with a new system to improve the Bank's services. Currently, it is still in the migration process to New Core Banking System (<i>finacle</i>). • Implementation of Compliance Report Monitoring (CRM) to all reporting working units in an effort to minimize sanctions and penalties for delay in reporting obligation to the regulator (OJK/BI). • The Board of Commissioners and the Board of Directors supervise and ensure the implementation of Anti Money Laundering and Terrorism Financing Prevention (APU and PPT) by supporting the enhancement of the Smart AML system already owned by J Trust Bank so that it can function more effectively and optimally. • The application of four eye principles in the provision of credit by 2 units, such as Business Division unit that submits credit proposal, then the Credit Risk Review Division (CRRD) to review the proposal and decide on the credit (have the right to veto to approve or reject the credit proposal). • The Bank conducts Risk Control Self Assessment (RCSA) to self assess its operational risks and other risks to quantify identified risks and to verify any potential losses. • The Bank has already in possession a Whistle Blowing System (WBS) as anti fraud enforcement, with independent and confidential reporting means through email/portal media, Hotline SMS/WhatsApp and Postbox. The Bank protects whistle blower's identity, and safeguards the confidentiality of report, or any other data received through WBS. • Assess and improve the application of APU and PPT as follows: <ul style="list-style-type: none"> - Tidy up mandatory data on core banking system and coordinate with IT Division - Optimize the use of Smart AML systems by Branches, by continuous monthly monitoring all branches - Monthly monitoring of mandatory data comprehensiveness of new CIF opening |
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3. Governance Outcome:

Governance Outcome adalah hasil dari penerapan Tata Kelola yang baik dari aspek hasil kinerja maupun cara-cara/praktek-praktek yang digunakan untuk mencapai hasil kinerja tersebut. Terkait *governance outcome* antara lain dapat disampaikan beberapa hal sebagai berikut:

- Pada tanggal 29 November 2017 Bank meraih penghargaan sebagai “Best GCG Practice” pada Acara “Indonesia Best Banking Brand Award 2017” yang diselenggarakan oleh Media Warta Ekonomi. Penghargaan ini merupakan bentuk apresiasi Media Warta Ekonomi terhadap lembaga perbankan di Indonesia yang memiliki kinerja yang baik sehingga mampu meningkatkan kepercayaan dan antusiasme konsumen, baik dari sisi kreditur maupun debitur.
- Bank berkomitmen menjaga likuiditas permodalan dengan Posisi CAR periode Desember 2017 sebesar 14,17%, dan Posisi CAR periode Juni 2017 sebesar 15,27% telah sesuai yang diisaratkan oleh OJK dimana J Trust Bank harus menjaga posisi CAR minimal 14%.
- Bank telah membukukan Posisi Laba per 31 Desember 2017 sebesar Rp126,111 miliar yang menunjukkan kinerja usaha yang membaik dibandingkan dengan per 30 Juni 2017 yang membukukan Posisi Laba sebesar Rp62,996 miliar.
- Posisi NPL Gross dan NPL Net per 31 Desember 2017 masing-masing sebesar 2,93% dan 1,53% atau membaik dibandingkan dengan posisi NPL Gross dan NPL Net per 30 Juni 2017 masing-masing sebesar 4,69% dan 3,12%.
- Dewan Komisaris melakukan pengawasan dan memberikan rekomendasi serta saran kepada Direksi dalam upaya meningkatkan kinerja dan values bank dengan tetap memperhatikan prinsip kehati-hatian, melalui Rapat Direksi dan Komisaris (Radirkom dan Rapat Review Putusan RKK), Rapat Komite dibawah Komisaris dan melalui surat kepada Manajemen.
- Direksi telah mempertanggungjawabkan pelaksanaan tugasnya kepada Pemegang Saham melalui Rapat Umum Pemegang Saham/RUPS, memelihara komunikasi terhadap seluruh jajaran organisasi terkait visi dan misi perusahaan.
- Komite-komite memberikan rekomendasi maupun saran kepada Dewan Komisaris terkait permasalahan pengendalian interen, manajemen risiko dan lainnya yang bermanfaat.
- Temuan Satuan Kerja Audit Interen/SKAI maupun auditor eksternal secara berkesinambungan dilakukan monitoring atas tindak lanjut penyelesaian DMTL kepada unit terkait.
- Laporan Kepatuhan, Laporan TKB secara semesteran disampaikan kepada Regulator dengan cakupan sesuai ketentuan yang berlaku, dan Laporan Profil Risiko secara triwulanan telah disampaikan kepada pihak Regulator sesuai ketentuan yang berlaku, sedangkan kajian profil risiko bulanan secara internal dilakukan Satuan Kerja Manajemen Risiko (SKMR) dan dilaporkan ke Direksi, disampaikan pula ke Komisaris dan dilakukan pembahasan pada rapat Komite Pemantau Risiko (KPR).
- Upaya pemenuhan kuantitas dan kualitas/kompetensi SDM, serta tahapan pemenuhan kebijakan dan SOP serta sistem dan infrastruktur pendukung, berimbas terhadap berjalannya kegiatan operasional dan bisnis yang memadai sesuai ketentuan, yang dijalankan berdasarkan prinsip kehati-hatian.
- Penyediaan dana kepada pihak terkait (*related party*) dan penyediaan dana besar (*large exposure*) telah dilakukan dengan berpedoman pada ketentuan BMPK, dimana pemberian kredit senantiasa memperhitungkan kemampuan permodalan bank.

3. Governance Outcome:

Governance Outcome is the result of the implementation of Good Governance in terms of performance outcomes as well as the methods/practices adopted to achieve such performance outcome. Related governance outcome is among others as follows:

- On November 29, 2017, the Bank was awarded as “Best GCG Practice” at “Indonesia Best Banking Brand Award 2017” Event organized by Media Warta Ekonomi. This award is a form of appreciation from Media Warta Ekonomi for banking institutions in Indonesia that have shown good performance so as to enhance the trust and enthusiasm of consumers, both from the side of creditors and debtors.
- The Bank is committed to maintaining capital liquidity with CAR position for the period of December 2017 at 14.17%, and CAR position for the period of June 2017 at 15.27% is in accordance with the OJK requirements whereby JTrust Bank must maintain CAR position at least 14%.
- The Bank has recorded income as of December 31, 2017 amounting to Rp126.111 billion which represents an improved business performance compared to June 30, 2017 which recorded income amounting to Rp62.996 billion.
- Gross NPL and Net NPL as of December 31, 2017 are 2.93% and 1.53%, respectively, which have improved compared to Gross NPL and Net NPL as of June 30, 2017 of 4.69% and 3.12%, respectively.
- The Board of Commissioners oversees and provides recommendations and advice to the Board of Directors in an effort to improve bank performance and values with due observance of prudential principles through the Board of Directors and Commissioners Meeting (Radirkom and Review of RKK Decisions), Committee Meetings under the Board of Commissioners and by letter to Management
- The Board of Directors has been responsible for the implementation of its duties to the Shareholders through the General Meeting of Shareholders/GMS, maintaining communication with all levels of the organization related to the vision and mission of the Company.
- The Committees provides recommendations and advice to the Board of Commissioners regarding issues of internal control, risk management and others for useful matters.
- The findings of the Internal Audit Unit or the external auditor are continuously monitored for the follow-up of the DMTL settlement to the relevant unit.
- Compliance Report, semi-annual TKB Report are submitted quarterly to the Regulator in a coverage based on the applicable provisions, and the Risk Profile Report is quarterly submitted to the Regulator in accordance with applicable provisions, while monthly risk profile review is performed internally by the Risk Management Unit (SKMR) and reported to the Board of Directors, also submitted to the Board of Commissioners and discussed at the Risk Monitoring Committee (KPR) meeting.
- The efforts to meet the quantity and quality/competence of human resources, as well as the phases to comply with policies and SOPs and supporting systems and infrastructure, have made impact on the adequate performance of operational and business activities in accordance with the provisions, which are performed on the basis of prudential principles.
- Provision of funds to related parties and large exposure has been made in accordance with the LLL provisions, whereby lending always takes into account the capital adequacy of banks.

<p>3. Governance Outcome: (lanjutan)</p> <ul style="list-style-type: none"> • Informasi produk dan jasa serta informasi lainnya antara lain SBDK, Pengumuman Suku Bunga Penjaminan LPS telah disampaikan kepada nasabah secara transparan. • Bank telah melaksanakan ketentuan terkait Pengelolaan Pengaduan Nasabah dan Pelaporannya kepada pihak Regulator. • Bank telah melaksanakan peningkatan kualitas SDM melalui <i>Training, Seminar, Workshop</i>, juga uji kompetensi/sertifikasi manajemen risiko (berkelanjutan) dan uji kompetensi/sertifikasi kepatuhan bank. • Penerapan APU dan PPT didukung sistem SMART AML yang terus dikembangkan agar semakin terintegrasi dengan <i>Core Banking System</i> untuk keperluan proses pemantauan transaksi, kelengkapan informasi profil nasabah (CIF), pengukuran profil nasabah berdasarkan risiko, serta Pelaporan kepada regulator sesuai dengan ketentuan dan perundang-undangan yang berlaku. 	<p>3. Governance Outcome: (continued)</p> <ul style="list-style-type: none"> • Product and service information as well as other information including SBDK, Announcement of LPS Guarantee Interest Rate has been submitted to the customer in a transparent manner. • The Bank has implemented provisions related to Customer Complaint Management and Reporting to the Regulator. • The Bank has implemented HR quality improvement through Training, Seminar, Workshop, as well as risk management competence assessment/certification (continuous), and banking competence/certification test. • APU and PPT implementation is supported by SMART AML system which is continuously developed to be more integrated with Core Banking System for transaction monitoring process, customer profile information (CIF), customer profile measurement based on risk, and Reporting to regulator in accordance with prevailing provisions and regulations.
<p>B. Kelemahan Penerapan Tata Kelola Bank</p> <p>1. Governance Structure:</p> <ul style="list-style-type: none"> • Panduan Pelaksanaan Tugas Direksi dan Komisaris, Piagam Komite Audit (<i>Audit Committee Charter</i>), Kebijakan Komite Remunerasi dan Nominasi (KRN), SOP Kepatuhan Bank, Standar Pedoman Internal Audit (SPAI) dan Panduan audit Intern (PAI) belum dikinikani sesuai ketentuan dan/atau Peraturan OJK yang berlaku. • Pemenuhan kecukupan dan kompetensi SDM fungsi kepatuhan, manajemen risiko, SKAI Bank belum sepenuhnya memadai dalam mendukung seluruh tugas dan tanggung jawabnya serta mengawal pertumbuhan sesuai dengan rencana bisnis Bank <p>2. Governance Process:</p> <ul style="list-style-type: none"> • Dalam prosesnya <i>Core Banking System</i> Bank belum optimal mendukung proses bisnis Bank maupun MIS dan pelaporan yang akurat dan tepat waktu, sehingga Bank berkomitmen untuk mengatasi kelemahan pada <i>Core Banking System</i> yang lama dengan melakukan penggantian <i>Core Banking System</i>. • Bank belum optimal mengkinikani beberapa Kebijakan internal, Prosedur/SOP dan Manual Produk sesuai dengan kondisi dan perkembangan bisnis Bank terkini. • Pengelolaan manajemen risiko perkreditan khususnya terkait dengan analisa dan pemantauan portfolio kredit serta penetapan limit risiko perkreditan dinilai masih belum optimal untuk dijadikan acuan dalam pengambilan keputusan kredit. • Mekanisme pemantauan dan pengelolaan permodalan yang dilakukan Bank masih harus dioptimalkan, antara lain mencakup stress test permodalan, dan perencanaan permodalan. 	<p>B. Weakness in Banking Governance</p> <p>1. Governance Structure:</p> <ul style="list-style-type: none"> • Implementation Guidelines for Directors and Commissioners, Audit Committee Charter, Remuneration and Nomination Committee Policy, Bank Compliance SOP, Internal Audit Standards and Internal Audit Guidelines (PAI) have not been updated in accordance with the applicable OJK Rules and/or Regulations. • Compliance with the adequacy and competence of HR compliance, risk management, SKAI Bank functions are not fully adequate in supporting all tasks and responsibilities and guarding the growth in accordance with the business plan of the Bank <p>2. Governance Process:</p> <ul style="list-style-type: none"> • In the process Core Banking System Bank has not been optimally supporting the Bank's business processes and MIS and also accurate and timely reporting, so the Bank is committed to overcoming the weaknesses in the old Core Banking System by replacing such Core Banking System. • The Bank has not optimally updated some of the Company's internal policies, Procedures/SOPs and Product Manuals in accordance with the latest business conditions and developments. • Credit risk management particularly related to credit portfolio analysis and monitoring as well as credit risk limitation is considered not optimal to serve as a reference in credit decision making. • The Bank's capital adequacy monitoring and management mechanisms must be optimized, including capital stress tests and capital planning.

<ul style="list-style-type: none"> ● Proses analisa kredit masih belum dilakukan secara optimal termasuk monitoring kredit serta pemenuhan kelengkapan data, dimana masih terdapat beberapa hal yang tidak dicantumkan/diinformatikan antara lain: <ul style="list-style-type: none"> - Belum dipenuhi Regulasi Eksternal, antara lain: penggunaan data BMPK tidak terkini, Laporan Keuangan <i>Unaudited</i>, Kelengkapan dokumen yang diwajibkan dalam NAK, tidak diinformasikan BI Checking, tanggal BI Checking terlalu lama dan/atau tidak dicantumkan. - Belum dipenuhi secara optimal <i>Internal Policy</i>, antara lain: Penetapan Provisi, suku bunga, dan BAK tidak sesuai <i>counter rate</i>, Nilai Bank agunan dan rasio CCR, tanggal surat permohonan kredit, tanggal penilaian agunan dan penilaian agunan tidak dicantumkan dalam NAK, belum dilakukan penilaian agunan untuk kredit take over, keterlambatan proses perpanjangan fasilitas kredit, pemasangan nilai Hak Tanggungan belum sesuai, asuransi agunan telah jatuh tempo, dan kolom Pengusul belum ditandatangani oleh pejabat yang bersangkutan. - Belum dipenuhi aspek keuangan, antara lain: belum dimintakan laporan keuangan <i>inhouse</i>, analisa berdasarkan laporan keuangan <i>inhouse</i> yang juga perlu dipastikan tersedianya informasi berdasarkan dokumen pendukung verifikasi. - Belum dipenuhi aspek dokumentasi hukum, antara lain: Legalitas usaha yang diberikan tidak lengkap atau sudah jatuh tempo, jatuh tempo SHGB tidak dicantumkan dalam NAK, jaminan aset belum dilakukan balik nama atas nama calon debitur, jaminan deposito tidak diikat gadai hanya diblokir, dan <i>Inventory</i> di gudang tidak diikat Fiducia, - Belum dipenuhi aspek KYC, antara lain: perusahaan termasuk kategori <i>high risk profile</i> yang harus menuntut pemantauan secara ketat dan pelaporan STR apabila transaksi nasabah dipandang mencurigakan, dan pada <i>internet checking</i> agar diperhatikan adanya berita negatif terkait dengan calon debitur. <p>3. Governance Outcome:</p> <ul style="list-style-type: none"> ● Terdapat Pelampauan BMPK debitur PT. SCS karena adanya kenaikan kurs valuta asing (USD terhadap Rupiah) sehingga mempengaruhi kenaikan total pinjaman debitur. ● Masih terdapat sanksi administrasi dan denda kewajiban membayar terhadap proses dan penyampaian Laporan Rutin Bank kepada Regulator (Otoritas Jasa Keuangan/Bank Indonesia), antara lain: 	<ul style="list-style-type: none"> ● Credit analysis process has not been optimally performed including credit monitoring and fulfillment of data, where there are still some matters that have not been mentioned/informed such as among others: <ul style="list-style-type: none"> - Unfulfilled External Regulations, such as among others: the use of non-current LLL data, Unaudited Financial Statements, Completeness of documents required in NAK, uninformed BI Checking, BI Checking date which is too old and/or not included. - Non-optimal compliance of Internal Policy which includes among others: Determination of Provision, interest rate and BAK not in accordance with counter rate, Bank Value of collateral and CCR ratio, date of letter of credit application, date of appraisal of collateral and appraisal of collateral not included in NAK, no collateral appraisal for credit takeover, delay in credit facility renewal process, insured value not yet appropriate, collateral insurance already reaching maturity, and requester column not yet signed by the authorized official. - Not yet meeting the financial aspects, among others: not yet requesting inhouse financial statements, analysis based on inhouse financial statements that also needs to ensure the availability of information based on supporting documents verification. - Unfulfilled aspect of legal documentation, among others: Business legality given being incomplete or due, SHGB due date not included in NAK, asset guarantee not yet transferring names on behalf of potential debtor, deposit guarantee not yet mortgaged but only blocked, and Inventory in the warehouse not yet arranged under fiduciary agreement, - Not yet meeting KYC aspect, among others: companies categorized under high risk profile that demand strict monitoring and STR reporting in the event of any suspicious transaction, and internet checking requirement to observe negative news related to debtor candidate. <p>3. Governance Outcome:</p> <ul style="list-style-type: none"> ● There is an excess of BMPK from PT SCS debtor due to the increase in foreign exchange rate (USD against Rupiah) thus affecting the total increase of debtor loans. ● There are still administrative sanctions and penalties on the process and delivery of Bank Routine Report to the Regulator (Financial Services Authority/Bank Indonesia), among others:
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Waktu Pembebanan Denda Penalty and Imposition	Periode Pelaporan Reporting Period	Jumlah Sanksi Number of Sanction	Keterangan Sanksi Description of Sanctions	Nominal Denda Penalty Amount (Rp)
Juli 2017 July 2017	Juni 2017 June 2017	1	Sanksi denda atas temuan 1 (satu) transaksi yg menggunakan TTC tidak sesuai dengan ketentuan yg telah ditetapkan oleh BI sesuai dengan SE No. 18/8/DPSP tgl. 2 Mei 2016 Penalty on the finding of 1 (one) transaction using TTC not in accordance with the provisions set by BI in accordance with SE No. 18/8/DPSP date. May 2, 2016	123.000
September 2017 September 2017	Juli 2017 July 2017	1	Penyampaian koreksi laporan bulanan bank umum (LBU) secara offline bulan data Juli 2017 Delivery of monthly report of commercial banks (LBU) offline for July 2017 data	650.000
September 2017 September 2017	Juni 2017 June 2017	1	Kesalahan 34 item pada LBBUK periode data Minggu IV Juni 2017 (melanggar ketentuan PBI No. 13/19/PB/2011 tgl 22 September 2011 pasal 20 ayat 5) Errors of 34 items in LBBUK data for the period of Week IV June 2017 (violating the provisions of PBI No. 13/19/PB/2011 dated September 22, 2011 article 20 clause 5)	1.700.000
September 2017 September 2017	Agustus 2017 August 2017	1	Penyampaian data LHBU Form 407-posisi saldo pinjaman Luar negeri jangka pendek secara tidak benar posisi data tgl 14 agustus 2017 (Melanggar ketentuan PBI No. 13/8/PBI/2011 tgl 04 Februari 2011 dan pasal 16 ayat 5) Submission of LHBU data Form 407-short-term offshore loan which is incorrectly positioned on August 14, 2017 (breaching the provisions of PBI No.13/8/PBI/2011 dated February 04, 2011 and Article 16 paragraph 5)	150.000
Agustus 2017 August 2017	Desember 2016 December 2017	1	Sanksi denda atas koreksi laporan LHBU mengenai mata uang dasar (Melanggar ketentuan PBI No. 13/8/PBI/2011 tgl 04 Februari 2011 tentang LHBU) Penalty of LHBU report corrections on base currency (breaching the provisions of PBI No.13/8/PBI/2011 dated February 04, 2011 on LHBU)	50.000
Oktober 2017 October 2017	September 2017 September 2017	1	Sanksi denda atas keterlambatan pelimpahan penerimaan Negara dari rekening kas Negara pada Bank JTrust ke Rekening Sub RKUN Direktorat Pengelolaan Kas Negara pada Bank Indonesia Nomor 500000005980 Fines for delays in transferring State revenues from State Treasury accounts at Bank JTrust to Sub Account RKUN Directorate of State Treasury Management at Bank Indonesia Number 500000005980	1.234.434
November 2017 November 2017	Juli 2017 July 2017	1	Sanksi Denda atas 65 item kesalahan pada LBBUK periode data Minggu IV Juli 2017 Penalty of 65 items error in LBBUK data for the period of Week IV July 2017	3.250.000
Desember 2017 December 2017	November 2017 November 2017	1	Pelanggaran atas penyampaian LHBU Form 301-Laporan Perdagangan Surat Berharga di Pasar Sekunder di luar batas waktu pelaporan Violations of the submission of LHBU Form 301-Securities Trading Report in the Secondary Market exceeding the time limit of reporting	250.000
Desember 2017 December 2017	November 2017 November 2017	1	Pelanggaran pelaporan Sistem Informasi Debitur sesuai dengan (Ref.: PBI No. 9/14/PBI/2007 tanggal 30 November 2017) Reporting breach of the Debtor Information System in accordance with (Ref: PBI No.9/14/PBI/2007 dated 30 November 2017)	150.500.000
TOTAL		9		157.907.434

- Bank telah menindaklanjuti atas temuan hasil pemeriksaan OJK, dan hasil pemeriksaan audit internal/SKAI. Berdasarkan Daftar Monitoring Tindak Lanjut (DMTL) sampai dengan Semester II/2017 masih terdapat sisa temuan hasil pemeriksaan yang belum diselesaikan sebagai berikut:
- The Bank has followed up on the findings based on OJK audit results, and based on the internal audit/SKAI results. Based on the Follow Up Monitoring List (DMTL) up to Semester II/2017 there are still remaining unfinished results as follows:

No	DMTL	Penyelesaian Temuan Semester II/2017 Settlement of Findings in Semester II/2017
I.	<p>Hasil Pemeriksaan OJK:</p> <ul style="list-style-type: none"> - Pemeriksaan pada Kantor Pusat Posisi 30 April 2016 - Pemeriksaan pada IT Kantor Pusat Posisi 30 April 2016 - Pemeriksaan pada KC dan Eskalasi KC Yogyakarta Posisi 30 April 2016 - Pemeriksaan pada KC dan Eskalasi KC Bandung Posisi 30 April 2016 - Pemeriksaan pada KC dan Eskalasi KC Pekanbaru Posisi 30 April 2016 - Pemeriksaan pada KC dan Eskalasi KC Surabaya Posisi 30 April 2016 - Pemeriksaan pada Kantor Pusat Posisi 31 Januari 2017 - Pemeriksaan pada KC Denpasar Posisi 31 Januari 2017 - Pemeriksaan pada KC Surabaya Posisi 31 Januari 2017 - Pemeriksaan pada KC Bandung Posisi 31 Januari 2017 - Pemeriksaan pada Kantor Pusat Posisi 30 November 2017 - Pemeriksaan pada KC Batam Posisi 30 November 2017 - Pemeriksaan pada KC Makassar Posisi 30 November 2017 <p>OJK Audit Results:</p> <ul style="list-style-type: none"> - Audit in Head Office as of April 30, 2016 - Audit in IT Head Office as of April 30, 2016 - Audit in Yogyakarta branch and escalation as of April 30, 2016 - Audit in Bandung branch and escalation as of April 30, 2016 - Audit in Pekanbaru branch and escalation as of April 30, 2016 - Audit in Surabaya branch and escalation as of April 30, 2016 - Audit in Head Office as January 31, 2017 - Audit in Denpasar branch as of January 31, 2017 - Audit in Surabaya branch as of January 31, 2017 - Audit in Bandung branch as of January 31, 2017 - Audit in Head Office as of November 30, 2017 - Audit in Batam branch as of November 30, 2017 - Audit in Makassar branch as of November 30, 2017 	<ul style="list-style-type: none"> 98% (85 dari 86 temuan) 94% (17 dari 18 temuan) 100% (51 dari 51 temuan) 90% (27 dari 30 temuan) 100% (39 dari 39 temuan) 96% (24 dari 25 temuan) 79% (41 dari 52 temuan) 64% (9 dari 14 temuan) 75% (9 dari 12 temuan) 88% (14 dari 16 temuan) 30% (27 dari 91 temuan) 60% (25 dari 42 temuan) 74% (28 dari 39 temuan) <ul style="list-style-type: none"> 98% (85 out of 86 findings) 94% (17 out of 18 findings) 100% (51 out of 51 findings) 90% (27 out of 30 findings) 100% (39 out of 39 findings) 96% (24 out of 25 findings) 79% (41 out of 52 findings) 64% (9 out of 14 findings) 75% (9 out of 12 findings) 88% (14 out of 16 findings) 30% (27 out of 91 findings) 60% (25 out of 42 findings) 74% (28 out of 39 findings)

II.	<p>Hasil Pemeriksaan Audit Internal/SKAI:</p> <ul style="list-style-type: none"> - Pemeriksaan pada Divisi/Unit Kerja Kantor Pusat tahun 2017 - Pemeriksaan pada Kantor Cabang/Capem/Kas tahun 2017 <p>Audit Results of Internal Audit/SKAI:</p> <ul style="list-style-type: none"> - Audit in Division/Business Unit of Head Office in 2017 - Audit in Head Office/Branch Office/Supporting Office/Cash Office in 2017 	<p>89% (80 dari 90 temuan) 89% (225 dari 253 temuan)</p> <p>89% (80 out of 90 findings) 89% (225 out of 253 findings)</p>
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- Tidak terdapat kasus Fraud yang mempengaruhi kondisi keuangan Bank secara signifikan atau dampak penyimpangan diatas Rp100.000.000,- (seratus juta Rupiah).

Kesimpulan

Berdasarkan analisis Kekuatan dan Kelemahan atas 11 Faktor *Self Assessment* Penerapan Tata Kelola, dan memperhatikan penilaian terhadap Kualitas Penerapan Manajemen Risiko dalam rangka Profil Risiko Bank, maka penilaian sendiri (*Self Assessment*) Penerapan Tata Kelola posisi Desember 2017 adalah peringkat "2 (Baik)".

- There was no fraud case affecting the Bank's financial position significantly or violation above Rp100,000,000 (one hundred million Rupiah).

Conclusion

Based on the Strength and Weakness analysis of 11 Self Assessment Aspects on the Implementation of Good Corporate Governance, and taking into account the assessment on the Quality of Risk Management Implementation in the context of Bank Risk Profile, the Self Assessment score in December 2017 is "2 (Good)".