

Tata Kelola Perusahaan

Good Corporate Governance



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I. PENDAHULUAN

Komitmen PT Bank JTrust Indonesia Tbk.

Sesuai dengan Peraturan Otoritas Jasa Keuangan Nomor 55/POJK.03/2016 tanggal 7 Desember 2016 tentang Penerapan Tata Kelola Bagi Bank Umum, dan Surat Edaran Bank Indonesia Nomor 15/15/DPNP tanggal 29 April 2013 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum, PT Bank JTrust Indonesia Tbk melalui jajaran Dewan Komisaris, Direksi dan seluruh karyawan berkomitmen untuk melaksanakan prinsip-prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*) dan prinsip kehati-hatian dalam setiap kegiatan bisnis sesuai nilai-nilai pokok yang tertuang dalam GCG. 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 pelaksanaan GCG 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 GCG.

Etika dan perilaku merupakan pilar terpenting dalam membangun suatu budaya perusahaan yang bertanggung jawab. Oleh karenanya 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. Penerapan regulasi serta prinsip dasar *Good Corporate Governance* pada industri perbankan merupakan persyaratan utama dalam rangka untuk melindungi kepentingan semua pihak (*stakeholders*) dan juga kami senantiasa memperhatikan kepentingan dan melindungi semua pihak, serta bebas dari benturan kepentingan (*conflict of interest*).

I. FOREWORD

The Commitment of PT Bank JTrust Indonesia Tbk.

In accordance with the Financial Services Authority Regulation No.55/POJK.03/2016 dated December 7, 2016 on the Implementation of Good Corporate Governance for Commercial Bank, and Bank Indonesia Circular Letter No. 15/15/DPNP dated April 29, 2013 on the Implementation of Good Corporate Governance for Commercial Bank, PT Bank JTrust Indonesia Tbk through the Board of Commissioners, the Board of Directors and all employees are committed to implement the principles of Good Corporate Governance and precautionary principles in every business activities in accordance with the principal values stated in GCG. This matter is implemented as the main part of the “governance structure,” supported by the availability and readiness of other infrastructures to carry out the governance process in performing its functions and duties appropriately. This is the commitment of PT Bank JTrust Indonesia Tbk. in implementing GCG by prioritizing moral and ethical principles as well as sound banking business practices in line with the prevailing regulations. Therefore, the appropriate delivery of governance outcome, which match the GCG principles.

Ethics and behaviors are critical pillars in building responsible corporate culture. Therefore standards and business behaviors as well as ethical personal behaviors have to be established in the Codes of Corporate Ethics applicable to all ranks of employees and management without exemption. Implementation of regulations and basic principles of Good Corporate Governance on banking industries are the key requirements in conjunction with the protection of all stakeholders' interests while we also consistently pay attention to the interests and protect all parties, as well as free from conflict of interests.

Pelaksanaan GCG 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 Bank Indonesia Nomor 15/15/DPNP tanggal 29 April 2013 perihal Pelaksanaan *Good Corporate Governance* Bagi Bank Umum.
- Peraturan Otoritas Jasa Keuangan/Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam dan LK) tentang Penyampaian 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.
- Anggaran Dasar PT Bank JTrust Indonesia Tbk beserta dengan perubahan-perubahannya.
- Pedoman *Good Corporate Governance* Perbankan Indonesia yang dikeluarkan oleh Komite Nasional Kebijakan *Corporate Governance*.
- 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.

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

The implementation of GCG at PT Bank JTrust Indonesia, Tbk. refers to banking industry standard in general, by following on the guideline of various regulations as well as laws and regulations covering:

- Law of the Republic of Indonesia Number 7 of 1992 concerning Banking as amended by Act 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 Bank Indonesia No. 15/15/DPNP of 29 April 2013 on the Implementation of Good Corporate Governance for Commercial Bank.
- Regulation of Financial Services Authority/Capital Market and Financial Institutions Supervisory Agency (Bapepam-LK) on the Presentation of Issuer Annual Report or Publicly Traded Company.
- Articles of PT Bank JTrust Indonesia Tbk along with its amendments.
- Code of Good Corporate Governance of Indonesian Banking issued by the National Committee on Corporate Governance.
- Regulations on the ASEAN Corporate Governance Scorecard which are the standards and practices of Corporate Governance in ASEAN countries, as well as prevailing best practices.

The Good Corporate Governance implementation at PT Bank JTrust Indonesia, Tbk. is based on GCG principles and is crucial as part of the efforts in increasing public trust, enhancing performance, maximizing added values for shareholders, and ensuring the embodiment of sound banking system in general.

Tata Kelola Perusahaan

Good Corporate Governance

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 GCG di setiap kegiatan usaha dalam upaya membangun organisasi Bank yang kompetitif dengan mutu sumber daya manusia yang handal 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”

Visi dan Misi Bank tersebut dipercaya dapat tercapai dengan menerapkan *corporate values* “**Change – Action – Speed**”, 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”

Visi, Misi dan *Corporate Values* “**Change – Action – Speed**” 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.

PT Bank JTrust Indonesia, Tbk. is committed to prioritize a more improved service for the customer, shareholder, as well as other stakeholders, by applying GCG principles in every business activity. The purpose is to build a competitive Banking organization with qualified and dependable human resources in performing and developing a better Banking business. This is a part of endeavor 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.

Credible and attainable Bank Vision and Mission by applying such corporate values as Change – Action - Speed, in which it is 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”

Vision, Mission, and “Speed-Change-Action” Corporate Values as the corporate culture shall be adopted as the culture and be instilled into each individual staff at PT Bank JTrust Indonesia, Tbk. They should be applied in performing the duties and responsibilities.

Prinsip-Prinsip/Asas GCG

Pelaksanaan GCG di PT Bank JTrust Indonesia Tbk mencakup implementasi dari 5 (lima) prinsip dasar/asas GCG 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 pelaksanakan proses pengambilan keputusan dimana informasi harus disampaikan tepat waktu, memadai, jelas, akurat, dan dapat dibandingkan. Informasi tersebut juga harus mudah diakses *stakeholders* sesuai dengan haknya.

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 (*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).

GC^G Principles

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

1. Transparency

Maintain elements of disclosure on timely information supply, 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. 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 have been clearly defined in line with the Procedure Guideline of each function. Therefore the performance of all departments within the organization may be transparently and measurably acceptable, as well as ensuring the presence or absence of checks and balances in the management of the Bank. In addition, the Bank requires having performance measurement for all ranks based on agreed standards that consistent with the corporate values, business targets and Bank strategy, as well as having a reward and punishment system.

3. Responsibility

Maintain elements of compliance toward the laws and regulations and the internal regulations of the bank as well as show responsibilities. In this case, the Bank should hold the principle of prudential banking practices. The principle was implemented according to the applicable rules and regulations in order to maintain the continuity of their business. The Bank should also be able to act as a good corporate citizen.

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 GCG tersebut akan mendukung pelaksanaan 4 (empat) bidang yang menjadi faktor utama penilaian Tingkat Kesehatan Bank (*Risk Based Bank rating*), yang secara berkelanjutan menjadi fokus perbaikan dan peningkatan antara lain: Penguatan Keuangan (*Capital & Earnings*), Perbaikan *Risk Profile*, dan perbaikan penerapan GCG dengan didukung pelaksanaan 5 (lima) prinsip dasar GCG dalam pengembangan Infrastruktur bisnis utama, dan penguatan *corporate image*.

11 (Sebelas) Faktor Utama dalam Pelaksanaan GCG

Pelaksanaan prinsip-prinsip GCG (TARIF) diterapkan ke dalam 11 (sebelas) faktor utama dalam pelaksanaan GCG, sebagai berikut:

1. Pelaksanaan tugas dan tanggung jawab Dewan Komisaris;
2. Pelaksanaan tugas dan tanggung jawab Direksi;
3. Kelengkapan dan pelaksanaan tugas Komite;
4. Penanganan benturan kepentingan;
5. Penerapan fungsi kepatuhan;
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 exposures*);
10. Transparansi kondisi keuangan & non keuangan Bank, laporan pelaksanaan GCG & pelaporan internal;
11. Rencana strategis Bank.

4. Independensi

Maintaining elements of independency from the domination of other parties and objectivities 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 managers of the Bank should not be affected by the unilateral interests and shall avoid any conflicts of interest.

5. Fairness

Maintain equal treatments and equal opportunities proportionately. The Bank should consider the interests of all stakeholders based on the principles of equal treatment and provide an opportunity for stakeholders to provide input for the benefit of the Bank, as well as having access to information in accordance with the principle of openness.

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 risks, which continuously serve as the focus in the improvement and enhancements including Financial Enhancements (*Capital and Earnings*), 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.

11 (Eleven) Key Factors in GCG Implementation

The implementation of GCG principles (TARIF) shall be applied into 11 (eleven) key factors in the implementation of GCG as follow:

1. Implementation of Board of Commissioners' duties and responsibilities;
2. Implementation of Board of Directors' duties and responsibilities;
3. Auxiliary and implementation of Committee's duties;
4. Resolution of conflict of interests;
5. Implementation of 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.

Pelaksanaan prinsip GCG ke dalam 11 (sebelas) faktor utama dimaksud dilakukan melalui penilaian sendiri (*self assessment*). Pelaksanaan penilaian sendiri tersebut harus dilakukan secara komprehensif, terstruktur dan berlandaskan pada 5 (lima) prinsip dasar GCG (TARIF), serta dikelompokkan ke dalam *governance system* yang meliputi 3 (tiga) aspek *governance system*, yaitu: *governance structure*, *governance process* dan *governance outcome*, sebagai berikut:

Governance System

Untuk mewujudkan prinsip-prinsip TARIF tersebut maka dibangunlah *governance system* yang meliputi 3 (tiga) pilar 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**

Implementasi GCG 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 GCG 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.

The implementation of GCG principles of the specified 11 (eleven) key factors is performed through self-assessment. The implementation of self-assessment shall be completed comprehensively, structured, and based on 5 (five) basic principles of GCG (TARIF). This is further grouped into governance system, which includes 3 (three) aspects of governance system, namely governance structure, governance process, and governance outcome, as follows:

Governance System

To embody the “TARIF” principles, a governance system has been established covering 3 (three) pillars as illustrated in the following graphic below:

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 bring the values of shareholder into realities in a sustainable manner. All of these measures shall take into consideration 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 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. This process at the same time is required for the purpose of assessing the effectiveness of implementation process of GCG principles supported by the adequacy of structures and governance infrastructures of PT Bank JTrust Indonesia, Tbk. Subsequently this process will produce outcome that match the expectations. The governance process cover 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 will operate in a sound and effective manners in line with the directions and/or to minimize conflict of interests. Additionally, it is expected that these activities will minimize the risks emerging from the policies made.

3. Governance Outcome

Terdapat 2 (dua) *outcomes* yang diharapkan dari implementasi GCG, yaitu:

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

Mengacu kepada ketentuan Bank Indonesia, *governance outcome* bertujuan untuk menilai kualitas *outcome* dalam memenuhi harapan *stakeholders* PT Bank JTrust Indonesia Tbk yang merupakan hasil proses pelaksanaan prinsip GCG dengan didukung kuantitas dan kualitas kecukupan struktur dan infrastruktur, sehingga terciptanya tata kelola perusahaan yang baik.

Peningkatan Nilai Perusahaan dan Modal

- Dalam melaksanakan seluruh kebijakan dan strategi perusahaan, bank berorientasi pada peningkatan nilai perusahaan untuk pemegang saham (*shareholder value*) melalui kinerja keuangan maupun non keuangan. Sebagai gambaran, pada sisi non keuangan, Bank berupaya untuk memperkuat *channel distribution* melalui jaringan ATM ataupun kantor yang lebih efektif dan efisien, serta memperkuat budaya perusahaan sesuai visi misi, melanjutkan dan menyempurnakan penerapan GCG dan belanja modal dalam sistem teknologi guna menunjang bisnis.
- J Trust sebagai pemegang saham baru telah berkomitmen penuh untuk mengembangkan PT Bank JTrust Indonesia Tbk kedepan terutama menuju pasar retail, dengan salah satunya adalah memelihara kecukupan modal sesuai ketentuan dan kebutuhan untuk mendukung ekspansi bisnis.
- Dengan adanya penyetoran modal ini telah memperkuat modal bank sebagai dasar selain untuk pertumbuhan kredit di masa yang akan datang, tentunya juga akan mempercepat penyelesaian Batas Maksimum Pemberian Kredit (BMPK). Disamping itu juga terus melakukan upaya maksimal untuk memperbaiki *Net Non Performing Loan* (NPL), dan meningkatkan upaya *monitoring* yang ketat agar kualitas atas kolektibilitas kredit tetap terjaga dan lancar.

Penerapan GCG dan Tingkat Kesehatan Bank

Penerapan GCG PT Bank JTrust Indonesia Tbk senantiasa dijalankan secara konsisten dan berkelanjutan dengan didukung komitmen yang kuat dari organ perusahaan dan jajaran di bawahnya. Prinsip dasar dalam melaksanakan komitmen selama ini antara lain:

3. Governance Outcome

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

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

Referring to the regulations of Bank Indonesia, the purpose of governance outcome is to assess the outcome quality in conjunction with fulfilling the expectation of PT Bank JTrust Indonesia, Tbk. stakeholders. This is the outcome of GCG principles implementation process supported by the quantity and quality of structure and infrastructure adequacies. Therefore, it is possible to create the proper corporate governance.

Corporate Value and Capital Enhancements

- In implementing the entire policies and corporate strategies, the Bank is oriented on the corporate value enhancement for the shareholders through financial, as well as non-financial performances. As an illustration, on the non-financial side, the Bank strives to strengthen the channel distribution through ATM network or offices that are more effective and efficient, and to strengthen the corporate culture in line to the vision and mission, to continue and enhance the implementation of GCG and capital expenditures in technology systems to support the business.
- JTrust as the new shareholder is fully committed to develop PT Bank JTrust Indonesia, Tbk. in the future especially toward retail market, with one of them through maintaining capital adequacy according to the provisions and the need to support business expansion.
- The paid-in capital has strengthened the bank's capital structure as the fundamental in line with the purpose of credit growth in the upcoming years. This will certainly accelerate the Legal Lending Limit settlement. Additionally, the Bank will consistently apply maximum effort to improve the Net Non-Performing Loan (NPL) and enhance the stringent monitoring effort to preserve the quality of loan collectability and excellent performance.

GCG Implementation and Health Level of the Bank

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. Memiliki rumusan visi dan misi yang jelas dan realistik, sebagaimana visi dan misi PT Bank JTrust Indonesia Tbk yang telah ditetapkan dan disosialisasikan.
2. Memiliki nilai-nilai perusahaan yang menggambarkan sikap moral bank yang baik dalam melaksanakan usaha.
3. Memiliki pedoman tata kerja Dewan Komisaris dan tata kerja Direksi dalam menjalankan peran dan tugasnya.
4. Memiliki rumusan etika bisnis dan pedoman perilaku perusahaan 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.
5. Dalam fungsinya sebagai lembaga intermediasi dan sebagai bagian dari dunia bisnis peduli dan berperan aktif dalam menjaga kelestarian sumber daya alam dan lingkungan hidup.
6. Memiliki peraturan perusahaan atau perjanjian kerja bersama yang dapat menjamin kepastian hak dan kewajiban para pihak sehingga dapat mendukung suasana kerja yang kondusif.
7. Memiliki *whistle-blowing system* untuk memungkinkan diperolehnya laporan dan pengaduan serta saran dan kritik dari pegawai dan pemangku kepentingan lainnya.
8. Memiliki Kebijakan dan Prosedur sebagai acuan dalam menjalankan usaha, serta senantiasa dievaluasi sesuai kebutuhan dan perkembangan ketentuan yang berlaku.

Pelaksanaan prinsip-prinsip/asas GCG diantaranya dengan menyampaikan Laporan Pelaksanaan GCG PT Bank JTrust Indonesia Tbk setiap tahunnya kepada para pihak (*stakeholders*) sesuai ketentuan yang berlaku. Selain itu pula secara berkala/semesteran menyampaikan Laporan Hasil Penilaian Sendiri (*Self Assessment*). Pelaksanaan GCG Bank berikut lampiran kertas kerjanya untuk penyusunan dan penyampaian Laporan Tingkat Kesehatan Bank kepada Otoritas Jasa Keuangan (OJK). Penyampaian Laporan Pelaksanaan GCG Bank diperlukan untuk melakukan *monitoring* peningkatan kualitas pelaksanaan GCG, serta mengevaluasi implementasinya dan melakukan kajian rencana tindak lanjut, termasuk tindakan perbaikan apabila diperlukan guna mendapatkan hasil yang lebih baik.

Penilaian Tingkat Kesehatan Bank Berdasarkan Tingkat Risiko (*Risk Based Bank Rating/RBBR*) baik bank secara individual maupun konsolidasi sebagaimana tercantum dalam POJK Nomor 4/POJK.03/2016 tanggal 26 Januari 2016 tentang Penilaian Tingkat kesehatan Bank Umum, dan Surat Edaran Bank Indonesia Nomor 13/24/DPNP tanggal 25 Oktober 2011 perihal Penilaian Tingkat Kesehatan Bank Umum, mencakup penilaian terhadap 4 (empat) faktor:

1. Maintain clear and realistic definitions of the vision and missions, as the defined and socialized vision and mission of PT Bank JTrust Indonesia, Tbk.
2. Maintain corporate values that illustrate the good moral attitude of the Bank in running its business.
3. Maintain the guideline of work procedures for the Board of Commissioners and Board of Directors in performing their roles and duties.
4. Maintain the definition of business ethics and Corporate Code of Conduct in which the development involves the company organs and all ranks below them. Business ethics and code of conducts shall be applied continuously and consistently thus shape the corporate culture which is the manifestation of corporate values.
5. In assuming the functions as an intermediary organization and as part of the business world concerned and actively involved in preserving the sustainability of natural resources and environments
6. Maintain company regulations or collective labor agreement which ensure the certainty of rights and obligations of multi parties thus enable the support for conducive working environments.
7. Maintain the whistle-blowing system that enables the acquisition of reports and complaints as well as feedback and critiques by the staff and other stakeholders.
8. Maintain Policies and Procedures as the reference in running the business, as well as consistent evaluation in line with the requirements and development of existing regulations.

The implementation of GCG principles includes among other submissions of GCG Implementation Report at PT Bank JTrust Indonesia, Tbk. on annual basis to various parties (stakeholders) in line with the existing regulations. Additionally, Self-Assessment Report will be submitted on a periodic/biannual basis along with the worksheet enclosures. The purpose is to compile and submit the Report on the Health Level of the Bank to the Financial Services Authority. The submission of the Bank's GCG Implementation Report is required for monitoring of quality enhancement of the GCG implementation. Additionally, the implementation will also be evaluated and reviews on the follow-up plan will be performed. Corrective measures are among them when necessary in order to achieve improved results.

Risk Based Bank Rating (RBBR) both performed as bank only and consolidated as stipulated in POJK No. 4/POJK.03/2016 dated 26 January 2016 on the Assessment of the Health Level of Commercial Bank and the Circular Letter of Bank Indonesia No. 13/24/DPNP dated 25 October 2011 on the Assessment of the Health Level of Commercial Bank, cover the following 4 (four) assessment factors:

Tata Kelola Perusahaan

Good Corporate Governance

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 dikuantifikasikan maupun tidak dapat dikuantifikasikan, 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.

Good Corporate Governance (GCG)

Pelaksanaan GCG mencakup implementasi dari 5 (lima) prinsip/asas GCG yaitu: transparansi (*transparency*), akuntabilitas (*accountability*), pertanggungjawaban (*responsibility*), independensi (*independency*), kewajaran (*fairness*). Kelima prinsip/asas GCG yang diwujudkan pelaksanaannya ke dalam 11 (sebelas) faktor utama penilaian GCG antara lain:

1. Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris
2. Pelaksanaan Tugas dan Tanggung Jawab Direksi
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 Exposures*)
10. Transparansi Kondisi Keuangan dan Non Keuangan Bank, Laporan Pelaksanaan GCG dan Pelaporan Internal
11. Rencana Strategis Bank

Permodalan

Untuk menjaga rasio Kewajiban Penyediaan Modal Minimum (KPMM) dan memperkuat permodalan PT Bank JTrust Indonesia Tbk, pemegang saham telah menambah modal sebesar Rp1 Triliun yang dilakukan pada Tahun 2016 yakni pada bulan November dan Desember masing-masing sebesar Rp500 miliar. Sebelumnya pemegang saham telah menambah modal pada akhir tahun 2014 yakni tahap awal

Risk Profile

Self-Assessment against the Risk Profiles is the assessment process of 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. These risks may potentially affect the bank financial position. Inherent Risk may be present in the forms of ex- post parameters 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 produce net risk for each type of risk and the summary of bank composite risk as a whole.

Good Corporate Governance (GCG)

The GCG implementation covers the implementation of 5 (five) GCG principles subsequently: transparency, accountability, responsibility, independency, and fairness. Those five GCG principles portrayed in the 11 (eleven) key factors of GCG assessment which include among others:

1. Implementation of Duties and Responsibilities of the Board of Commissioners.
2. Implementation of Duties and Responsibilities of the Board of Directors.
3. Auxiliaries and Implementation of Committee's Duties.
4. Resolution of Conflict of Interests.
5. Implementation of Bank Compliance Functions.
6. Implementation of Internal Audit Functions.
7. Implementation of External Audit Functions.
8. Implementation of Risk Management Including Internal Control System.
9. Provision of Funds to Related Party and Provision of Large Amount of Funds (Large Exposure).
10. Transparency of Bank's Financial and Non-Financial Conditions, GCG Implementation Report, and Internal Reporting.
11. Bank Strategic Plan.

Capital

To keep the ratio of Capital Adequacy Ratio (CAR) and strengthen the capital of PT Bank JTrust Indonesia Tbk, shareholders contribute paid-in capital of Rp1 Trillion that occurred in 2016 during the month of November and December respectively amounting to Rp500 billion. Previously, the shareholders contribute additional paid-in capital at the end of 2014, which amounted to Rp300 billion

sebesar Rp300 miliar dan pada Maret 2015 sebesar Rp300 miliar. Pada bulan September 2015 menambah modalnya lagi sebesar Rp400 miliar, serta di bulan Oktober 2015 J Trust Co memberikan pinjaman subordinasi sebesar USD 25 juta (eqv. +/-Rp342 miliar).

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

Pada tahun 2016 ini 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 di atas 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:

- 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, dimana realisasi NIM PT Bank JTrust Indonesia Tbk pertanggal 31 Desember 2016 = 2,26%. Kondisi ini terus menunjukkan perbaikan, dimana akhir tahun 2014 = 0,2% dan akhir tahun 2015 = 0,96%.

in the early stages and in March 2015 amounted to Rp300 billion. In September 2015, contributed additional paid-in capital at Rp400 billion, as well as in October 2015, J Trust Co provided subordinated loans at USD25 million (eqv. Rp342 billion).

In accordance POJK No.11/POJK.03/2016 dated 14 July 2016 concerning the Minimum Capital Requirement for Commercial Banks, for the calculation of CAR has taken into account the risk profile of the Bank or known as the Internal Capital Adequacy Assessment Process (ICAAP) with specified minimum of CAR:

- 8% of risk weighted assets for the Bank with risk profile rating of 1
- 9% of risk weighted assets for the Bank with risk profile rating of 2
- 10% of risk weighted assets for the Bank with risk profile rating of 3
- 11% of risk weighted assets for the Bank with risk profile rating of 4 and 5.

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

- Capital adequacy:
 - Capital adequacy which is 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 capital disbursement to generate earning,
 - Amazement of organic capital,
 - The capacity of the bank access to 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 profitability, in which the NIM realization of PT Bank JTrust Indonesia, Tbk as of December 31, 2016 = 2.26%. These conditions continue to show improvement, where the year-end 2014 = from 0.2% and year-end 2015 = 0.96%. As for the future

Adapun kedepannya diproyeksikan perolehan NIM untuk tahun 2017 =3,67% serta untuk tahun 2018 = 3,74%, yang dalam pelaksanaannya bank tetap mengusahakan perbaikan beberapa faktor untuk mendukung peningkatan NIM.

Sekalipun perolehan NIM secara bertahap menunjukkan peningkatan dan secara operasional bank sudah mengalami perbaikan terutama pertumbuhan kredit dan perbaikan biaya dana, namun pembebahan untuk membentuk kembali cadangan atas penurunan kualitas kredit dan kerugian penjualan aset yang telah kami kemukakan sebelumnya berakibat pada meningkatnya kerugian akumulasi bank tahun berjalan.

Perolehan laba rugi akumulasi bank tahun berjalan di periode Desember 2015 masih terlihat merugi sebesar minus Rp676,01 miliar hal ini dikarenakan adanya beberapa debitur yang menurun kolektibilitasnya, sehingga bank harus mencadangkan biaya kerugian atas aset tersebut. Demikian pula pada periode September 2016, beberapa debitur besar tidak dapat memenuhi kewajibannya sehingga dilakukan pembebahan cadangan yang signifikan besar berakibat pada kerugian akumulasi bank tahun berjalan sebesar minus Rp96,14 miliar.

Beberapa upaya untuk meningkatkan NIM adalah sebagai berikut:

- a. Bank berupaya untuk menghimpun dana murah dengan meningkatkan jumlah rekening (*Number of Account*) melalui penajaman kinerja *personal selling* atas hal tersebut pada unit kerja terkait.

Peningkatan Dana Pihak Ketiga (DPK) dengan memperhitungkan biaya dan suku bunga yang kompetitif serta melakukan efisiensi biaya terkait pendanaan, misalnya biaya-biaya operasional, *cash in safe*, dan lain-lain. Upaya memperbaiki *funding mix* dengan melakukan beberapa inovasi dan pengembangan produk yang berbasis teknologi antara lain *e-banking* untuk giro dan tabungan serta pengembangan pelayanan terus dilakukan, kredit dan referral dari nasabah *existing* serta perusahaan-perusahaan untuk *payroll* karyawannya. Melalui peningkatan jumlah rekening ini diharapkan saldo dana murah akan terus bertambah. Selain itu penambahan fitur ATM diharapkan akan meningkatkan pelayanan kepada nasabah sehingga leluasa dalam bertransaksi di unit ATM mana saja.

acquisition, in 2017 NIM is projected = 3.67% and for the year 2018 = 3.74%, which in practice the banks keep on trying to improve some of the factors supporting the increase in NIM.

While the acquisition of NIM gradually shown increased and the bank's operations had improved, particularly credit growth and cost of funds, however the imposition to reshape the provision for decline in credit quality and loss on sale of assets that were mentioned previously, resulting in increasing bank accumulated losses of the current year.

The profit and bank accumulated loss of the current year in the period of December 2015 recorded at minus Rp676.01 billion. This loss is due to a number of debtors with reduced collectability, so the banks have to spend significant amount of loss on those assets. Similarly, in the period September 2016, several large debtors cannot meet its obligations so that significantly large imposition of reserves were conducted that resulted in bank accumulated loss of the current year, which amounted to minus Rp96.14 billion.

Several endeavors to improve the NIM include the following:

- a. Bank's attempts to raise funds by increasing the number of accounts by sharpening the performance of personal selling on the matters in related units.

Increase Third Party Funds (TPF) by taking into accounts the costs and competitive interest rates as well as performing cost efficiency with respect to the funding, such as operational costs, cash in safe, and so forth. The attempt to improve mix funding by performing various innovations and technology-based product development including e-banking for demand deposit and saving products as well as continuous service developments, loans, and referrals from the existing customers as well as various companies for their staff payroll needs. By increasing the number of accounts, it is expected that the balance of low-cost funds will continually increase. In addition to adding more features to the ATM, it is expected by enhancing the service to the customers will enable greater flexibility to perform the transaction in any ATM unit.

b. Melakukan *yield enhancement*

Selain mengurangi biaya dana, peningkatan NIM juga dapat dilakukan dengan meningkatkan pendapatan bunga kredit dengan strategi-strategi sebagai berikut:

- Meneruskan program-program seperti *crash* program untuk penyelesaian kredit bermasalah.
- Mengembangkan dan melakukan ekspansi kredit.
- Melaksanakan ekspansi kredit *Consumer* dan Small dengan cepat, namun tetap berpegang pada prinsip kehati-hatian.
- Melakukan penjualan AYDA dan menempatkan di aktiva yang produktif.
- Mengontrol perkembangan deposito sebagai sumber dana mahal agar tidak terlalu cepat pertumbuhannya dibandingkan dengan peningkatan kredit.
- Mengalihkan sebagian penempatan pada BI harian yang suku bunganya lebih rendah ke penempatan aset produktif lainnya dengan suku bunga yang lebih tinggi sepanjang dana tersebut masih belum dapat disalurkan kedalam bentuk kredit.
- Meningkatkan *monitoring* atas debitur *existing*, dan lebih intensif mengupayakan penyelesaian NPL, serta lebih menerapkan prinsip kehati-hatian dalam pemberian kredit sesuai ketentuan yang berlaku.
- Melakukan penghapusbukuan aktiva bermasalah yang pada tahun 2016 diprioritaskan pada surat berharga bermasalah yang telah dibentuk CKPN secara penuh 100%, dan penghapusbukuan dari sebagian debitur NPL yakni sekitar Rp150 miliar.

Selain itu, sejalan dengan penerapan prinsip kehati-hatian/*prudential banking*, maka pencapaian rasio-rasio keuangan yang penting tetap menjadi perhatian dan dijaga untuk memenuhi ketentuan regulator, antara lain pemenuhan ratio-ratio keuangan terkait dengan PPA/CKPN, CAR, NPL, PDN, BMPK, Rugi/Laba.

Langkah-Langkah Strategis yang Akan Ditempuh

PT Bank J Trust Indonesia Tbk terus berupaya memperkuat struktur permodalan baik melalui beberapa kali setoran modal yang telah dilakukan, maupun penguatan modal yang diharapkan dari laba organik dari pengembangan bisnis melalui penyaluran kredit, serta *fee based income* dari peningkatan pendapatan provisi dan administrasi, serta dari pengembangan layanan/jasa. Untuk fase selanjutnya bank berupaya melakukan penguatan implementasi *dual control* dan peningkatan kualitas bisnis kembali di tahun kedepan melalui: rencana pengembangan bisnis yang lebih terfokus pada bidang *commercial loan*, dan *SME* serta produk yang

b. Apply yield enhancement

In addition to reducing the cost of funds, the NIM enhancement may also be performed by increasing the revenue of loan interest through the following strategies:

- Continue such programs as crash programs to resolve non-performing loans.
- Develop and expand microcredit
- Expand Consumer and Small credits quickly, while keeping to the principles of prudence.
- Perform the sales of foreclosed collaterals and place them in productive assets.
- Control the time deposit development as the high-cost source of funding in order not to grow rapidly in comparison to the loan growth.
- Transfer some of the placement in Bank Indonesia with the lower interest rate to the placement on other productive assets with the higher interest rate as long as such funds have not been disbursed in the forms of credit/loans.
- Improve monitoring of existing debtor, and more intensively working to solve the NPL, and further implement the principle of prudence in lending according to applicable regulations.
- Write-off non-productive assets that in 2016 have been prioritized on non-productive securities. A full 100% Allowance for Impaired Assets at USD73 million and part of NPL at Rp150 billion have been reserved.

Additionally, along with the application of principle of prudence/prudential banking, then the attainment of key financial ratios remain the attention and maintained to fulfill the regulator's regulations, which include the fulfillment of financial ratios with respect to Allowance for Impairment Provision, CAR, NPL, Net Open Position, Legal Lending Limit, Profit/Loss.

Strategic Measures

PT Bank J Trust Indonesia Tbk continues to strengthen its capital structure through paid-up capital, as well as capital strengthening, which expected from organic profit of business development through credit, and fee-based income from the increase in fees and administration, as well as from development service. For the next phase, the bank seeks to strengthen the implementation of the dual control and quality improvement of business in the following year through: business development plan that is more focused on the field of commercial loans, and SME, as well as products based on technology to improve

berbasis teknologi sehingga dapat memperbaiki komposisi pendanaan pada CASA. Untuk kedepannya penurunan biaya bunga (*cost of fund*) juga terus diupayakan, serta efisiensi biaya *overhead* juga terus dilakukan melalui restrukturisasi organisasi dengan penutupan cabang dan *early retirement program* (ERP) guna menciptakan struktur organisasi yang lebih ramping.

Penggantian *core banking system* tahapannya sudah dilakukan mulai tahun 2016, sehingga diharapkan kedepannya bank akan lebih siap dalam bersaing pada pasar *retail* melalui pengembangan-pengembangan produk yang berbasis teknologi sehingga memberikan pelayanan yang lebih kepada seluruh nasabahnya.

Selain itu *monitoring* kredit yang intensif terus dilaksanakan untuk menjaga NPL tetap pada tingkat yang aman dan sesuai dengan regulasi, melalui pembentukan *task force* kredit dengan rapat berkala mingguan sehingga dapat mengambil langkah yang sedini mungkin dalam mencegah timbulnya kredit bermasalah. Disamping itu senantiasa berupaya menjaga rasio-rasio keuangan dan rasio-rasio terkait prinsip kehati-hatian dalam kegiatan operasional bank senantiasa sesuai ketentuan yang berlaku, meliputi rasio-rasio:

- Permodalan/KPMM (CAR).
- Giro Wajib Minimum (GWM).
- Perkreditan (BMPK, NPL, KAP, AYDA).
- Perhitungan Penyisihan Penghapusan Aset (PPA) baik untuk Aset Produktif maupun Aset Non Produktif, dan Pembentukan Cadangan Kerugian Penurunan Nilai (CKPN).
- Aset Produktif (PDN, Portofolio Penempatan Dana, Maturity Profil, dan lain-lain).
- Keuangan lainnya (NIM, ROA, ROE, ROI), untuk dilakukan perbaikan/peningkatan secara bertahap.

Strategi Pengembangan Bisnis

Bank berupaya melakukan penguatan implementasi *dual control* dan peningkatan kualitas bisnis kembali di tahun kedepan melalui rencana pengembangan bisnis yang lebih terfokus pada bidang atau segmen *commercial loan* dan *retail loan*, serta berupaya memperbaiki komposisi pendanaan pada CASA yang lebih baik. Bank juga akan mulai melakukan perbaikan pada *upgrading core system* guna mendukung dan mengembangkan "E-Banking" dan "M-Banking" untuk lebih memberikan kemudahan bagi nasabah primanya, disamping untuk dapat bersaing dengan produk liabilitas bank lainnya.

Searah dengan upaya pencapaian target bisnis, JTrust Bank telah menetapkan dan tetap menjalankan 4 fokus target prioritas yang telah dibentuk sebagai landasan bagi pertumbuhan bisnis, sebagai berikut:

funding composition at CASA. In the future, decrease in cost of funds also continue to be pursued, as well as overhead cost efficiency is also being conducted through organizational restructuring with the closure of branches and early retirement program (ERP) in order to create a more streamlined organizational structure.

The replacement stage of core banking system has been conducted starting in 2016, therefore in the future it is expected that banks will be prepared to compete in the retail market through product developments based on technology in order to provide better services to all customers.

In addition, intensive credit monitoring continue to be implemented to maintain the NPL at a safe level and in accordance with the regulations, through the establishment of credit task force with weekly regular meetings so that they can take steps as early as possible to prevent a credit crunch. The bank also strives to maintain financial ratios and ratios related to the precautionary principle in the operations of the bank that in accordance to the applicable regulations. These ratios include:

- Capital Adequacy Ratio (CAR).
- Statutory Reserves (GWM).
- Credit (LLL, NPL, KAP, AYDA).
- Calculation of Allowance Asset (PPA) for Earning Assets and Non Earning Assets and Impairment Losses Allowance (CKPN).
- Earning Assets (PDN, Portfolio Funds Placement, Maturity Profile, and others).
- Other Financial (NIM, ROA, ROE, ROI), to be improved gradually.

Business Development Strategy

The Bank Strives to Strengthen the implementation of dual control and improvement of the quality of business again in the upcoming years through: business development plan which focuses more on segments in the forms of retail and commercial loans. The Bank Also attempts to improve funding composition on a better CASA. Also it will start to improve and upgrade the core system in order to support and develop "E-Banking" and "M-Banking" in order to Facilitate its prime customers, Also while staying competitive with other bank products liability.

Along with the endeavor to Achieve business targets, JTrust Bank has established and remains focused on four targeted priorities established as a fundamental for business growth, as follow:

1. Pengembangan Bisnis:
 - Evaluasi & Pengembangan bisnis serta produk untuk *lending* (*commercial loan & retail loan*) & *funding*.
 - Pengembangan bisnis yang berbasis teknologi untuk memperluas nasabah ritel, meraih *fee based income* dan memberikan pelayanan yang terbaik bagi nasabah
 - KPI & Financial model yang terukur
 - MIS yang terintegrasi
 - *Early Warning System* yang kuat
 - Pinjaman Luar Negeri (*Crossborder transaction*) menambah dana dan menurunkan biaya.
 - *Budget Control*
 - Penyelesaian NPL secara intensif.
2. Proses Bisnis
 - *Mapping* potensial *customer* dan *competitor*
 - Menyusun proses bisnis yang efektif dan efisien
 - Program promosi yang terintegrasi
 - Monitoring disiplin *sales process*
 - Revitalisasi kantor cabang
3. Sumber Daya Manusia
 - Pemenuhan SDM yang kompeten
 - Program *Training* berkelanjutan
 - Jenjang karir yang menarik
 - Skema insentif
 - Budaya perusahaan yang kuat
 - Menyusun *individual goal setting*.
 - Review dan perbaikan struktur organisasi yang mengakomodir dinamika bisnis yang cepat dan efisien
4. Infrastruktur
 - Optimalisasi jaringan kantor
 - Pengembangan IT yang mendukung bisnis dengan penggantian *core banking system*
 - Membangun IT yang terintegrasi

Kebijakan Manajemen Risiko dan Kepatuhan yang meliputi:

1. Penguatan implementasi *dual control* dan peningkatan kualitas melalui:
 - Penerapan RCSA (*Risk Control Self Assessment*)
 - Penerapan JSOX Based Komponen.
2. Pengembangan dan perbaikan 8 jenis profil risiko manajemen yang terpisah dengan pengelola bisnis.
3. Penyempurnaan *early warning system*.
4. Penerapan *four eye principles*.
5. Peningkatan kualitas implementasi komite kredit (NAK) dibantu oleh konsultan, training kredit & LK oleh tenaga internal Bank).
6. Peningkatan kualitas pelaksanaan ALCO untuk mendapatkan penetapan suku bunga produk bank yang kompetitif.

1. Business Development:
 - Evaluation of lending and funding business development (*commercial loan & retail loan*).
 - Technological based business development to expand retail customer, generates fee-based income, and deliver the best service to the customers.
 - Measurable Key Performance Indicator & Financial model.
 - Integrated MIS.
 - Strong Early Warning System.
 - Cross border transactions add more funds and reduce costs.
 - Budget control.
 - Intensive resolution of NPL.
2. Business Process
 - Mapping of potential customers and competitors.
 - Develop effective and efficient business process.
 - Integrated promotional program.
 - Monitoring sales process discipline.
 - Revitalized branch offices.
3. Human Resources
 - Fulfillment of competent Human Resources.
 - Continuous training programs.
 - Attractive career path.
 - Incentive scheme.
 - Strong corporate culture.
 - Review and organization structure improvement, which accommodate quick and efficient business dynamics.
4. Infrastructure
 - Optimization of office network.
 - IT development that supports business by replacing core-banking system.
 - Build an integrated IT.

Risk Management and Compliance Policies which cover:

1. Enhancement of dual control implementation and quality improvement through:
 - Implementation of RCSA (*Risk Control Self Assessment*).
 - Implementation of JSOX-based Components
2. Development and improvement of 8 types of risk management profile segregated from business management.
3. Improvement of the early warning system.
4. Implementation of the four eye principles.
5. Quality improvement of credit committee implementation quality (NAK supported by consultant, credit training and LK by Bank internal staff).
6. The quality improvement over ALCO implementation to acquire the setting of the competitive interest rate of bank products.

Tata Kelola Perusahaan

Good Corporate Governance

7. Peningkatan kualitas advis/rekomendasi manajemen terkait pengelolaan risiko, Kebijakan Umum Manajemen Risiko (KUMR).

Penguatan kualitas bidang kepatuhan (GCG) dan budaya perusahaan:

1. Penguatan kualitas kebijakan manajemen maupun keputusan mengenai produk, jasa dan layanan, serta pengelolaan perusahaan yang tertuang dalam surat keputusan, surat edaran, SOP baik internal bank maupun eksternal dengan cara memberikan masukan kepada divisi-divisi, mensosialisasikan, melakukan *assessment*, dan lain-lain.
2. Penerapan prinsip mengenai nasabah, terkait program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APU dan PPT) dengan sosialisasi dan melakukan pengkinian data, pengelompokan data nasabah berdasarkan risiko (*Risk Based Bank Approach*), dan lain-lain.
3. Penguatan implementasi program budaya perusahaan sesuai standar yang ditetapkan.

Tahapan Implementasi GCG

Pelaksanaan penerapan GCG diimplementasikan dalam mendukung rencana bisnis agar dapat dijalankan sesuai ketentuan yang berlaku, dimana tahapan penerapan implementasi GCG tersebut mendukung Rencana Bisnis Bank yang telah ditetapkan untuk jangka pendek, jangka menengah, dan jangka panjang, sebagai berikut:

Tahun 2016

Meningkatkan (Infrastruktur, Kapasitas, Kapabilitas) dan Pertumbuhan

1. Mempercepat pertumbuhan bisnis kredit Commercial dan Corporate serta Bisnislink.
2. Mengganti *core banking system* dan membangun system ter Integrasi
3. Mempersiapkan infrastruktur implant & *agency banking*
4. Percepatan *commercial banking business* pada jangka pendek
5. Pengembangan dan pertumbuhan CASA melalui inovasi produk berbasis teknologi seperti pengembangan internet & mobile banking
6. Merestrukturisasi sistem remunerasi.

Tahun 2017

Collections Know-how & Expertise

A. Reboot Everything (Start Ulang)

1. Konsolidasi dan mereview ulang keseluruhan permasalahan dan kekuatan yang ada pada perusahaan
2. Melanjutkan inovasi produk yang berbasis teknologi untuk memperluas dan mendukung pangsa pasar ritel kedepannya sesuai keunggulan dan keahlian

7. Improvement of Management recommendation/advice quality with respect to risk management, General Policy of Risk Management (KUMR).

Quality enhancement of compliance sector (GCG) and corporate cultures:

1. Quality enhancement of management policies as well as decisions with respect to products, services, as well as company management stipulated in the decision letter, circular letter, Standard Operating Procedure both for internal and external factors by providing feedback to the divisions, socialize, perform the assessment, etc.
2. Implementation on principles regarding customer, Anti-Money Laundering Program and Combating the Financing of Terrorism (AML and CFT) with socialization and perform data updating and customer data grouping based on risk (Risk Based Approach Bank), etc.
3. Enhancement of corporate culture program implementation in line with the agreed standard.

GCG Implementation Stages

Application of GCG implementation in supporting the business plan to enable it to proceed in line with the existing regulations. The stages of GCG implementation stages support the Bank Business Plan designated for short-term, mid-term, and long-term as follow:

2016

Expansion (Infrastructure, Capacity, Capability) And Growth

1. Accelerating growth in Commercial Credit and Corporate credit business, as well as Bisnislink.
2. Replacing core banking system and building integrated system
3. Preparing the implant Infrastructure and agency banking
4. Accelerating the commercial banking business on short-term
5. Development and growth of CASA through technology-based product innovation such as the internet and mobile banking development
6. Restructure the remuneration system.

2017

Collections Know-how & Expertise

A. Everything Reboot

1. Consolidating and reviewing the entire issue and the strength of the company
2. Continuing technology-based product innovation to expands and support the retail market in the future according to excellence and expertise

3. Melanjutkan Percepatan pada bisnis *commercial banking* pada jangka pendek serta *Consumer* bekerja sama dengan GLFI (Agri)
4. Optimalisasi pada jaringan kantor yang telah ada
5. Kontinjenji Liabilitas

B. Recovery Profitability (Perbaikan Profitabilitas)

1. Perbaikan Permodalan guna mendukung bisnis Bank khususnya ekspansi percepatan kredit Commercial.
2. Menurunkan *cost of fund* dengan menurunkan suku bunga secara bertahap dan perbaikan CASA
3. Perbaikan serta menekan biaya dana dengan penerbitan MTN guna mengganti dana berbiaya mahal.
4. Memperkuat *fee based income* melalui peningkatan jasa pelayanan nasabah.

Tahun 2018

Advanced Fintech Service from Japan & Korea

A. Expand

1. Terus melakukan percepatan ekspansi bisnis bidang kredit komersial dan mulai di ikuti dengan pengembangan/pertumbuhan bisnis pada kredit SME.
2. Pertumbuhan CASA
3. Penguatan dan meningkatkan pangsa pasar
4. Berafiliasi dengan *financial technology service* dari Jepang dan Korea
5. Pemanfaat jaringan yang kuat khususnya dengan perusahaan-perusahaan Jepang baik nasional maupun internasional.

B. Optimization

1. Optimalisasi pada jaringan kantor yang ada.
2. Optimalisasi infrastruktur *implant & agency banking*.
3. Memperkuat *fee based income* melalui peningkatan jasa pelayanan nasabah.
4. Persiapan untuk mengarah kepada pertumbuhan Retail Banking

C. Service Quality (JAPAN QUALITY)

1. Mengakses *international financial service* dengan menggunakan kekuatan jaringan pemilik baru J Trust Co. Ltd Japan.
2. Melakukan standarisasi pelayanan yang mengarah pada kualitas pelayanan Jepang (JAPAN QUALITY)
3. Terus melanjutkan kerjasama dengan GLFI guna memperbesar kapabilitas bank dalam memasuki pangsa pasar di *rural market area*.

3. Continuing to accelerate on the commercial banking business in the short-term, as well as customer working together with GLFI (Agri)
4. Optimizing on the existing office networks
5. Contingent Liabilities

B. Recovery Profitability

1. Improving capital to support the Bank's Business in particular the acceleration of the expansion for commercial credit.
2. Lowering the Cost of funds by lowering interest rates gradually and improving CASA
3. Restoring and reducing the cost of funds by publishing MTN to replace cost funds.
4. Strengthening the fee-based income through the increase in the Customer Care services.

2018

Advanced Fintech Service from Japan & Korea

A. Expand

1. Continuing to accelerate the business expansion in commercial credit sector and starting with the business development/growth in SME credit.
2. CASA Growth
3. Strengthening and increasing the market share
4. Affiliating with financial technology service from Japan and Korea
5. Utilizing the strong network in particular with Japanese companies both international and national levels.

B. Optimization

1. Optimization of existing office networks.
2. Infrastructure implant optimization and agency banking.
3. Strengthening the fee-based income through an increase in the customer care services.
4. Preparing for the growth of Retail Banking

C. Service Quality (JAPAN QUALITY)

1. Accessing international financial services by using the networks strength power of the new owner, J Trust Co. Ltd Japan.
2. Standardizing service that leads to Japan service quality (JAPAN QUALITY)
3. Continuing cooperation with GLFI in order to increase the capability of the Bank in entering the market share in the rural market.

Tahun 2019

Pertumbuhan ke arah Buku 3

A. Expand SME

1. Pengembangan program untuk bisnis Micro SME, Trade Finance, dan Treasury
2. Mengembangkan produk program Konsumen
3. Optimalisasi infrastruktur
4. Rekrut *Sales Force* untuk bisnis *Retail*
5. Fokus pada pertumbuhan dan Ekspansi SME dan Retail Bisnis.
6. Tetap terus menjaga pertumbuhan dan kualitas bisnis komersial.
7. Penguatan pada permodalan pada buku 3

B. Fintech *introduction & Expansion*

Pengenalan serta Pengembangan Inovasi dalam layanan keuangan program untuk startup pembayaran, peminjaman (*lending*), perencanaan keuangan (*personal finance*), investasi ritel, pembiayaan (*crowd funding*), remitansi, riset keuangan.

Tahun 2020

Pangsa Pasar

1. Percepatan pertumbuhan *Retail Banking*
2. Meningkatkan *fee based income* melalui peningkatan jasa pelayanan
3. Meningkatkan pangsa pasar dan jaringan bisnis
4. Memasuki era *digital banking*
5. Pertumbuhan bisnis yang berkelanjutan

Tahun 2021

a. Ekspansi yang terintegrasi

1. Memperkuat posisi di pasar
2. *Integrated banking* Micro SME & Commercial, *Retail Consumer*
3. Meningkatkan pertumbuhan bisnis
4. Meningkatkan laba serta aset

b. Pertumbuhan yang berkelanjutan

1. Pengembangan berbagai produk-produk yang inovatif
2. Memperluas dan memperkuat jaringan domestik dan jaringan internasional
3. Meningkatkan kualitas pelayanan
4. Mempunyai pelayanan *digital banking* yang lebih baik dan luas.

2019

Growth towards Book 3

A. Expand SME

1. Program development for Micro SME, Trade Finance, and Treasury Business
2. Developing Consumer Products Program
3. Optimizing Infrastructure
4. Recruiting Sales Force for Retail Business
5. Focusing on the growth and expansion of SME and Retail Business.
6. Maintaining growth and quality of commercial business.
7. Strengthening capital on book 3

B. Fintech *introduction & Expansion*

The introduction and development of innovation in the financial services program for start up payments, borrowing (*lending*), financial planning (*personal finance*), retail investment, financing (*crowd funding*), remittances, financial research.

2020

Market Share

1. Acceleration of growth in Retail Banking
2. Increasing fee-based income through services improvement
3. Increasing the market share and business networks
4. Entering the era of digital banking
5. The growth of sustainable business

2021

a. Integrated Expansion

1. Strengthening its position in the market
2. Integrated banking Micro SME & Commercial, Retail Consumer
3. Enhance business growth
4. Increase profits and assets

b. Sustainable growth

1. The development of a wide range of innovative products
2. Expanding and strengthening the network of domestic and international
3. Improving the quality of service
4. Having a healthy and extensive digital banking services.

II. Rapat Umum Pemegang Saham (RUPS), Pelaksanaan Tugas Dewan Komisaris dan Direksi

2.1. Rapat Umum Pemegang Saham (RUPS)

Rapat Umum Pemegang Saham (RUPS) merupakan hirarki tertinggi dalam organisasi perusahaan 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 Pasal 18. 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.

RUPS terdiri dari RUPS Tahunan dan RUPS Luar Biasa yang wajib diselenggarakan sesuai Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku.

Dalam forum RUPS, pemegang saham berhak memperoleh keterangan yang berkaitan dengan Perseroan dari Direksi dan/atau Dewan Komisaris, sepanjang berhubungan dengan agenda rapat.

Selama tahun 2015, PT Bank JTrust Indonesia Tbk telah menyelenggarakan 4 (empat) kali RUPS yaitu:

- a. 1 (satu) kali RUPS Tahunan pada tanggal 23 Juni 2015
- b. 3 (tiga) kali RUPS Luar Biasa, yang dilaksanakan pada tanggal 30 Maret 2015, tanggal 29 September 2015, dan terakhir pada tanggal 28 Desember 2015

II. General Meeting of Shareholders (GMS), Task Implementation for the Board of Commissioners and the Board of Directors

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 Article 18 of the Articles of Association of the Company. GMS is authorized to:

- Evaluate the performance of the Board of Commissioners and 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.
- Resolve matters 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 (OJK) of the capital market to audit the Financial Statements of the Company and determine their fees.

GMS consists of Annual GMS and Extraordinary GMS that must be held in accordance with the Company's Articles of Association and the prevailing laws.

In the GMS forum, the shareholders are entitled receive information related to the Company from the Board of Directors and/or the Board of Commissioners, so long as it is related to the meeting agenda.

In 2015, PT Bank JTrust Indonesia Tbk had held 4 (four) GMS as follows:

- a. 1 (one) Annual GMS on June 23, 2015
- b. 3 (three) Extraordinary GMS held on March 30, 2015, September 29, 2015 and the latest held on December 28, 2015.

Tata Kelola Perusahaan

Good Corporate Governance

Informasi tentang keputusan RUPS dalam 1 (satu) tahun selama tahun 2015 meliputi:

a. Keputusan RUPS yang direalisasikan

1. RUPS Tahunan (RUPST)

- Seluruh hasil keputusan dalam RUPS Tahunan selama tahun 2015 umumnya sudah terealisasi, kecuali untuk beberapa **keputusan RUPS yang belum/tidak terealisasi** yang akan dijelaskan di bawah ini.

2. RUPS Luar Biasa (RUPSLB)

- Seluruh hasil keputusan dalam RUPS Luar Biasa selama tahun 2015 umumnya sudah terealisasi, kecuali untuk **keputusan RUPS yang belum/tidak terealisasi** yang akan dijelaskan di bawah ini.

b. Keputusan RUPS yang belum/tidak terealisasi

1. RUPS Tahunan (RUPST)

- Pelaksanaan program kepemilikan saham oleh Direksi dan Komisaris (*Management Stock Option Program/MSOP*).
- Pemberian kuasa dan wewenang kepada anggota Dewan Komisaris Perseroan terkait pelaksanaan kepemilikan saham oleh Direksi dan Komisaris (*Management Stock Option Program/MSOP*).

Program ini sampai dengan saat ini tidak pernah dijalankan karena kondisi saham Perseroan masih kondisi *di-suspend*.

2. RUPS Luar Biasa (RUPSLB)

- Hasil keputusan dalam RUPS Luar Biasa pada tanggal 30 Maret 2015 untuk menyetujui pengangkatan Sdr. Koh Yong Guan dan Sdri. Adriana Mulianto masing-masing sebagai anggota Komisaris Independen yang tidak terealisasi hingga dilakukan lagi pengangkatan Komisaris Independen yang baru dalam RUPS Tahunan pada tanggal 23 Juni 2015 sekaligus menyetujui pengunduran diri Sdri. Adriana Mulianto sebagai anggota Komisaris Independen. Sedangkan Sdr. Koh Yong Guan dalam hasil keputusan RUPS Tahunan pada tanggal 30 Juni 2016 belum efektif sebagai anggota Dewan Komisaris karena belum mengikuti uji kemampuan dan kepatutan oleh OJK.

Kemudian selama tahun 2016, PT Bank JTrust Indonesia Tbk telah menyelenggarakan 2 (dua) kali RUPS yaitu:

- a. 1 (satu) kali RUPS Tahunan pada tanggal 30 Juni 2016
- b. 1 (satu) kali RUPS Luar Biasa (RUPSLB) pada tanggal 23 Desember 2016

Information related to the GMS decision within 1 (one) year for 2015 include:

a. AGM decisions that were realized

1. The Annual General Meeting (AGM)

- All decisions in the Annual General Meeting for 2015 are generally fulfilled, except for several AGM decisions that have not been realized, which will be explained below.

2. The Extraordinary General Meeting (EGM)

- All decisions in the Extraordinary General Meeting for the year 2015 are generally fulfilled, except for several EGM decision that has not been realized, which will be explained below.

b. The GMS decisions that have not been realized

1. The Annual General Meeting (AGM)

- Implementation of share ownership program by Directors and Commissioners (Management Stock Option Program/MSOP).
- Provision of power and authority to the Board of Commissioners on the implementation of share ownership by Directors and Commissioner (Management Stock Option Program/MSOP).

To date, the program has never been executed because the conditions of the company's share that is still suspended.

2. The Extraordinary General Meeting (EGM)

- The result of the decision in the Extraordinary General Meeting on March 30, 2015 to approve the appointment of Mr. Koh Yong Guan and Ms. Adriana Mulianto respectively as Independent Commissioner have not been realized until the appointment of the new Independent Commissioner, which conducted in the Annual General Meeting on June 23, 2015, and at the same time approved the resignation of Ms. Adriana Mulianto as Independent Commissioner. Meanwhile, Mr. Koh Yong Guan in the decision of the Annual General Meeting on June 30, 2016, have not been effective as a member of the Board of Commissioners because he has not completed the fit and proper test by the FSA.

During 2016, PT Bank JTrust Indonesia Tbk has held 2 (two) GMS, namely:

- a. 1 (one) Annual General Meeting on June 30, 2016
- b. 1 (one) Extraordinary General Meeting (EGM) on December 23, 2016

(1) RUPS Tahunan (RUPST)

Pada tanggal 30 Juni 2016 telah diadakan RUPS Tahunan, yang telah menghasilkan beberapa keputusan penting, diantaranya adalah:

Agenda Pertama:

1. Menyetujui dan menerima baik Laporan Tahunan Perseroan Tahun Buku 2015, termasuk laporan Tugas Pengawasan Dewan Komisaris Perseroan, dan mengesahkan Laporan Keuangan Perseroan Tahun Buku 2015 yang telah diaudit oleh Kantor Akuntan Publik Tjahjadi & Tamara (*a member firm of Morison International*) dengan pendapat "Tanpa Modifikasi" (dahulu "Wajar Tanpa Pengecualian") sebagaimana dinyatakan dalam laporannya tertanggal 18 Maret 2016.
2. Dengan disetujuinya Laporan Tahunan Perseroan Tahun Buku 2015 tersebut, maka memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya ("vollediq acquit et decharge") kepada para anggota Direksi Perseroan (termasuk anggota Direksi yang telah mengundurkan diri dalam Tahun Buku 2015) atas tindakan kepengurusan yang telah mereka jalankan selama Tahun Buku 2015, serta Dewan Komisaris (termasuk anggota Dewan Komisaris yang telah mengundurkan diri dalam Tahun Buku 2015) atas tindakan pengawasan yang telah mereka jalankan selama Tahun Buku 2015 sejauh tindakan tersebut tercermin dalam Laporan Tahunan dan Laporan Keuangan Perseroan tahun buku yang berakhir pada tanggal 31 Desember 2015.

Agenda Kedua:

Melimpahkan kewenangan RUPS sebagaimana diatur dalam Pasal 19 ayat (2) butir (d) Anggaran Dasar Perseroan yang menyatakan bahwa "Dalam RUPS dilakukan penunjukan Akuntan Publik yang terdaftar atau pemberian kuasa untuk melakukan penunjukan Akuntan Publik yang terdaftar" kepada Dewan Komisaris untuk menetapkan KAP yang mengaudit laporan keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2016, 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 2016.

(1) Annual GMS (AGMS)

On June 30, 2016 the Annual General Meeting was held, which produced several important decisions, including:

First Agenda

1. To approve and receive the Company's Annual Report for fiscal year of 2015, including the Supervisory Report of the Board of Commissioners of the Company, and to ratify the Company's Financial Statements for fiscal year of 2015, which had been audited by the Public Accounting Firm Tjahjadi & Tamara (a member firm of Morison International) with an "Unqualified Opinion" as stated in their report dated March 18, 2016.
2. By the approval of the Company's Annual Report for fiscal year 2014, a full release and discharge ("vollediq acquit et decharge") was granted to members of the Board of Directors of the Company (including members of the Board of Directors who resigned in fiscal year 2015) on the management actions performed in fiscal year of 2015, and the Board of Commissioners (including members of the Board of Commissioners who resigned in fiscal year 2015) on the supervisory actions performed in fiscal year of 2015, so long as said actions are reflected in the Annual Report and the Financial Statements of the Company for the fiscal year ended on December 31, 2015.

Second Agenda:

To delegate authority of the GMS as set out in Article 19 paragraph (2) item (d) of the Articles of Association of the Company which states that "The GMS appoint a registered Public Accountant or grant proxy to appoint the registered Public Accountant" to the Board of Commissioners to determine the public accounting firm which will audit the financial statements of the Company for the fiscal year ending on December 31, 2016, including determine the fee and other requirements for the public accounting firm, including appointing a substitute public accounting firm, in the event the previously appointed public accounting firm for whatever reason is not able to complete the audit of the financial statements of the Company for 2016.

Tata Kelola Perusahaan

Good Corporate Governance

Agenda Ketiga:

1. Menyetujui dan menerima pengunduran diri Sdr. Eihiro Tamura selaku Direktur Perseroan terhitung sejak ditutupnya Rapat ini, dengan mengucapkan terima kasih atas jasa-jasa yang telah diberikan.
2. Menyetujui dan menerima pengunduran diri Sdr. Sigid Moerkardjono selaku anggota Dewan Komisaris Perseroan terhitung sejak ditutupnya Rapat ini, dengan mengucapkan terima kasih atas jasa-jasa yang telah diberikan.
3. Menyetujui pengangkatan Sdr. Helmi Arief Hidayat dan Sdr. Yosuke Tanaka, masing-masing selaku anggota Direksi, dan Sdr. Shigeyoshi Asano, Sdr. Mahdi Mahmudy, dan Sdr. Kwik Ing Hie masing-masing selaku anggota Dewan Komisaris Perseroan, dengan masa jabatan yang akan berakhir sampai dengan saat ditutupnya RUPS Tahunan ke-3 (tiga) setelah Rapat ini terhitung sejak tanggal pengangkatan yang bersangkutan dengan tidak mengurangi hak RUPS untuk menghentikan anggota Direksi dan anggota Dewan Komisaris tersebut sewaktu-waktu sebelum masa jabatannya berakhir.

Pengangkatan tersebut akan berlaku efektif sejak dinyatakan lulus uji kemampuan dan kepatutan oleh Otoritas Jasa Keuangan (OJK) dan memenuhi peraturan perundang-undangan yang berlaku, dengan ketentuan apabila persyaratan yang ditetapkan oleh OJK sehubungan dengan pengangkatan tersebut tidak terpenuhi atau OJK tidak memberikan persetujuannya, maka pengangkatan tersebut menjadi batal tanpa diperlukan persetujuan RUPS.

4. Sdr. Koh Yong Guan sampai dengan ditutupnya Rapat ini belum efektif sebagai anggota Dewan Komisaris Perseroan karena belum mengikuti uji kemampuan dan kepatutan oleh OJK, sehingga Susunan Pengurus Perseroan selengkapnya sebagai berikut:

DIREKSI

- Direktur Utama: Ahmad Fajar
- Direktur: Felix Istyono Hartadi Tiono
- Direktur: Ritsuo Ando
- Direktur: Helmi Arief Hidayat *
- Direktur: Yosuke Tanaka *

DEWAN KOMISARIS

- Komisaris Utama: Nobiru Adachi
- Komisaris: Shigeyoshi Asano *
- Komisaris (Independen): Benny Luhur

Third Agenda:

1. Approved and accepted the resignation of Mr. Eihiro Tamura as Director of the Company as of the end of the Meeting, and expressed gratitude for services.
2. Approved and accepted the resignation of Mr. Sigid Moerkardjono as a member of the Board of Commissioners as of the end of the Meeting, and expressed gratitude for services.
3. Approved the appointment of Mr. Helmi Arief Hidayat and Mr. Yosuke Tanaka, each as a member of the Board of Directors, and Mr. Shigeyoshi Asano, Mr. Mahdi Mahmudy, and Mr. Kwik Ing Hie each as members of the Board of Commissioners, with a term of office that will end with the closing of the third Annual General Meeting after the Meeting as of the date of appointment, without prejudice to the right of the GMS to terminate members of the Board of Directors and members the Board of Commissioners at any time before his or her term ends.

The appointment will be effective after he or she passed the fit and proper test by the Financial Services Authority (FSA) and meet the legislation in force, provided that if the requirements set by the FSA in relation to the appointment is not met or the FSA does not give its approval, then the appointment becomes void without the required approval of the GMS.

4. Mr. Koh Yong Guan until the end of the meeting has not been effective as a member of the Board of Commissioners because he has not completed the fit and proper test by the FSA, thus the composition of the Board of the Company as follows:

DIRECTORS

- President Director: Ahmad Fajar
- Director: Felix Istyono Hartadi Tiono
- Director: Ritsuo Ando
- Director: Helmi Arief Hidayat *
- Director: Yosuke Tanaka *

BOARD OF COMMISSIONERS

- President Commissioner: Nobiru Adachi
- Commissioner: Shigeyoshi Asano *
- Commissioner (Independent): Benny Luhur

- Komisaris (Independen): Mahdi Mahmudy *
- Komisaris (Independen): Kwik Ing Hie *

Agenda Keempat:

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 2016 berdasarkan rekomendasi Komite Remunerasi dan Nominasi (KRN).

- Commissioner (Independent): Mahdi Mahmudy *
- Commissioner (Independent): Kwik Ing Hie

Fourth Agenda:

To approve the authorization to the Board of Commissioners of the Company to determine the amount of salary of members of the Board of Directors, remuneration of members of the Board of Commissioners, tantiem and the determination of other benefits for all members of the Board of Directors and members of the Board of Commissioners of the Company for the fiscal year of 2016 based on the recommendations of the Remuneration and Nomination Committee (KRN).

Agenda Kelima:

1. Menyetujui peningkatan Modal Dasar Perseroan dari Rp15 triliun menjadi Rp15.08 triliun.
2. Menyetujui penerbitan saham dengan klasifikasi baru sebanyak 100 triliun lembar saham seri C dengan nilai nominal Rp0,0008 per saham.
3. Menyetujui penambahan modal Perseroan Tanpa HMETD sebesar sampai dengan Rp22.315.480.873.
4. Menyetujui pelepasan saham seri C sebanyak 27.894.351.091.250 lembar saham kepada pemegang saham baru PT Group Lease Finance Indonesia, yang akan diambil dari saham dalam portefel Perseroan.
5. Menyetujui perubahan Pasal 4 Anggaran Dasar Perseroan terkait peningkatan Modal Dasar dan Penambahan Modal Perseroan Tanpa HMETD.
6. Mendelegasikan kewenangan kepada Dewan Komisaris untuk menyatakan hasil peningkatan modal tersebut setelah selesainya pelaksanaan Penambahan Modal Tanpa HMETD serta memberi kuasa kepada Direksi Perseroan untuk menyatakan kedalam akta notaris tersendiri mengenai pelaksanaan Peningkatan Modal Tanpa HMETD tersebut dan melaporkan kepada Kementerian Hukum dan HAM Republik Indonesia untuk mendapatkan persetujuan.

Fifth Agenda:

1. Approved an increase in Authorized Capital of the Company from Rp15 trillion to Rp15.08 trillion.
2. Approved the issuance of shares with new classification by as much as 100 trillion shares of series C with a nominal value of Rp0.0008 per share
3. Approved the capital increase of the Company without pre-emptive rights for up to Rp22,315,480,873,
4. Approved the release of as much as 27,894,351,091,250 shares of series C to a new shareholder, PT Group Lease Finance Indonesia, which will be taken from the stocks in the portfolio of the Company.
5. Approved the amendment of Article 4 of the Articles of Association of the Company related to the increase in the Authorized Capital and Capital Increase Without Rights.
6. Delegated authority to the Board of Commissioners to declare the result of the capital increase after the completion of the implementation of the Capital Increase Without Rights and authorizes the Board of Directors to declare a notary deed on the implementation of the Capital Increase Without Rights and report to the Ministry of Justice and Human Rights of the Republic of Indonesia to obtain approval.

* Pengangkatan tersebut akan berlaku efektif sejak dinyatakan lulus uji kemampuan dan kepatutan oleh Otoritas Jasa Keuangan (OJK) dan memenuhi peraturan perundang-undangan yang berlaku, dengan ketentuan apabila persyaratan yang ditetapkan oleh OJK sehubungan dengan pengangkatan tersebut tidak terpenuhi atau OJK tidak memberikan persetujuan, maka pengangkatan tersebut menjadi batal tanpa persetujuan RUPS

* 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, provided that if the requirements set by the FSA in relation to the appointment is not met or the FSA does not give approval, the appointment of the GMS will be cancelled without consent.

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(2) RUPS Luar Biasa (RUPSLB)

Pada tanggal 23 Desember 2016 telah diadakan RUPS Luar Biasa, yang menghasilkan beberapa keputusan penting sebagai berikut:

Agenda Pertama:

1. Memberhentikan dengan hormat **Tuan Ahmad Fajar** dari jabatannya sebagai Direktur Utama Perseroan sejak ditutupnya Rapat disertai ucapan terima kasih atas jasa yang telah diberikan selama menjabat.
2. Mengangkat anggota Dewan Komisaris Perseroan dan anggota Direksi Perseroan sebagai berikut:

Dewan Komisaris Perseroan

- Komisaris: Ahmad Fajar

Direksi Perseroan

- Direktur Utama: Ritsuo Ando
- Direktur: Budi Tjahja Halim
- Direktur: Haryanto Budi Purnomo
- Direktur: Rio Lanasier

Pengangkatan anggota Dewan Komisaris Perseroan dan anggota Direksi Perseroan tersebut untuk masa jabatan terhitung sejak tanggal pengangkatan yang bersangkutan dan akan berakhir sampai dengan saat ditutupnya RUPS Tahunan ke-3 (tiga), dengan tidak mengurangi hak RUPS untuk menghentikan anggota Direksi dan Dewan Komisaris tersebut sewaktu-waktu sebelum masa jabatannya berakhir.

Pengangkatan anggota Dewan Komisaris Perseroan dan anggota Direksi Perseroan berlaku efektif sejak dinyatakan lulus uji kemampuan dan kepatutan oleh Otoritas Jasa Keuangan (OJK) dan memenuhi peraturan perundang-undangan yang berlaku, dengan ketentuan apabila persyaratan yang ditetapkan oleh OJK sehubungan dengan pengangkatan tersebut tidak terpenuhi atau OJK tidak memberikan persetujuan, maka pengangkatan tersebut menjadi batal tanpa persetujuan RUPS;

3. Dengan demikian, susunan anggota Dewan Komisaris Perseroan dan anggota Direksi Perseroan terhitung sejak ditutupnya Rapat menjadi sebagai berikut:

(2) Extraordinary General Meeting (EGM)

On December 23, 2016 Extraordinary General Meeting was held, which produced several important decisions as follows:

First Agenda:

1. Dismissed with honor Mr. Ahmad Fajar from his position as President Director of the Company as of the end of the Meeting, and expressed gratitude for services during his tenure.
2. Appointed members of the Board of Commissioners and the Board of Directors as follows:

Board of Commissioners

- Commissioner: Ahmad Fajar

Board of Directors

- President Director: Ritsuo Ando
- Director: Budi Tjahja Halim
- Director: Haryanto Budi Purnomo
- Director: Rio Lanasier

Appointment of members of the Board of Commissioners and members of the Board of Directors for the term commencing from the date of appointment and will end at the closing of the third Annual General Meeting from the appointment date, without prejudice to the right of the GMS to terminate members of the Board of Directors and the Board of Commissioners at any time before his or her term ends.

Appointment of members of the Board of Commissioners and the Board of Directors effective after he or she passed the fit and proper test by the Financial Services Authority (FSA) and meet the requirement of applicable legislation, provided that if the requirements set by the FSA in connection with such appointment is not met or the FSA did not give consent, then such appointment will be cancelled without the approval of the GMS;

3. Therefore, the composition of the Board of Commissioners and the Board of Directors from the end of the Meeting is as follows:

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

DIREKSI

- Direktur Utama: Ritsuo Ando *
 - Direktur: Felix Istiyono Hartadi Tiono
 - Direktur: Yosuke Tanaka
 - Direktur: Helmi Arief Hidayat
 - Direktur: Budi Tjahja Halim *
 - Direktur: Haryanto Budi Purnomo *
 - Direktur: Rio Lanasier *
4. Memberi 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.

Agenda Kedua:

1. Memberi kuasa kepada Direksi Perseroan untuk menyatakan susunan komposisi Pemegang Saham Perseroan setelah dilaksanakannya proses pengalihan saham oleh para Pemegang Saham dalam akta notaris tersendiri dan menyampaikan perubahan data Perseroan kepada Kementerian Hukum dan HAM Republik Indonesia.
2. Mendelegasikan wewenang kepada Dewan Komisaris Perseroan untuk menyatakan susunan komposisi Pemegang Saham Perseroan setelah dilaksanakannya proses pengalihan saham oleh para Pemegang Saham.

Perubahan terhadap susunan pengurus terbaru PT Bank JTrust Indonesia Tbk untuk anggota Dewan Komisaris dan anggota Direksi dari keputusan hasil RUPS Luar Biasa pada tanggal 23 Desember 2016, maka jumlah dan komposisi anggota Dewan Komisaris dibandingkan dengan anggota Direksi telah memenuhi ketentuan yang berlaku.

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

BOARD OF COMMISSIONERS

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

BOARD OF DIRECTORS

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

4. Granted power and authority to the Board of Directors to announce the adjustment in the Company's board in the Notarial Deed and convey the data adjustment notifications of the Company to the Ministry of Justice and Human Rights of the Republic of Indonesia.

Second Agenda:

1. Authorized the Board of Directors to announce the composition of the Shareholders of the Company after the implementation process of the transfer of shares by the Shareholders in a separate notarial deed and submit the data adjustment the Company to the Ministry of Justice and Human Rights of the Republic of Indonesia.
2. Delegated the authority to the Board of Commissioners to declare the composition of the Shareholders of the Company after the implementation process of the transfer of shares by shareholders.

The latest changes to the organization structure of PT Bank JTrust Indonesia Tbk for the members of the Board of Commissioners and members of the Board of Directors from the results of the Extraordinary General Meeting's decision on December 23, 2016, thus, the number and composition of the Board of Commissioners as compared to members of the Board of Directors is in compliance with the applicable regulations.

* 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.

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 selama tahun 2016 umumnya sudah terealisasi.

2. RUPS Luar Biasa (RUPSLB)

- Seluruh hasil keputusan dalam RUPS Luar Biasa selama tahun 2016 umumnya sudah terealisasi, kecuali terkait dengan proses keputusan Fit & Proper Test atas pengangkatan anggota Dewan Komisaris dan anggota Direksi yang diputuskan dalam RUPSLB tanggal 23 Desember 2016 sampai dengan posisi akhir tahun 2016.

b. Keputusan RUPS yang belum/tidak terealisasi

1. RUPS Tahunan (RUPST)

- Selama tahun 2016 tidak ada keputusan yang belum/tidak terealisasi.

2. RUPS Luar Biasa (RUPSLB)

- Selama tahun 2016 tidak ada keputusan yang belum/tidak terealisasi.

2.2. 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 5 Januari 2017 tentang Struktur Organisasi PT Bank JTrust Indonesia Tbk., adalah sebagai berikut:

Information on the GMS decisions within 1 (one) year for 2016 include:

a. GMS decisions that were realized

1. The Annual General Meeting (AGM)

- All decisions in the Annual General Meeting for the year 2016 are generally been fulfilled.

2. The Extraordinary General Meeting (EGM)

- All decisions in the Extraordinary General Meeting for the year 2016 are generally fulfilled, unless related to the decision process of Fit & Proper Test on the appointment of members of the Board of Commissioners and the members of the Board of Directors, which decided at the EGM dated December 23, 2016 until the end of 2016 positions.

b. GMS decisions that have not been realized

1. The Annual General Meeting (AGM)

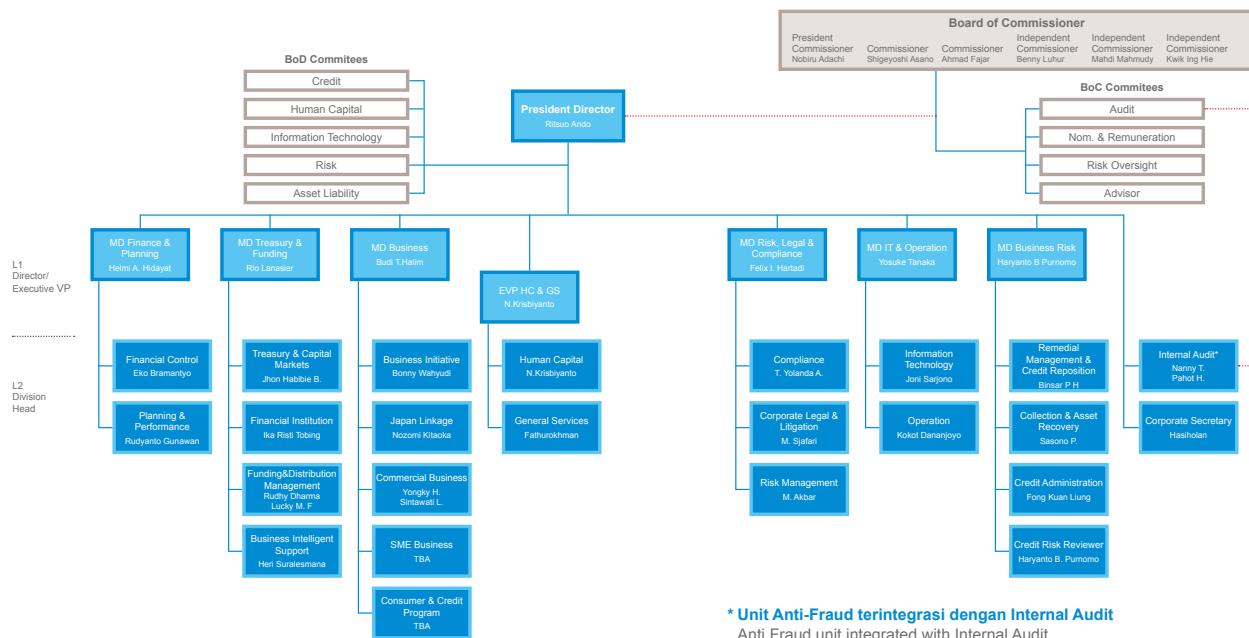
- During 2016, there are no decision that has yet been realized.

2. The Extraordinary General Meeting (EGM)

- During 2016, there are no decision that has yet been realized.

2.2. 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, therefore the latest Organizational Structure of PT Bank JTrust Indonesia Tbk of 2015 shall be valid subject to 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 as follows:



* Unit Anti-Fraud terintegrasi dengan Internal Audit
Anti Fraud unit integrated with Internal Audit

Susunan anggota Dewan Komisaris dan Direksi PT Bank JTrust Indonesia Tbk per 31 Desember 2016 berdasarkan hasil keputusan RUPSLB tanggal 23 Desember 2016 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	:	Budi Tjahja Halim *
Direktur	:	Haryanto Budi Purnomo *
Direktur	:	Rio Lanasier *

The composition of members of the Board of Commissioners and Board of Directors of PT Bank JTrust Indonesia Tbk as of December 31, 2016 based on the decision of EGM on December 23, 2016 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	:	Budi Tjahja Halim *
Director	:	Haryanto Budi Purnomo *
Director	:	Rio Lanasier

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

* 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.

2.3. Dewan Komisaris

Dewan Komisaris PT Bank JTrust Indonesia Tbk memiliki peran dan tugas sangat penting dalam pelaksanaan *Good Corporate Governance* (GCG), 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 (OJK), 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 *Good Corporate Governance* 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:
 - 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.

2.3. Board of Commissioners

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 (POJK), Indonesian Stock Exchange regulations (BEI) 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. 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. 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 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.
8. Decision-making by the Board of Commissioners as abovementioned 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 regulation in the field of finance and banking; and
 - b. Circumstances or estimates 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 Board of Directors based on the resolutions adopted in the Board of Commissioners Meeting.
13. The Board of Commissioners must 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 towards every member of the Board of Commissioners 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. Piagam Dewan Komisaris (BOC Charter)

Tugas dan tanggung jawab Dewan Komisaris, telah dituangkan dalam "Pelaksanaan Tugas Dewan Komisaris dan Direksi" serta ketentuan-ketentuan lainnya yang menjelaskan penerapan tugas dan tanggung jawabnya.

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

Duties and responsibilities of the Board of Commissioners have been transferred into "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.

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Good Corporate Governance

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 2016, jumlah dan komposisi Dewan Komisaris PT Bank JTrust Indonesia Tbk telah mengalami perubahan sebagai berikut:

- a. Jumlah dan komposisi Dewan Komisaris per 01 Januari 2016 s/d 29 Juni 2016 telah sesuai kriteria POJK di atas, sebagai berikut:
- Anggota Dewan Komisaris sebanyak 4 (empat) orang, termasuk 3 (tiga) orang Komisaris Independen, dan 1 (satu) orang Komisaris Utama.
 - Anggota Dewan Komisaris yang berkewarganegaraan dan berdomisili di Indonesia sebanyak 2 (dua) orang, dan 2 (dua) orang berkewarganegaraan dan berdomisili di Jepang dan Singapura.
 - Jumlah Komisaris Independen lebih dari 50% atau sebanyak 75% dari jumlah anggota Dewan Komisaris.

Jumlah dan susunan anggota Dewan Komisaris tersebut adalah:

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:

- The number of 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.
- At least 50% (fifty percent) of the total number of Board of Commissioners is Independent Commissioners.

In 2016, the number and composition of the Board of Commissioners of PT Bank JTrust Indonesia Tbk is amended as follows:

- a. The number and composition of the Board of Commissioners as per January 1, 2016 has met the criteria of FSA Regulations, which is currently as follows:
- Total members of the Board of Commissioners are 4 (four) persons, which include 3 (three) Independent Commissioners and 1 (one) President Commissioner
 - Members of the Board of Commissioners with Indonesian citizenship and domiciled in Indonesia are as many as 2 (two) persons, and 2 (two) persons are Japanese citizen and domiciled in Japan.
 - The number of Independent Commissioners is more than 50% or as much as 75% from the number of the Board of Commissioners members.

The number and composition of the Board of Commissioners are:

No	Nama Name	Jabatan Position	Warganegara/ Domicili Citizenship/Domicile	Tanggal Pengangkatan & Persetujuan Date of Appointment & Approval	
				RUPS AGMS	BI/OJK BI/FSA
1.	Nobiru Adachi	Komisaris Utama President Commissioner	Jepang Japan	- RUPSLB tanggal 20 November 2014 EGMS on November 20, 2014 - RUPSLB tanggal 30 Desember 2014 EGMS on December 30, 2014	14 April 2015 April 14, 2015
2.	Sigid Moerkardjono	Wakil Komisaris Utama/ Independen Vice President Commissioner/ Independent	Indonesia	- RUPST tanggal 21 Juni 2012 AGMS on June 21, 2012 - RUPSLB tanggal 30 Desember 2014 EGMS on December 30, 2014	8 September 2011/9 Oktober 2012 September 8, 2011/ October 9, 2012
3.	Benny Luhur	Komisaris Independen Independent Comissioner	Indonesia	- RUPST tanggal 23 Juni 2015 AGMS on June 23, 2015	24 Agustus 2015 August 24, 2015
4.	Koh Yong Guan	Komisaris Independen Independent Comissioner	Singapura Singapore	- RUPSLB tanggal 30 Maret 2015 EGMS on Maret 30, 20145	*)

*) Tidak mengikuti pelaksanaan proses *Fit and Proper Test* di OJK.
Did not proceed with Fit and Proper Test from FSA.

- b. Jumlah dan komposisi Dewan Komisaris per 30 Juni 2016 s/d 22 Desember 2016 telah sesuai kriteria POJK di atas, sebagai berikut:
- Anggota Dewan Komisaris sebanyak 5 (lima) orang, termasuk 3 (tiga) orang Komisaris Independen, 1 (satu) orang Komisaris, dan 1 (satu) orang Komisaris Utama.
 - Anggota Dewan Komisaris yang berkewarganegaraan dan berdomisili di Indonesia sebanyak 3 (tiga) orang, dan 2 (dua) orang berkewarganegaraan dan berdomisili di Jepang.
 - Jumlah Komisaris Independen lebih dari 50% atau sebanyak 60% dari jumlah anggota Dewan Komisaris.

Jumlah dan susunan anggota Dewan Komisaris tersebut adalah:

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

- c. Jumlah dan komposisi Dewan Komisaris per 23 Desember 2016 s/d 31 Desember 2016 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, dan 2 (dua) orang berkewarganegaraan dan berdomisili di Jepang.
 - Jumlah Komisaris Independen sebanyak 50% dari jumlah anggota Dewan Komisaris.

- b. The number and composition of the Board of Commissioners per June 30, 2016 until December 22, 2015 is subject to criteria of FSA Regulations above, as follows:
- Members of the Board of Commissioners are 5 (five) persons, including 3 (three) Independent Commissioners and 1 (one) President Commissioner
 - Members of the Board of Commissioners who are Indonesian citizen and domiciled in Indonesia are as many as 3 (three) persons, and 2 (two) are Japanese citizen and domiciled in Japan.
 - The number of Independent Commissioners is more than 50% or as much as 60% from the number of the Board of Commissioners members.

The number and composition of the Board of Commissioners are:

- c. The number and composition of the Board of Commissioners per December 23, 2016 until December 31, 2016 is subject to criteria of FSA Regulations above, as follows:
- Members of the Board of Commissioners are 6 (six) persons, including 3 (three) Independent Commissioners and 2 (two) Commissioners, as well as 1 (one) President Commissioner
 - Members of the Board of Commissioners who are Indonesian citizen and domiciled in Indonesia are as many as 4 (four) persons, and 2 (two) are Japanese citizen and domiciled in Japan.
 - The number of Independent Commissioners is 50% from the number of the Board of Commissioners members.

Tata Kelola Perusahaan

Good Corporate Governance

Jumlah dan susunan anggota Dewan Komisaris tersebut adalah:

The number and composition of the Board of Commissioners are:

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

*) Sedang dalam Proses Fit & Proper Test di Otoritas Jasa Keuangan (OJK).
on process for Fit and Proper Test from FSA.

Seluruh pengangkatan dan/atau pergantian anggota Dewan Komisaris 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). Untuk pengangkatan anggota Dewan Komisaris, mekanisme adalah melalui RUPS, dengan memperhatikan rekomendasi dari Komite Nominasi dan Remunerasi.

Every dismissal and/or replacement of members of the Board of Commissioners must be approved by shareholders through the General Meeting of Shareholders (GMS) in accordance with the main criteria by considering the integrity, competence, professionalism and an adequate financial reputation in compliance with the fit and proper test assessment requirements as set forth by the Financial Services Authority (FSA). For the appointment of members of the Board of Commissioners, the mechanism is through GMS, by taking into account the recommendations of the Nomination and Remuneration Committee.

Pada periode tahun 2016, rangkap jabatan anggota Dewan Komisaris sebagai berikut:

In 2016, the concurrent positions of members of the Board of Commissioners are as follows:

No	Nama Name	Jabatan Position	Jabatan Lain Other Position
1.	Nobiru Adachi	Komisaris Utama President Commissioner	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 Officers 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 Commissoner	Komisaris Utama Produsen & exportir karet Serpih SIR 20 President Commissioner of Manufacturer & Exporter Shale Rubber SIR 20
5.	Mahdi Mahmudy	Komisaris Independen Independent Commissoner	Tidak ada None
6.	Kwik Ing Hie	Komisaris Independen Independent Commissoner	Tidak ada None

Adapun ringkasan profil anggota Dewan Komisaris dapat dilihat pada bagian *Corporate Profile* di buku Laporan Tahunan ini.

The profile summary of the Board of Commissioners members can be seen on the Corporate Profile section in this Annual Report.

4. Kriteria Dewan Komisaris

Seluruh pengangkatan dan/atau pergantian anggota Dewan Komisaris harus disetujui oleh pemegang saham melalui RUPS (Rapat Umum Pemegang Saham) 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.

4. Criteria of the Board of Commissioners

Appointment and/or replacement of members of the Board of Commissioners must be approved by shareholders through GMS (General Meeting of Shareholders) with the main criteria, which consider the integrity, competence, professionalism and adequate financial reputation in compliance with the requirements of fit and proper test assessment as set forth by the Financial Services Authority.

5. Status Independensi Dewan Komisaris

- Untuk menghindari benturan kepentingan, anggota Dewan Komisaris tidak saling memiliki hubungan keuangan dan hubungan keluarga dengan anggota Dewan Komisaris lainnya dan/atau anggota Direksi.
- Seluruh Komisaris Independen tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan hubungan keluarga sampai dengan derajat kedua dengan anggota Dewan Komisaris lainnya, Direksi dan/atau Pemegang Saham Pengendali Bank yang dapat mempengaruhi kemampuannya untuk bertindak secara independen.

5. Independent Status of the Board of Commissioners

- To avoid any conflict of interest, members of the Board of Commissioners do not mutually have financial and family relationships with other members of the Board of Commissioners and/or members of the Board of Directors.
- All Independent Commissioner does not have financial, management, shareholding and family relationship to the second degree with other members of the Board of Commissioners, Board of Directors and/or controlling shareholders of the Bank, which could affect its ability to act independently.

Tata Kelola Perusahaan

Good Corporate Governance

Pernyataan Independensi Komisaris Independen

Sebagai bagian dalam melakukan proses ujian kemampuan dan kepatutan di OJK, anggota Komisaris Independen dengan mengetahui Direktur Utama telah membuat dan menandatangani Surat Pernyataan Independensi serta telah disampaikan kepada OJK dengan redaksional, sebagaimana di bawah ini:

 **J TRUST BANK**

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.

6. Transparansi dan Hubungan Keuangan, Kepengurusan dan Keluarga Dewan Komisaris

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

- Anggota Dewan Komisaris tidak memiliki saham yang mencapai $\geq 5\%$ (lima perseratus) dari modal disetor pada JTrust Bank maupun pada Bank dan perusahaan lain (di dalam dan di luar negeri).
- Komisaris Independen tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, Direksi dan/atau Pemegang Saham Pengendali Bank yang dapat mempengaruhi kemampuannya untuk bertindak secara independen.

Statement of Independency of Independent Commissioner

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 OJK, with the following text content:

 **J TRUST BANK**

STATEMENT OF INDEPENDENCY

Yang bertanda tangan di bawah ini:

Name :
Date of birth :
Adresses :
Identity Number :
Name of Company :

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.

6. Transparency and Financial, Management and Family Relations of Board of Commissioners

Members of the Board of Commissioners of PT Bank JTrust Indonesia Tbk has issued and signed an affidavit 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).
- Independent Commissioner does not have financial, management, share ownership and/or family relationship with other members of the Board of Commissioners, Board of Directors and/or controlling shareholders of the Bank, which could affect its ability to act independently.

Transparansi Hubungan Keluarga

Transparency of Family Relationship

No	Nama Name	Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Lainnya Other Related 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 Keuangan

Transparency of Financial Relationship

No	Nama Name	Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Lainnya Other Related 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 Kepemilikan Saham

Transparency of Share Ownerships

No	Nama Name	Perusahaan Lainnya Other Company	Bank Lain Other Bank	Lembaga Keuangan Bukan Bank Non Bank Financial Institution	%
1.	Nobiru Adachi	Tidak ada None	Tidak ada None	Tidak ada None	-
2.	Shigeyoshi Asano	Tidak ada None	Tidak ada None	Tidak ada None	-
3.	Ahmad Fajar	Tidak ada None	Tidak ada None	Tidak ada None	-
4.	Benny Luhur	<ul style="list-style-type: none"> • PT Mega Indopacific Sejati • PT Suryayudha Investindo Cipta 	Tidak ada None	Tidak ada None	25,00
5.	Mahdi Mahmudy	Tidak ada None	Tidak ada None	Tidak ada None	-
6.	Kwik Ing Hie	Tidak ada None	Tidak ada None	Tidak ada None	-

7. Rapat Dewan Komisaris

Selama periode tahun 2016, Dewan Komisaris telah menyelenggarakan berbagai rapat berdasarkan jenisnya dengan perincian sebagai berikut:

- Rapat anggota Dewan Komisaris dengan anggota Direksi selama tahun 2016 sebanyak 14 (empat belas) kali, dimana diantaranya 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:

7. Board of Commissioners Meeting

In 2016, Board of Commissioners has held various meetings based on meeting type with the following details:

- Meetings of The Board of Commissioners with Board of Directors in 2016 were held 14 (fourteen) times, which include the number of meetings attended physically by all members of the Board of Commissioners who had passed the fit and proper test by the FSA based on ‘service period’ is as follows:

Tata Kelola Perusahaan

Good Corporate Governance

Rapat Dewan Komisaris dengan Direksi

Board of Commissioners - Board of Directors Meeting

Nama Name	Periode Menjabat (Setelah Lulus F & P) Serving Period (After passing the F & P)	Jumlah Kehadiran Attendance	% Kehadiran % Attendance
Nobiru Adachi (Komisaris Utama President Commissioner) ¹⁾	1 Januari s/d 31 Desember 2016 January 1 – December 31, 2016	13	92%
Shigeyoshi Asano (Komisaris Commissioner) ²⁾	27 Oktober s/d 31 Desember 2016 October 27 – December 31, 2016	1	7%
Ahmad Fajar (Komisaris Commissioner) ³⁾	-	0	0%
Benny Luhur (Komisaris Independen Independent Commissioner) ⁴⁾	1 Januari s/d 31 Desember 2016 Januari 1 – Desember 31, 2016	14	100%
Mahdi Mahmudy (Komisaris Independen Independent Commissioner) ⁵⁾	28 September s/d 31 Desember 2016 September 28 – December 31, 2016	1	7%
Kwik Ing Hie (Komisaris Independen Independent Commissioner) ⁶⁾	2 November s/d 31 Desember 2016 November 2 – December 31, 2016	1	7%

- 1) Efektif tanggal 14 April 2015 sejak lulus *fit and proper test* oleh OJK., satu kali kehadiran melalui *video conference*
Effective date on April 14, 2015 since passing the fit and proper test by the FSA. One attendance via video conference
- 2) Efektif tanggal 27 Oktober 2016 sejak lulus *fit and proper test* oleh OJK., satu kali sebagai pemantau rapat.
Effective date on October 27, 2016 since passing the fit and proper test by the FSA. One meeting as observers.
- 3) Masih dalam proses *fit and proper test* oleh OJK. Sebelumnya sebagai Direktur Utama perseroan.
Still in the fit and proper test process by the FSA. Previously as President Director of the company.
- 4) Efektif tanggal 24 Agustus 2015 sejak lulus *fit and proper test* oleh OJK
Effective date on August 24, 2015 since passing the fit and proper test by the FSA
- 5) Efektif tanggal 28 September 2016 sejak lulus *fit and proper test* oleh OJK., satu kali sebagai pemantau rapat.
Effective date on September 28, 2016 since passing the fit and proper test by the FSA. One meeting as observers.
- 6) Efektif tanggal 2 November 2016 sejak lulus *fit and proper test* oleh OJK
Effective date on November 2, 2016 since passing the fit and proper test by the FSA

Kehadiran Rapat untuk Masing-masing Anggota Dewan Komisaris

Meeting Attendance for Each Member of the Board of Commissioners

Nama Name	1	2	3	4	5	6	7	8
	Tanggal Date 11/1/16	Tanggal Date 04/2/16	Tanggal Date 25/2/16	Tanggal Date 04/3/16	Tanggal Date 31/3/16	Tanggal Date 04/4/16	Tanggal Date 29/4/16	Tanggal Date 2/5/16
Nobiru Adachi	√	√	√	√	√	√	√	√
Shigeyoshi Asano	-	-	-	-	-	-	-	-
Ahmad Fajar	-	-	-	-	-	-	-	-
Benny Luhur	√	√	√	√	√	√	√	√
Mahdi Mahmudy	-	-	-	-	-	-	-	-
Kwik Ing Hie	-	-	-	-	-	-	-	-

Nama Komisaris Commissioners Name	9	10	11	12	13	14	Σ Jumlah Kehadiran Attendance
	Tanggal Date 2/6/16	Tanggal Date 11/7/16	Tanggal Date 5/8/16	Tanggal Date 10/8/16	Tanggal Date 26/8/16	Tanggal Date 16/11/16	
Nobiru Adachi	√	√	√	√	x	√	13
Shigeyoshi Asano	-	-	-	-	-	√	1
Ahmad Fajar	-	-	-	-	-	-	0
Benny Luhur	√	√	√	√	√	√	14
Mahdi Mahmudy	-	√	-	-	-	√	1
Kwik Ing Hie	-	√	-	-	-	√	1

Keterangan | Note:

√: Hadir | Present

X: Absen | Absent

-: Belum efektif | Not effective in position

2. Rapat Khusus Dewan Komisaris selama tahun 2016 sebanyak 7 (tujuh) kali, dimana jumlah kehadiran rapat sebagian besar 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:
2. Special Meetings of the Board of Commissioners in 2016 were held 7 (seven) times, where the number of attendance of the meeting is mostly attended physically by all members of the Board of Commissioners who had passed the fit and proper test held by the FSA based on the ‘service period’ as follows:

Rapat Khusus Dewan Komisaris

Special Meeting of the Board of Commissioners

Nama Name	Periode Menjabat (Setelah Lulus F & P) Serving Period (After Passing F & P)	Jumlah Kehadiran Attendance	% Kehadiran % Attendance
Nobiru Adachi (Komisaris Utama President Commissioner) ¹⁾	1 Januari s/d 31 Desember 2016 January 1 – Desember 31, 2016	6	85%
Shigeyoshi Asano (Komisaris Commissioner) ²⁾	27 Oktober s/d 31 Desember 2016 October 27 – December 31, 2016	1	14%
Ahmad Fajar (Komisaris Commissioner) ³⁾	-	-	0%
Benny Luhur (Komisaris Independen Independent Commissioner) ⁴⁾	1 Januari s/d 31 Desember 2016 Januari 1 – Desember 31, 2016	7	100%
Mahdi Mahmudy (Komisaris Independen Independent Commissioner) ⁵⁾	28 September s/d 31 Desember 2016 September 28 – December 31, 2016	2	28%
Kwik Ing Hie (Komisaris Independen Independent Commissioner) ⁶⁾	2 November s/d 31 Desember 2016 November 2 – December 31, 2016	1	14%

1) Efektif tanggal 14 April 2015 sejak lulus *fit and proper test* oleh OJK., satu kali kehadiran melalui *video conference*
Effective date on April 14, 2015 since passing the fit and proper test by the FSA. One attendance via video conference

2) Efektif tanggal 27 Oktober 2016 sejak lulus *fit and proper test* oleh OJK., satu kali sebagai pemantau rapat.
Effective date October 27, 2016 since passing the fit and proper test by the FSA. One meeting as observers.

3) Masih dalam proses *fit and proper test* oleh OJK. Sebelumnya sebagai Direktur Utama perseroan.
Still in the fit and proper test process by the FSA. Previously as President Director of the company.

4) Efektif tanggal 24 Agustus 2015 sejak lulus *fit and proper test* oleh OJK.
Effective date on August 24, 2015 since passing the fit and proper test by the FSA

5) Efektif tanggal 28 September 2016 sejak lulus *fit and proper test* oleh OJK., satu kali sebagai pemantau rapat.

Effective date on September 28, 2016 since passing the fit and proper test by the FSA. One meeting as observers.

6) Efektif tanggal 2 November 2016 sejak lulus *fit and proper test* oleh OJK

Effective date on November 2, 2016 since passing the fit and proper test by the FSA

Kehadiran Rapat untuk Masing-masing Anggota Dewan Komisaris

Meeting Attendance for Each Member of the Board of Commissioners

Nama Name	1	2	3	4	5	6	7	Σ Jumlah Kehadiran Attendance
	Tanggal Date 12/1/16	Tanggal Date 25/2/16	Tanggal Date 31/3/16	Tanggal Date 29/4/16	Tanggal Date 2/6/16	Tanggal Date 16/11/16	Tanggal Date 30/11/16	
Nobiru Adachi	√	√	√	√	√	√	x	6
Shigeyoshi Asano	-	-	-	-	-	-	√	1
Ahmad Fajar	-	-	-	-	-	-	-	0
Benny Luhur	√	√	√	√	√	√	√	7
Mahdi Mahmudy	-	-	-	-	-	√	√	2
Kwik Ing Hie	-	-	-	-	-	√	x	1

Keterangan | Note:

√ : Hadir | Present

X : Absen | Absent

- : Belum efektif | Not effective in position

Pengambilan keputusan rapat Dewan Komisaris telah dilakukan berdasarkan musyawarah mufakat, dan/atau suara terbanyak dalam hal tidak terjadi musyawarah mufakat. Hasil rapat Dewan Komisaris telah dituangkan dalam risalah rapat/notulen dan didokumentasikan dengan baik, termasuk pencantuman *dissenting opinions* (apabila ada).

Dengan demikian penyelenggaraan Rapat Dewan Komisaris PT Bank JTrust Indonesia Tbk pada tahun 2016 telah memenuhi ketentuan yang berlaku.

Adoption of resolutions of Board of Commissioners meetings was carried out by deliberation to achieve consensus, and/or a majority vote if consensus cannot be achieved. Results of Board of Commissioners meetings are reduced to minutes of meetings/minutes and are well documented, including the inclusion of dissenting opinions (if any).

As such the holding of meetings of the Board of Commissioners of PT Bank JTrust Indonesia Tbk in 2016 were carried out in compliance with the prevailing regulations.

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8. Penilaian (Assessment) Kinerja Dewan Komisaris

Pihak yang melakukan penilaian (assessment) terhadap kinerja Dewan Komisaris adalah pemegang saham (shareholder):

- Proses Assessment Kinerja

Tahapan proses untuk menilai kinerja Dewan Komisaris dilakukan langsung oleh pemegang saham (shareholder) mayoritas, yaitu J Trust Co., Ltd.

- Kriteria (Indikator) Kinerja

Indikator yang digunakan untuk menilai kinerja Dewan Komisaris adalah *Key Performance Indicator* (KPI) yang disusun dan dinilai langsung oleh pemegang saham (shareholder) mayoritas, dalam hal ini adalah J Trust Co., Ltd. Indikator yang dipergunakan menjadi diskresi pemegang saham mayoritas.

9. Program Pelatihan Anggota Dewan Komisaris

Untuk menunjang pelaksanaan tugas Dewan Komisaris, selama tahun 2016 anggota Dewan Komisaris PT Bank JTrust Indonesia Tbk telah mengikuti berbagai program pelatihan, workshop, konferensi, seminar, antara lain:

8. Evaluation (Assessment) of The Performance of the Board of Commissioners

The parties who perform assessment on the performance of the Board of Commissioners are the shareholders:

- Performance Assessment Process

Stages of process for assessing the performance of the Board of Commissioners are conducted directly by the majority shareholder, which is J Trust Co., Ltd.

- Criteria (Indicators) of Performance

Indicators applied to assess the performance of the Board of Directors are the Key Performance Indicator (KPI), which was composed and evaluated directly by majority shareholder, in this case is the J Trust Co., Ltd. The indicators applied are at the majority shareholder's discretion.

9. Board of Commissioners Members Training Program

To support the implementation of the duties of the Board of Commissioners, in 2016 the members of Board of Commissioners of PT Bank JTrust Indonesia Tbk has attended various training programs, workshops, conferences, seminars, such as:

Nama Name	Periode Menjabat Serving Period	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 2016 January 1 – December 31, 2016	<ul style="list-style-type: none">• Manajemen Anti Fraud 2016• Anti Fraud Management 2016	<ul style="list-style-type: none">• LPPI	1 Juni 2016 June 1, 2016
Mahdi Mahmudy (Komisaris Independen) (Independent Commissioner)	30 Juni s/d 31 Desember 2016 June 30 – December 31, 2016	<ul style="list-style-type: none">• Pembekalan SMR Level 2 SMR Training Level 2• Ujian Sertifikasi Manajemen Risiko Level 1 Risk Management Level 1 Certification• Ujian Sertifikasi Manajemen Risiko Level 2 Risk Management Level 2 Certification	<ul style="list-style-type: none">• LSPP• LSPP• LSPP	26 Juli 2016 July 26, 2016 23 Juli 2016 July 23, 2016

10. Pengawasan dan Rekomendasi Dewan Komisaris

Dewan Komisaris berperan aktif dalam melakukan pengawasan, memberikan masukan dan rekomendasi melalui pembahasan pada Rapat Dewan Komisaris atau Rapat Dewan Komisaris dan Direksi maupun pembahasan dalam Komite-Komite di bawah Dewan Komisaris yang membantu kelancaran tugas dan fungsi oleh Dewan Komisaris.

10. Recommendation of the Board of Commissioners

Board of Commissioners played an active role of providing inputs and recommendations through discussions at Board of Commissioners Meeting or 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.

Berikut ringkasan hasil pengawasan dan rekomendasi serta masukan penting Dewan Komisaris selama tahun 2016 diantaranya:

1. Permodalan

- Pihak Pemegang Saham Pengendali telah menyetujui untuk melakukan suntikan modal di sisa periode tahun 2016 ini secara bertahap dengan total Rp1 triliun sebagai bentuk komitmen mereka kepada Bank, sehingga dengan demikian maka modal inti Bank dapat dipertahankan di angka Rp1 triliun di akhir tahun Desember 2016.

2. Perkreditan

- Dewan Komisaris sangat mendukung beberapa proyek yang telah dijalankan Bank termasuk proyek-proyek yang melibatkan pihak konsultan independen yang bertujuan untuk me-review dan melakukan perbaikan yang dipandang perlu atas proses perkreditan Bank termasuk penerapan manajemen risiko yang *prudent* dalam pemberian kredit.
- Sedangkan atas kredit bermasalah, Bank akan mengalokasikan tambahan modal tersebut di atas salah satunya untuk menambah pembentukan CKPN atas kredit bermasalah termasuk atas kredit yang kolektibilitasnya telah diturunkan sebagai hasil pemeriksaan OJK atas Bank di tahun 2016 ini.
- Dewan Komisaris mengingatkan atas proyeksi pertumbuhan kredit di bulan November dan Desember 2016 ini, diharapkan Bank dapat menjaga rasio NPL (*gross*) di bawah 5% di akhir bulan Desember 2016.
- Dewan Komisaris selanjutnya juga mengingatkan Direksi untuk secara berkesinambungan memberikan *training* yang diperlukan oleh staff dan karyawan sehingga mereka dapat menjalankan tugas dan tanggung jawabnya dengan lebih baik dan lebih memahami risiko yang ada jika tugas dan tanggung jawab tersebut tidak dijalankan sebagaimana mestinya.

3. Rentabilitas

- Dewan Komisaris dapat memahami bahwa untuk posisi per akhir tahun 2016 Bank masih akan merugi dengan mempertimbangkan antara lain adanya pembentukan tambahan CKPN atas kredit bermasalah sebagaimana tersebut di atas serta pembentukan cadangan untuk biaya personalia terkait pembayaran pensiun dini bagi karyawan Bank yang ikut dalam program *Employee Retirement Program* (ERP).
- Sedangkan dari sisi Dana Pihak Ketiga (DPK), Bank berkeyakinan dapat lebih meningkatkan persentase CASA terhadap total DPK di akhir tahun 2016; dan mempertahankan persentase deposito inti terhadap total deposito Bank tetap dalam batas yang dapat diterima oleh regulator.

The following is summary of the recommendations as well as important inputs from the Board of Commissioners in 2016, such as:

1. Capital

- The Controlling Shareholder has agreed to conduct a capital injection in the remaining period of 2016 gradually by a total of Rp1 trillion as a form of their commitment to the Bank, so that the Bank's core capital can be maintained at Rp1 trillion at the end of December 2016.

2. Credit

- The Board of Commissioners strongly supports several projects that have been performed by the Bank including projects involving independent consultants aims to review and make improvements that are necessary for the Bank's credit process including a prudent risk management implementation in granting credit.
- Meanwhile, on the non-performing loans, the Bank will allocate additional above-mentioned capital, one of which to increase the formation of CKPN on loans problem, including any loans with lower collectability as a result of the FSA examination to the Bank in 2016.
- The Board of Commissioners warned the outlook for credit growth in November and December 2016. The Bank is expected to maintain its NPL ratio (*gross*) below 5% at the end of December 2016.
- The Board of Commissioners also reminded the Board of Directors subsequent to continually provide training required by the staff and employees so that they can conduct their duties and responsibilities soundly and understand the risk involved if the duties and responsibilities are not executed properly.

3. Profitability

- The Board of Commissioners can understand that for the position as of the end of 2016, the Bank will still lose money by considering among others, the establishment of additional CKPN on problem loans as mentioned above, as well as the establishment of reserves for personnel costs related to payment of early retirement for employees of the Bank that participated in the Employee Retirement Program (ERP).
- In terms of Third Party Fund (DPK), the Bank believes can further increase the percentage of CASA towards the total Third Party Fund at the end of 2016; and maintaining the core depositors percentage of total deposits of Bank to remains within acceptable limits by regulators.

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- Dewan Komisaris juga mengimbau Direksi untuk secara giat menerbitkan produk-produk baru terutama ketika Bank akan segera mengubah *core banking system*-nya yang memungkinkan Bank untuk dapat menciptakan produk dan jasa yang lebih bersaing.
 - Dewan Komisaris juga mengajak Direksi untuk membangun dan mempromosikan *brand image* Bank sebagai bagian dari JTrust group secara gencar sehingga masyarakat lebih mengenal J Trust Bank dengan lebih baik dan menjalankan aktivitas perbankan dengan J Trust Bank dengan memanfaatkan produk dan jasa perbankan yang ditawarkan.
4. Pengelolaan Sumber Daya Manusia (SDM)
- Terkait program ERP yang dilaksanakan pada bulan Desember 2016 ini, Dewan Komisaris telah pula mengingatkan pihak Direksi Bank pentingnya untuk menjalankannya dengan prinsip kehati-hatian dan dengan tetap menjalankannya sesuai ketentuan ketenagakerjaan yang berlaku dan memastikan bahwa aktivitas operasional Bank dapat tetap berjalan sebagaimana mestinya dengan seminimal mungkin gangguan, serta memperhatikan bahwa fungsi-fungsi *control* yang ada tetap berjalan.
 - Dewan Komisaris juga telah mengingatkan Direksi untuk segera memulai proses *recruitment* khususnya atas posisi-posisi yang dipandang *critical* sehingga fungsi-fungsi tersebut dapat tetap berjalan secara berkesinambungan namun dengan tetap merujuk kepada ketentuan yang ada.
5. Penyelesaian permasalahan pelampauan Batas Maksimum Pemberian Kredit (BMPK)
- Dewan Komisaris akan mengingatkan kembali Direksi untuk terus mengupayakan solusi yang lebih struktural atas debitur ini termasuk mencari peluang kerjasama dengan pihak eksternal sebagai upaya guna mengurangi risiko kredit dan risiko kepatuhan Bank mempertimbangkan pula kemungkinan melemahnya nilai tukar Rupiah terhadap US\$ pasca terpilihnya Presiden Amerika Serikat yang baru, kenaikan *Fed Fund rate*, serta faktor politik dalam negeri.
6. Peningkatan kualitas teknologi informasi Bank
- Dewan Komisaris berharap agar *core banking system* yang baru ini dapat menjawab permasalahan strategis dan tantangan yang dihadapi Bank termasuk pula menjawab permasalahan operasional harian Bank.
- The Board of Commissioners also urges the Board of Directors to aggressively publish new products, especially when the Bank will soon transform its core banking system, which enables the Bank to be able to create products and services that are more competitive.
 - The Board of Commissioners also invited the Board of Directors to build and promote the brand image of the Bank as part of the JTrust group persistently so that people recognize more about J Trust Bank and conducting banking activities with J Trust Bank to utilize banking products and services offered.
4. Management of Human Resources (HR)
- Related to the ERP program that was conducted in December 2016, the Board of Commissioners has also reminded the Board of Directors of the Bank the importance to perform with the precautionary principle and to keep performing in accordance with the applicable employment and ensure that the operational activities of the Bank can continue to run properly with minimal possible disruption, and noticed that the functions of the existing control is still running.
 - The Board of Commissioners also has reminded the Board of Directors to immediately begin the process of recruitment, especially on positions deemed critical so that these functions can be kept performing continuously, however still referring to existing regulations.
5. Completion of overrun problems on Lending Limit (LLL)
- The Board of Commissioners will recall the Board of Directors to continue to seek a structurally solution on debtors, which includes seeking opportunities for cooperation with external parties in an effort to reduce credit risk and compliance risk, the Bank also considers the likelihood that the weakening rupiah against the US\$ after the recent election for the new President of the United States, rising Fed Funds rate, as well as domestic political factors.
6. Improving the quality of information technology of the Bank
- The Board of Commissioners hope that the new core banking system can address the strategic issues and challenges faced by the Bank that includes answering daily operational issues.

2.4. Direksi

Direksi 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* 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.

1. Tugas dan Tanggung Jawab Direksi

Pada periode per 31 Desember 2016 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 *Good Corporate Governance* (GCG) 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 GCG, Direksi wajib membentuk komite di bawahnya seperti ALCO, Komite Manajemen Risiko, Komite Kredit, Komite Pengarah Teknologi Informasi, Komite Human Capital, dan Komite Produk & Aktivitas Baru;
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;

2.4. Board of Directors

Board of Directors have full responsibility in operations, business development and risk management of the Bank in a professional manner by upholding the prudential banking principles in order to increase shareholders value and always strives to comply with the prevailing laws and regulations, issued by banking regulator such as the Financial Services Authority (FSA), Bank Indonesia, the Capital Market authorities (Indonesia Stock Exchange), The Deposit Insurance Agency (LPS) and/or other authorized bodies.

1. Duties and Responsibilities of the Board of Directors

As of December 31, 2016, the number of members of the Board of Directors consists of 7 (seven) persons, one of which shall be the President Director and 1 (one) person shall be Director of Compliance, who jointly carry out the duties and responsibilities to the Bank as follows:

1. The Board of Directors shall be fully responsible in conducting their duties for the interests of the Company in achieving its goals and objectives;
2. The Board of Directors is obligated to act in good faith in accordance with its authorities and responsibilities in performing their duties as governed under the Articles of Association with due regard to the prevailing laws;
3. The Board of Directors is obligated to implement the principles of Good Corporate Governance (GCG) in all business activities of the Bank at all levels of the organization;
4. The Board of Directors is obligated to follow up on audit findings and recommendations from the Internal Audit Unit (SKAI), external auditors, monitoring reports from the Financial Services Authority (FSA), Bank Indonesia, and/or other authorities monitoring results;
5. In order to implement the corporate governance principles, the Board of Directors shall establish a committee under them, such as: ALCO, Risk Management Committee, Credit Committee, Information Technology Steering Committee, and the Human Resources Committee;
6. The Board of Directors must account for the performance of its duties to the shareholders through the Annual GMS;
7. The Board of Directors shall disclose strategic policy in personnel matters to the employees of the Bank;
8. The Board of Directors is obligated to provide data and information that is accurate, relevant and timely to the Board of Commissioners, shareholders and regulators;

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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);
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.
9. The Board of Directors is obligated to own work guidelines and code of conduct that binds every member of the Board of Directors, at the least governing the arrangement of work ethics, working time and meeting arrangements;
10. The Board of Directors is obligated to draw up a strategic plan in the form of corporate plan and business plans. Submission of corporate plan and preparation/presentation of a business plan shall be in compliance with the regulations of the Financial Services Authority (FSA);
11. The Board of Directors shall hold the GMS at the request of shareholders with valid voting rights;
12. The Board of Directors is obligated to create and maintain a Shareholders Register and a Special Register which contain the list of shares ownership of the Board of Directors and Board of Commissioners including their families in the Bank and in other companies (if any);
13. Establish the Vision, Mission and Working Culture Values of the Bank;
14. Create a work plan and annual budget and other plans related to the business of the Bank. The plan must be conveyed to the Commissioner and the Shareholders for ratification at the GMS and communicated to all employees of the 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

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

1) Director (*President Director*)

1. Leading and coordinating the implementation of the management of the Company as set out in the Articles of Association and the GMS decision based on the applicable regulations.
2. Leading, coordinating, directing and supervising the Directorates and Divisions under the direct supervision of President Director in accordance to their respective fields in achieving the Company's objectives, including ensuring the implementation of the strategic plan (Business Plan) and the achievement of performance targets, the implementation of compliance regulation, legislation and regulations, and internal regulations of the Company.
3. Directing the processes of change that is required in all areas to achieve the Company's objectives and business continuity.
4. Developing and strengthening the image of the Company and build a relationship with correspondent banks, financial institutions,

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 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, sistimatis, 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.

customers, business institutions, financial authorities, and all stakeholders of the Company.

5. Taking action for and on behalf of the Board of Directors and represent the Company, and to certain acts on his own responsibility, to appoint one or more as a representative or proxy, by giving him or her or them the authorities for certain acts that are arranged in a power of attorney.
6. Leading and coordinating the implementation of the Field Directors (*Managing Director*) in directing and maintaining the distribution network (*Regional Office* and *Branch*) in the achievement of the Company's performance.
7. Ensuring the development and implementation of the Company's strategy, which is adequate in all areas of work in accordance with the objectives of the Company, and ensure the achievement of alliances across the whole Directorates and the utilization of the Company's resources.
8. Leading and directing the formulation and implementation of policies in the field directly under the President Director (*Internal Audit*, and *Corporate Secretary*).
9. Leading, directing the preparation and supervising the implementation of the work plan in the field directly under the President Director (*Internal Audit*, and *Corporate Secretary*).
10. Conducting the supervision and coordination of the Directorates in implementing coaching and development of the Company's resources and ensure the implementation of a competency-based employee development, performance management system and value based management effectively.
11. Leading and directing the Directorates in policy development and development of Human Resources (HR).
12. Chairman of BCC
 - a. Stipulating that the Bank is in liquidity crisis and enable the BCC function, as well as to develop coping strategies immediately, systematic, pragmatic and integrated.
 - b. Deciding trouble coping strategies or liquidity crisis, among other things set the method, quantity and pricing on the funding required, as well as other related matters.

- 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, dan team BCC.

2) Direktur Risiko, Hukum & Kepatuhan

1. Kebijakan dan Strategi

- a. Memastikan pengembangan dan penerapan strategi yang memadai dalam bidang *Compliance & Legal, Human Capital* dan *Risk Management* sesuai dengan tujuan 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

- c. Ensuring the possibility of assistance that can be obtained from Bank Indonesia.
- d. Assigning Director and or Head of Divisions to perform the task as preventing and addressing a crisis or liquidity problems.
- e. Stipulating that the Bank is back in normal conditions, and the BCC team.

2) Risk, Legal & Compliance Director

1. Policy and Strategy

- a. Ensuring the appropriate development and implementation of strategies in the areas of Compliance and Legal, Human Capital and Risk Management in accordance with the objectives of the Company and take advantage of all the resources of the Company.
- b. Leading and directing the formulation and implementation of policies in all fields under the Directorate of Risk & Compliance (Compliance & Legal, Human Capital and Risk Management) in accordance with the plans and objectives of the Company.
- c. Leading, directing the preparation and supervising the implementation of the work plan of the Directorate of Risk & Compliance, and the entire field underneath to support the implementation of the functions, duties and responsibilities of the Director and the Directorates of the business, by maintaining compliance standards, good corporate governance, minimizing the legal risks, operational risk policies and the availability of competent and productive human resources.
- d. Implementing training and development of the Company's resources in all work units under the Directorate of Risk & Compliance, and ensure the implementation of a competency-based employee development, performance management systems and value-based management effectively.

2. Operational Activities

- a. Leading, directing, and coordinating, as well as supervising the implementation of policies and strategies relating to activities in the field of Compliance and Legal, Human Capital and Risk Management to support the business Directorates to produce benefits

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 perekutan, penempatan, rotasi dan pengembangan pegawai.
- 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. Dimana 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, dimana 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*.

for the Company, and ensure that the Company maintain compliance and meet all rules, regulations, and laws in force, a strong legal position, and the provision of adequate human resources and the implementation of risk policies.

- b. Leading and directing the processes of change that is required, as well as ensuring that all activities in the field of Risk & Compliance implement and fulfill the rules, regulations, legislation, and current best practice standards, including the Company's internal regulations.
- c. Leading and directing the development and implementation of system policies of recruitment, placement, rotation and development of employees.
- d. Ensuring the availability of adequate human capital management (among others positions standard, calibration job grading, remuneration and compensation systems) and applying best practice standards in accordance with the conditions of the Company.
- e. Communication Function
 - Formulating relevant communication materials that must be submitted to the internal and external parties, including the timing, mode of communication, and the expected impact.
 - Implementing communications plan that has to be prepared properly to internal and external parties. Where internal party consisting of management and employees, whereas external parties consist of the regulator (financial services authority), interbank and the mass media.
 - Determining internal and external communication flow, where the Corporate Secretary Division will carry out the flow of communication to internal and external parties.
 - Reviewing the information and public opinion that could adversely affect the Bank's liquidity conditions.
 - Implementing measures that have been decided by the Chairman of the BCC and the chairman of Team Support.

Tata Kelola Perusahaan

Good Corporate Governance

- 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) di bawah 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 Director*) dalam keputusan dan kebijakan rekrutmen, promosi, demosi, rotasi, pembinaan dan pelatihan.

- Conducting other duties given by the President Director & Shareholder of the Company, to the extent not contrary to the Articles of Association, internal policies, regulations and laws that apply.

3. Human Resources

Leading, coordinating and directing the policies and development of Human Resources (HR) under the coordination and supervision of the Directorate of Risk & Compliance (Compliance & Legal, Human Capital and Risk Management) and the other Directorates, including proposing and taking part (as a member of the Human Capital Committee and the Board of Directors) in the decisions and policies of recruitment, promotion, demotion, rotation, coaching and training.

3) Direktur Bisnis

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 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 *Business* yang diharapkan bisa menjadi salah satu mesin utama pertumbuhan bisnis masa depan perseroan, khususnya di bidang perkreditan.
- d. Menginisiasi *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

3) Business Director

1. Policy and Strategy

- a. Leading the development of new initiatives for products and banking services that are not in the bank either in the field of lending, funding and transactional based business (*Cards, Fee Based Income*), in accordance with the Company's objectives in order to achieve the fulfillment of business as outlined in the Business Plan of the Bank.
- b. Developing Treasury & International Business through strategic alliances with other parties for the purpose of the company's business development, especially with regard to the development of loan interest income, fee based income/ revenues outside of lending in order to achieve compliance with the company's business.
- c. Formulating and implementing strategies in the field of Business that expected to be one of the main engines the company's future business growth, particularly in the field of credit.
- d. Initiating Japan Business with the aim to establish alliances and explore the business potential associated with Japanese companies in Indonesia and the business network.
- e. Leading, directing and supervising the preparation of the implementation of the work plan of the Business Directorate and other fields beneath (Business

- 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.
 - 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.
- Development, Micro & Retail, Corporate Business and Treasury).
- f. Leading, directing and supervising the implementation of the work plan and targets together with other related Directorate for the interests and objectives of the Company in utilizing competencies resources of the Business Directorate.
 - g. Implementing training and development of the Company's resources in all work units within the Business Directorate and ensure the implementation of a competency-based employee development, performance management systems and value-based management that is effective and efficient.
2. Operational Activities
- a. Leading, coordinating and supervising the implementation of policies and strategies relating to the operational activities of the Business Directorate and the areas beneath.
 - b. Leading, directing and coordinating the implementation of the functions, duties and responsibilities of all areas of the Business Directorate (Business Development, Micro & Retail, Corporate Business and Treasury) in supporting functions, duties, responsibilities of Business Director, and ensure that the Company reached the best practice standards of service quality.
 - c. Leading and directing the processes of change that is required, as well as ensuring that all operational activities in the field under the Business directorate to implement the entire strategic plans that are set appropriately and well targeted.
 - d. Conducting supervision and ensuring that the whole unit under the Business Directorate comply with regulations, policies and internal regulations of the Company.
 - e. Leading, directing and implementing customer relationship management, especially in Business Development, Micro & Retail, Corporate Business and Treasury that related to the scope of duties and responsibilities of the Business Directorate and the work unit underneath.

- 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) di bawah koordinasi dan supervisi Direktorat (sebagai anggota *Human Capital Committee* dan *Board of Director*) dalam keputusan dan kebijakan perekruitan, promosi, demosi, rotasi, pembinaan dan pelatihan dengan koordinasi *Managing Director Risk & Compliance* yang membidangi *Human Capital*.
- 4) **Direktur Information Technology & Operasi**
 - 1. Kebijakan dan Strategi
 - a. Memastikan pengembangan dan penerapan strategi pemanfaatan teknologi informasi yang memadai sesuai dengan tujuan dan memanfaatkannya dalam operasional Perseroan.
 - 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 f. Conducting other tasks given by the President Director, the Board of Commissioners as well as the shareholders of the Company, to the extent not contrary to the Articles of Association, internal regulations, applicable rules and regulations.
- 3. Human Resources
Leading and directing the policies and development of Human Resources (HR) under the coordination and supervision of the Directorate (as members of the Human Capital Committee and the Board of Directors) in the decisions and policies of recruitment, promotion, demotion, rotation, coaching and training in coordination with the Managing Director of Risk & Compliance in charge of Human Capital.
- 4) **Information Technology & Operations Director**
 - 1. Policy and Strategy
 - a. Ensuring the development and implementation of strategies utilization of information technology in accordance with the purpose and use in the Company's operations.
 - b. Leading and directing the formulation and implementation of policies in all fields under the Directorate of Information Technology & Operation (Operation Division, Information Technology Division) in accordance with the plans and objectives of the Company.
 - c. Leading, directing and supervising the preparation for the implementation of the work plan of Information Technology & Operations and the whole field underneath to support the implementation of the functions, duties and responsibilities of President Director of the Business Directorates.
 - d. Implementing training and development of the Company's resources in the entire unit under the Directorate of Information Technology & Operation (Operation Division, Information Technology Division), and ensure the implementation of employee development that competency-based performance management systems and value-based management effectively.
 - 2. Operational Activities
 - a. Leading, directing, and coordinating and supervising the implementation of policies and strategies relating to the activities of Operation

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) di bawah koordinasi dan supervisi Direktorat *Information Technology & Operation* (*Operation Division, Information Technology Division*), termasuk mengusulkan dan mengambil bagian (sebagai anggota *Human Capital Committee* dan *Board of Director*) 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

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.

and *Information Technology* to support the other Directorates in generating benefits for the Company.

- b. Leading and directing the processes of change that is required, as well as ensuring that all operations and activities in the field of information technology implements the latest IT standards in accordance with the maximum ability of the Company's resources.
- c. Conducting supervision and ensuring the whole unit under the Directorate of *Information Technology & Operation* (*Operation Division, Information Technology Division*) comply with the regulations, policies and internal regulations of the Company.
- d. Conducting other tasks given by the President Director & Shareholder of the Company, to the extent not contrary to the Articles of Association, internal policies, regulations and laws that apply.

3. Human Resources

Leading and directing the policies and development of Human Resources (HR) under the coordination and supervision of the Directorate of *Information Technology & Operation* (*Operation Division, Information Technology Division*), including proposing and taking part (as a member of the Human Capital Committee and the Board of Directors) in the decision and policy recruitment, promotion, demotion, rotation, coaching and training, in coordination with the Managing Director of Compliance and Legal in charge of Human Capital.

5) Finance & Planning Director

1. Policy and Strategy
 - a. Ensuring the planning, development and implementation of the Company's strategy, performance management system, financial control, and the Company's operations were adequate in accordance with the objectives of the Company and take advantage of all the resources of the Company.
 - b. Leading and directing the formulation and implementation of policies in all areas of the Directorate of *Finance* (*Planning & Performance, Financial Control*), in accordance with the plans and objectives of the Company.

- 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.
 - 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 sumberdaya 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) di bawah koordinasi dan supervisi Direktorat *Finance* (*Planning & Performance*, *Financial Control*), termasuk mengusulkan dan mengambil bagian (sebagai anggota *Human Capital Committee* dan *Board of Director*) dalam keputusan dan kebijakan rekrutmen, promosi, demosi, rotasi, pembinaan dan
- c. Leading, directing and supervising the preparation of the implementation of the work plan of the Directorate of Finance and the whole areas beneath to support the implementation of the functions, duties and responsibilities of President Director and the Business Directorates.
 - d. Implementing training and development of the Company's resources in all work units under the Directorate of Finance, and ensure the implementation of a competency-based employee development, performance management systems and value-based management effectively.
2. Operational Activities
- a. Leading, directing, and coordinating, as well as supervising the implementation of policies relating to the activities of Planning & Performance, Financial Control to support the Business Directorates to generate benefits for the Company through the planning, performance management systems, financial control and operational systems that are adequate.
 - b. Leading and directing the processes of change that is necessary, and ensuring the activities of areas under the Directorate of Finance implement current best practice standards in accordance with the maximum capacity of the Company resources.
 - c. Conducting supervision and ensuring the whole unit under the Directorate of Finance to comply with regulations, policies and internal regulations of the Company.
 - d. Conducting other tasks given by the President Director and Shareholder of the Company, to the extent not contrary to the Articles of Association, internal policies, regulations and laws that apply.
3. Human Resources
- Leading and directing the policies and development of Human Resources (HR) under the coordination and supervision of the Directorate of Finance (Planning & Performance, Financial Control), including proposing and taking part (as a member of the Human Capital Committee and the Board of Directors) in the decisions and policies of recruitment, promotion, demotion, rotation,

pelatihan, dengan koordinasi *Managing Director Compliance & Legal* yang membidangi *Human Capital*.

6) Direktur Treasury & Pendanaan

- 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 offices*.
- c. Memastikan pengembangan dan penerapan strategi *treasury management*, *treasury related trading*, *marketing* dan *sales treasury transactional product* dan *institutional relationship/respondent* yang memadai sesuai dengan tujuan Perseroan dan memanfaatkan seluruh sumberdaya 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 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*.

coaching and training, in coordination with the Managing Director of Compliance & Legal in charge of Human Capital.

6) Treasury & Funding Director

- a. Implementing strategies that have been assigned by the Board of Directors through the Bank Business Plan (RBB).
- b. Coordinating with the Board of Directors regarding the development and implementation in the field of Treasury & Institutional and regional offices.
- c. Ensuring the development and strategies implementation of treasury management, treasury related trading, marketing and sales treasury transactional product and institutional relationship/respondent that are adequate in accordance with the objectives of the Company and take advantage of all the resources of the Company.
- d. Leading and directing the formulation and implementation of policies in all fields under the Directorate of Treasury (Treasury & Institutional, Regional Offices).
- e. Leading, directing the preparation and supervising the implementation of the work plan of the Directorate of Treasury and the whole areas beneath (Treasury, Institutional Banking, Regional Offices), especially in the field of treasury management both banking and trading book, institutional relationships, and other transactional, business achievements of the Regional Offices in supporting the implementation functions, duties and responsibilities of the President Director.
- f. Leading, directing and supervising the implementation of the work plan and targets together with other related Directorate for the interests and objectives of the Company in utilizing the entire distribution network under the Directorate of Treasury (Treasury & Institutional, Regional Offices) especially business development and its derivatives.
- g. Implementing training and development of the Company's resources in all work units under the Directorate of Treasury, Regional Offices and ensuring the implementation of a competency-based employee development, performance management systems and an effective value based management.
- h. Leading, coordinating and supervising the implementation of policies and strategies relating to the operations of Treasury & Institutional Division, Regional Offices.

Tata Kelola Perusahaan

Good Corporate Governance

- 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*)
 - 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, sistimatis, 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.
- i. Leading, directing and coordinating and supervising sales and marketing functions throughout the Bank products (financing, credit, and transactional) and the implementation of internal strategic alliances that generate optimum benefits for the Company.
- j. Directing and coordinating the implementation of the functions, duties and responsibilities of Treasury & Institutional Banking, Regional Offices to improve competitiveness in the areas of funding (products, marketing and sales) and service quality throughout the distribution network.
- k. Leading and directing the processes of change that is required, as well as ensuring that all operational activities in the field under the Directorate of Treasury (Treasury & Institutional, Regional Offices) implement the entire strategic plan that has been established.
- l. Conducting supervision and ensuring the whole unit under the Directorate of Treasury (Treasury & Institutional, Regional Offices) follow the provisions of regulations, policies and internal regulations of the Company.
- m. Leading, directing and implementing customer relationship management related to the scope of duties and responsibilities of the Directorate of Treasury (Treasury & Institutional, Regional Offices) and work units underneath.
- n. Deputy Chairman of BCC (Business Command Center)
 - Implementing the function as the Chairman in case the Chairman of BCC absence.
 - Establishing that the Bank is in liquidity crisis and enable the BCC function, as well as to develop immediate coping strategies, systematic, pragmatic and integrated.
 - Ensuring the possibility of assistance that can be obtained from Bank Indonesia.
 - Assigning the Director or the Head of certain divisions to perform the task as preventing and addressing a crisis or liquidity problems.
 - Report the results of the implementation of prevention strategies that have been determined in the face of crisis or liquidity problem to the chairman of the BCC.
- o. Conducting other tasks given by the President Director & Shareholder of the Company, to the extent not contrary to the Articles of Association, internal policies, regulations and laws that apply.

Sumber Daya Manusia

Merekomendasikan mengenai kebijakan dan pembinaan Sumber Daya Manusia (SDM) di bawah 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*.

7) Direktur Risiko Bisnis**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 sumberdaya 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 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 dibidang operasional *Commercial Risk* dan bidang-bidang di bawahnya.

Human Resources

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

7) Business Risk Director**1. Policy and Strategy**

- a. Ensuring the development and implementation of the strategy in the field of Credit Risk Reviewers, Credit Risk and Special Asset Management, in accordance with the objectives of the Company and take advantage of all the resources of the Company.
- b. Leading and directing the formulation and implementation of policies in the field under the Directorate of Commercial Risk.
- c. Leading, directing and supervising the preparation of the implementation of the work plan of the Directorate of Commercial Risk and areas beneath (Credit Risk Reviewers, Credit Risk and Special Asset Management), especially in the development of credit and transactional business.
- d. Leading, directing and supervising the implementation of the work plan and targets together with other related Directorate to the interests and objectives of the Company in utilizing resources competencies of Directorate of Commercial Risk especially in the field of business loan.
- e. Implementing guidance and resource development of the Company in all units under the Directorate of Commercial Risk and ensuring the implementation of a competency-based employee development, performance management systems and value-based management effectively.

2. Operational Activities

- a. Leading, coordinating and supervising the implementation of policies and strategies relating to the operational activities in the field of Commercial Risk and areas underneath.

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- 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 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 "Pelaksanannya Tugas Dewan Komisaris dan Direksi" serta ketentuan-ketentuan lainnya yang menjelaskan penerapan tugas dan tanggung jawabnya.

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.

- b. Leading, directing and coordinating the implementation of the functions, duties and responsibilities of all the fields under the Directorate of Commercial Risk (Credit Risk Reviewer, Credit Risk and Special Asset Management) in supporting functions, duties, responsibilities of the President Director, and ensure that the Company reached the standard of best practice service.
- c. Leading and directing the processes of change that is required, as well as ensuring that all operational activities in the field under the Directorate of Commercial Risk implement all strategic plans that are established.
- d. Conducting supervision and ensuring the whole unit under the Directorate of Commercial Risk to comply with regulations, policies and internal regulations of the Company.
- e. Leading, directing and managing the relationship with internal, with the scope of duties and responsibilities of the Directorate of Commercial Risk and units beneath.
- f. Conducting other tasks given by the President Director & Shareholder of the Company, to the extent not contrary to the Articles of Association, internal policies, regulations and laws that apply.

3 Human Resources

Leading and directing the policies and development of Human Resources (HR) under the coordination and supervision of the Directorate of Commercial Risk in providing policy input in recruitment, promotion, demotion, rotation, coaching and training, in coordination with the Managing Director of Risk & Compliance in charge of Human Capital.

2. The Board of Directors Charter

Duties and responsibilities of members of the Board of Directors, have poured in "Duties of the Board of Commissioners and Board of Directors" as well as any other provisions that clarify the application of duties and responsibilities.

3. The Number and Composition of the Board of Directors

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

- The number of members of the Board of Directors at least 3 (three) persons.

- 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 2016, jumlah dan komposisi Direksi PT Bank JTrust Indonesia Tbk telah mengalami perubahan sebagai berikut:

- a. Jumlah dan komposisi Direksi per 01 Januari 2016 s/d 29 Juni 2016 telah sesuai kriteria POJK di atas, sebagai berikut:
 - Anggota Direksi sebanyak 4 (empat) orang, termasuk 1 (satu) orang Direktur Utama, 1 (satu) orang Direktur Kepatuhan, dan 2 (dua) orang Direktur.
 - Seluruh anggota Direksi telah berdomisili di Indonesia, dengan telah dibuktikan bagi anggota Direksi yang berkewarganegaraan asing telah memiliki KITAS (Kartu Ijin Tinggal Terbatas) & IMTA (ijin Memperkerjakan Tenaga Kerja Asing) dari lembaga terkait.

- All members of the Board of Directors as intended, must be domiciled in Indonesia.
- Member of the Board of Directors shall be chaired by the President Director or Chief Executive Officer and 1 (one) person served as Director of Compliance.

In the period 2016, the number and composition of the Board of Directors of PT Bank JTrust Indonesia Tbk have been amended as follows:

- a. The number and composition of the Board of Directors per January 1, 2016 until June 29, 2016 in accordance with the Regulation of the Financial Services Authority above, as follows:
 - Member of the Board of Directors as much as 4 (four) persons, including 1 (one) President Director, 1 (one) Director of Compliance, and 2 (two) Directors.
 - All members of the Board of Directors are domiciled in Indonesia, and the members of the Board of Directors that are foreign national has to demonstrated that he or she holds a KITAS (Limited Stay Permit Card) and IMTA (license Hiring Foreign Workers) of the relevant institutions.

Jumlah dan susunan anggota Direksi tersebut adalah:

The number and composition of the Board of Directors are:

No	Nama Name	Jabatan Position	Warganegara/ Domisili Domicile	Tanggal Pengangkatan & Persetujuan Date of Appointment & Approval	
				RUPS AGMS	BI/OJK BI/FSA
1.	Ahmad Fajar	Direktur Utama President Director	Indonesia	- RDK LPS/November 2008 *) - RUPSLB tanggal 30 Desember 2014 **) EGMS on December 30, 2016	12 Maret 2009 Maret 12, 2009 3 Maret 2015 Maret 3, 2015
2.	Felix Istyono Hartadi Tiono	Direktur Director	Indonesia	- RDK/RUPS LPS tanggal 26 Februari 2014 RDK/RUPS LPS date February 26, 2014	22 April 2014 April 22, 2014
3.	Eihiro Tamura	Direktur Director	Indonesia	- RUPSLB tanggal 30 Desember 2014 EGMS on December 30, 2014	19 Juni 2015 June 19, 2015
4.	Ritsuo Ando	Direktur Director	Indonesia	- RUPSLB tanggal 28 Desember 2015 EGMS on December 28, 2015	26 Februari 2016 February 26, 2016

*) RDK (Rapat Dewan Komisioner) dianggap sebagai RUPS dalam pengangkatan sebagai Direktur
Board of Commissioners Meeting is regarded as the GMS in the appointment as Director

**) RUPSLB dalam pengangkatan sebagai Direktur Utama
EGMS in the appointment as President Director

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- b. Jumlah dan komposisi Direksi per 30 Juni 2016 s/d 22 Desember 2016 telah sesuai kriteria POJK di atas, sebagai berikut:
- Anggota Direksi sebanyak 5 (lima) orang, termasuk 1 (satu) orang Direktur Utama, 1 (satu) orang Direktur Kepatuhan, dan 3 (tiga) orang Direktur.
 - Seluruh anggota Direksi telah berdomisili di Indonesia, dengan telah dibuktikan bagi anggota Direksi yang berkewarganegaraan asing telah memiliki KITAS (Kartu Ijin Tinggal Terbatas) & IMTA (ijin Memperkerjakan Tenaga Kerja Asing) dari lembaga terkait.

Jumlah dan susunan anggota Direksi tersebut adalah:

- b. The number and composition of the Board of Directors as of June 30, 2016 until December 22, 2016 has met the criteria of FSA Regulations, as follows:
- Member of the Board of Directors as may as 5 (five) people, including 1 (one) President Director, and 1 (one) Compliance Director, and 3 (three) Directors.
 - All members of the Board of Directors are domiciled in Indonesia, and the Board of Directors who are also a foreign national has to demonstrate that he or she holds a KITAS (Limited Stay Permit Card) and IMTA (license Hiring Foreign Workers) of the relevant institutions.

The number and composition of the Board of Directors are:

No	Nama Name	Jabatan Position	Warganegara/ Domisili Citizenship/ Domicile	Tanggal Pengangkatan & Persetujuan Date of Appointment & Approval	
				RUPS AGMS	BI/OJK BI/FSA
1.	Ahmad Fajar	Direktur Utama President Director	Indonesia	- RDK LPS/November 2008*) RDK LPS/November 2008*) - RUPSLB tanggal 30 Desember 2014**) EGMS on December 30, 2016**)	12 Maret 2009 Maret 12, 2009 3 Maret 2015 Maret 3, 2015
2.	Felix Istyono Hartadi Tiono	Direktur Director	Indonesia	- RDK/RUPS LPS tanggal 26 Februari 2014 RDK/RUPS LPS date February 26, 2014	22 April 2014 April 22, 2014
3.	Ritsuo Ando	Direktur Director	Indonesia	- RUPSLB tanggal 28 Desember 2015 EGMS on December 28, 2015	26 Februari 2016 February 26, 2016
4.	Yosuke Tanaka	Direktur Director	Indonesia	- RUPST tanggal 30 Juni 2016 AGMS on June 30, 2016	26 Agustus 2016 August 26, 2016
5.	Helmi Arief Hidayat	Direktur Director	Indonesia	- RUPST tanggal 30 Juni 2016 AGMS on June 30, 2016	5 September 2016 September 5, 2016

*) RDK (Rapat Dewan Komisioner) dianggap sebagai RUPS dalam pengangkatan sebagai Direktur
Board of Commissioners Meeting is regarded as the GMS in the appointment as Director

**) RUPSLB dalam pengangkatan sebagai Direktur Utama
EGMS in the appointment as President Director

- c. Jumlah dan komposisi Direksi per 23 Desember 2016 s/d 31 Desember 2016 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 Ijin Tinggal Terbatas) & IMTA (ijin Memperkerjakan Tenaga Kerja Asing) dari lembaga terkait.

- c. The number and composition of the Board of Directors as of December 23, 2016 until December 31, 2016 has met the criteria of FSA Regulations, as follows:
- Member of the Board of Directors as may as 7 (seven) people, including 1 (one) President Director, and 1 (one) Compliance Director, and 5 (five) Directors.
 - All members of the Board of Directors are domiciled in Indonesia, and the Board of Directors who are also a foreign national has to demonstrate that he or she holds a KITAS (Limited Stay Permit Card) and IMTA (license Hiring Foreign Workers) of the relevant institutions.

Jumlah dan susunan anggota Direksi tersebut adalah:

The number and composition of the Board of Directors are:

No	Nama Name	Jabatan Position	Warganegara/ Domisili Citizenship/ Domicile	Tanggal Pengangkatan & Persetujuan Date of Appointment & Approval	
				RUPS AGMS	BI/OJK BI/FSA
1.	Ritsuo Ando	Direktur Utama President Director	Indonesia	- RUPSLB tanggal 28 Desember 2015 EGMS on December 28, 2015 - RUPSLB tanggal 23 Desember 2016 EGMS on December 23, 2016	26 Februari 2016 *) February 26, 2016 **)
2.	Felix Istyono Hartadi Tiono	Direktur Director	Indonesia	- RUPSLB LPS tanggal 26 Februari 2014 EGMS on February 26, 2014	22 April 2014 April 22, 2014
3.	Yosuke Tanaka	Direktur Director	Indonesia	- RUPST tanggal 30 Juni 2016 AGMS on June 30, 2016	26 Agustus 2016 August 26, 2016
4.	Helmi Arief Hidayat	Direktur Director	Indonesia	- RUPST tanggal 30 Juni 2016 AGMS on June 30, 2016	5 September 2016 September 5, 2016
5.	Budi Tjahja Halim	Direktur Director	Indonesia	***)	
6.	Haryanto Budi Purnomo	Direktur Director	Indonesia	***)	
7.	Rio Lanasier	Direktur Director	Indonesia	***)	

*) Keputusan *Fit & Proper Test* dalam pengangkatan sebagai Direktur
Fit & Proper Test decision for Director

**) Dalam Proses *Fit & Proper Test* untuk pengangkatan sebagai Direktur Utama di OJK
Fit & Proper Test process for President Director by FSA

***) Dalam Proses *Fit & Proper Test* untuk pengangkatan sebagai Direktur di OJK
Fit & Proper Test process for Director by FSA

Pada periode tahun 2016, anggota Direksi tidak ada yang memiliki jabatan rangkap sebagai Komisaris, Direksi atau Pejabat Eksekutif pada Bank, perusahaan dan/atau lembaga keuangan lainnya. Selain itu anggota Direksi tidak ada yang menjadi anggota Komite Nominasi dan Remunerasi.

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

4. Kriteria Direksi

- Dalam rangka mendapatkan hasil yang objektif serta independen maka seluruh pengangkatan dan/ atau pergantian anggota Direksi harus disetujui oleh pemegang saham melalui RUPS, dengan kriteria utama mempertimbangkan integritas, kompetensi, profesionalisme dan reputasi keuangan yang memadai sesuai dengan persyaratan penilaian kemampuan dan kepatutan (*Fit and Proper Test*) yang telah ditetapkan oleh Otoritas Jasa Keuangan (OJK).

In 2016, there are no members of the Board of Directors who has concurrent positions as Commissioner, Director or Executive Officer in other Banks, companies and/or financial institutions. In addition, there are no member of Board of Directors who is a member of the Nomination and Remuneration Committee.

The summary of the profiles of members of the Board of Directors can be seen on the Corporate Profile section in this Annual Report.

4. Criteria of Board of Directors

- In order to obtain objective and independent results, all appointment and/or replacement of members of the Board of Directors must be approved by the shareholders through the GMS, with the main criteria considering the integrity, competence, professionalism and adequate financial reputation in accordance with the requirements of the Fit and Proper Test held by the Financial Services Authority (FSA).

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- Sampai dengan periode tanggal 31 Desember 2016 belum seluruh anggota Direksi telah mendapatkan persetujuan dari OJK atas Penilaian Uji Kemampuan dan Kepatuhan (*Fit and Proper Test*) dan pemenuhan atas peraturan perundang-undangan yang berlaku.
- Untuk pengangkatan seorang Direktur Utama dan Direktur harus berdasarkan/memperhatikan rekomendasi dari Komite Nominasi dan Remunerasi.
- Mayoritas Anggota Direksi telah memiliki pengalaman paling kurang 5 (lima) tahun sebagai Pejabat Eksekutif Bank.

5. Status Independensi Direksi

- 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.
- Anggota Direksi baik secara sendiri-sendiri atau bersama-sama tidak memiliki saham melebihi 25% (dua puluh lima persen) dari modal disetor pada suatu perusahaan lain.
- Anggota Direksi tidak memberikan kuasa umum kepada pihak lain yang mengakibatkan pengalihan tugas dan fungsi Direksi.

6. Transparansi dan Hubungan Keuangan, Kepengurusan dan Keluarga Direksi

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

1. Anggota Direksi tidak memiliki saham yang mencapai $\geq 5\%$ (lima persen) dari modal disetor pada PT Bank JTrust Indonesia Tbk maupun pada bank dan perusahaan lain (di dalam dan di luar negeri).
2. Anggota Direksi baik secara sendiri-sendiri maupun bersama-sama tidak memiliki saham melebihi 25% (dua puluh lima persen) dari modal disetor pada suatu perusahaan lain.
3. Anggota Direksi tidak saling memiliki hubungan keuangan dan hubungan keluarga sampai dengan derajat kedua dengan sesama anggota Direksi dan/atau dengan anggota Dewan Komisaris dan pemegang saham pengendali.

- As of December 31, 2016, not all members of the Board of Directors received approval from the FSA on Fit and Proper Test assessment and the satisfaction of the prevailing laws.
- The appointment of a Director shall be subject to/ in consideration of the recommendation from the Nomination and Remuneration Committee.
- The majority of members of the Board of Directors have at least 5 (five) years of experience in the area of operations as Executive Officer of the Bank.

5. Independence Status of Board of Directors

- All members of the Board of Directors of PT Bank JTrust Indonesia Tbk is an Independent Director, which means that each one does not have any financial, management, shares ownership, and/or family relationship to the second degree with fellow members of the Board of Directors and/or members of Board of Commissioners and/or Controlling Shareholders of the Bank which could affect its ability to act independently.
- Members of the Board of Directors, either individually or jointly, does not own more than 25% (twenty five percent) of the paid up capital at another company.
- Members of the Board of Directors do not give general authorization to other parties that may result in the transfer of duties and functions of the Board of Directors.

6. Transparency and Financial, Management and Family Relationship of Board of Directors

Members of the Board of Directors has issued and signed an affidavit related to the following matters:

1. Members of the Board of Directors do not own shares reaching $\geq 5\%$ (five percent) of the paid up capital of PT Bank JTrust Indonesia Tbk as well as at other banks and companies (domestic and overseas).
2. Members of the Board of Directors either individually or jointly do not have more than 25% (twenty five percent) of the paid up capital of another company.
3. Members of the Board of Directors do not have a mutual financial and family relationship to the second degree with fellow members of the Board of Directors and/or members of the Board of Commissioners and the controlling shareholder.

Transparansi Hubungan Keluarga Transparency of Family Relationship

No	Nama Name	Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Lainnya Other Related 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.	Budi Tjahja Halim	-	✓	-	✓	-	✓
6.	Haryanto Budi Purnomo	-	✓	-	✓	-	✓
7.	Rio Lanasier	-	✓	-	✓	-	✓

Transparansi Hubungan Keuangan Transparency of Financial Relationship

No	Nama Name	Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Lainnya Other Related 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.	Budi Tjahja Halim	-	✓	-	✓	-	✓
6.	Haryanto Budi Purnomo	-	✓	-	✓	-	✓
7.	Rio Lanasier	-	✓	-	✓	-	✓

Transparansi Kepemilikan Saham Transparency of Share Ownerships

No	Nama Name	Perusahaan Lainnya Other Company	Bank Lain Other Bank	Lembaga Keuangan Bukan Bank Non Bank Financial Institution	%
1.	Ritsuo Ando	J-Net Travel	Tidak ada None	Tidak ada None	6,00
2.	Felix Istyono Hartadi Tiono	Tidak ada None	Tidak ada None	Tidak ada None	-
3.	Yosuke Tanaka	Tidak ada None	Tidak ada None	Tidak ada None	-
4.	Helmi Arief Hidayat	Tidak ada None	Tidak ada None	Tidak ada None	-
5.	Budi Tjahja Halim	Tidak ada None	Tidak ada None	Tidak ada None	-
6.	Haryanto Budi Purnomo	Tidak ada None	Tidak ada None	Tidak ada None	-
7.	Rio Lanasier	Tidak ada None	Tidak ada None	Tidak ada None	-

7. Rapat Direksi

Selama tahun 2016 telah diselenggarakan 25 (dua puluh lima) kali rapat yang dilaksanakan oleh anggota Direksi, baik rapat Dewan Direksi maupun rapat Dewan Direksi dengan Kepala Divisi, dan unit kerja lainnya, dalam membahas segenap persoalan dan/atau strategi pengelolaan Perseroan.

Frekuensi tingkat kehadiran rapat anggota Direksi pada tahun 2016 berdasarkan 'periode menjabat' adalah sebagai berikut:

7. Meeting of the Board of Directors

During 2016, the Board of has held 25 (twenty five) meetings held by members of the Board of Directors, both Board of Directors meetings and meetings of the Board of Directors with the Head of Division, and other work units, in discussing all matters and/or the Company's management strategy.

Attendance level frequency of Board of Directors meetings in 2016 based on a 'service period' is as follows:

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No	Nama Direksi BOD Name	Periode Menjabat (Setelah Lulus F & P) Terms of Office (after passing F & P)	Jumlah Kehadiran Attendance	% Kehadiran % Attendance
1.	Ritsuo Ando (Direktur Utama President Director) ¹⁾	<ul style="list-style-type: none"> 26 Februari s/d 22 Desember 2016 (Direktur) February 26 – December 22, 2016 (Director) 23 Desember s/d 31 Desember 2016 (Direktur Utama) December 23 – December 31, 2016 (President Director) 	23	92%
2.	Felix Istyono Hartadi Tiono (Direktur Director) ²⁾	1 Januari s/d 31 Desember 2016 January 1 – December 31, 2016	23	92%
3.	Yosuke Tanaka (Direktur Director) ³⁾	26 Agustus s/d 31 Desember 2016 August 26 – December 31, 2016	6	24%
4.	Helmi Arief Hidayat (Direktur Director) ⁴⁾	5 September s/d 31 Desember 2016 September 5 – December 31, 2016	5	20%
5.	Budi Tjahja Halim (Direktur Director) ⁵⁾	-	-	0%
6.	Haryanto Budi Purnomo (Direktur Director) ⁵⁾	-	-	0%
7.	Rio Lanasier (Direktur Director) ⁵⁾	-	-	0%

- Efektif sebagai Direktur tanggal 26 Februari 2016, sedangkan sebagai Pejabat Direktur Utama masih dalam proses fit and proper test oleh OJK (jumlah kehadiran yang tercantum sebagai peserta rapat sebagai Direktur).
Became effective as Director on 26 February 2016, while the President Director was still in fit and proper test by FSA (listed in the meeting attendance as Director).
- Efektif sebagai Direktur tanggal 22 April 2014 sejak lulus *fit and proper test* oleh OJK
Became effective as Director on 22 April 2014 after passing fit and proper test by FSA
- Efektif sebagai Direktur tanggal 26 Agustus 2016 sejak lulus *fit and proper test* oleh OJK
Became effective as Director on 26 August 2014 after passing fit and proper test by FSA
- Efektif sebagai Direktur tanggal 5 September 2016 sejak lulus *fit and proper test* oleh OJK
Became effective as Director on 5 September 2014 after passing fit and proper test by FSA
- 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 EO-GMS on 23 December 2016 and still during fit and proper test by OJK, and previously served as Executive Vice President (EVP) at J Trust Bank.
- Apabila mengikuti rapat sebelum efektif sebagai Direktur, hanya berlaku sebagai pemantau
Before became effective as Director, attending meeting only as observer

Pengambilan keputusan rapat Direksi telah dilakukan berdasarkan musyawarah mufakat, atau suara terbanyak dalam hal tidak terjadi musyawarah mufakat. Hasil rapat Direksi telah dituangkan dalam risalah rapat/notulen dan didokumentasikan dengan baik, termasuk pencantuman *dissenting opinions* (apabila ada).

Resolutions of the Board of Directors meetings were adopted by deliberation to achieve consensus, and/or a majority vote if consensus cannot be achieved. Resolutions of Board of Directors meetings were reduced into minutes of meetings/minutes and are well documented, including the inclusion of dissenting opinions (if any).

8. Penilaian (Assessment) Kinerja Direksi

Pihak yang melakukan penilaian (*assessment*) terhadap kinerja Direksi adalah Dewan Komisaris dan kemudian disetujui oleh pemegang saham (*shareholder*).

8. Assessment of the Board of Directors Performance

The parties who conduct an assessment on the performance of the Board of Directors are the Board of Commissioners and subsequently approved by the shareholders.

Proses Assessment Kinerja

Tahapan proses untuk menilai kinerja Direksi dapat disampaikan sebagai berikut:

- Tahap 1
Rencana Kerja Anggaran Perusahaan (RKAP) yang telah disahkan melalui RUPS
- Tahap 2
Menyusun *Draft Key Performance Indicator* (KPI)

Performance Assessment Process

Stages of process to assess the performance of the Board of Directors are as follows:

- Stage 1
Work Plan Budget (RKAP), which has been ratified by the GMS
- Stage 2
Drafting of 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

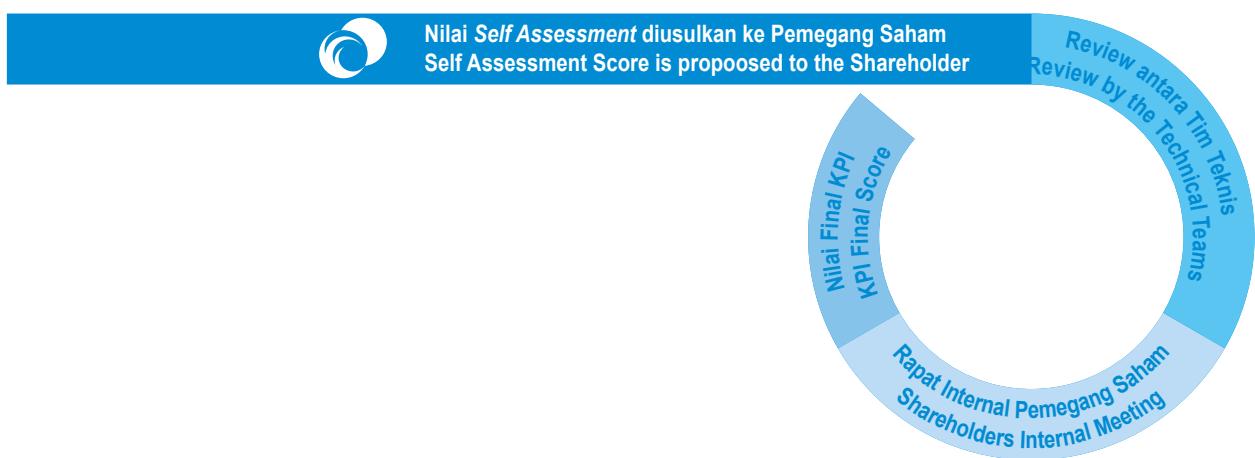
- Stage 3
KPIs are reviewed by the Board of Commissioners and the Nomination and Remuneration Committee
- Stage 4
KPI draft is proposed to the Majority Shareholder (J Trust Co., Ltd.)
- Stage 5
KPI discussion between the Technical Team of PT Bank JTrust Indonesia Tbk and the Technical Team of the Shareholders
- Stage 6
Joint execution of the KPI between and PT Bank JTrust Indonesia Tbk with the Shareholders

Kriteria (Indikator) Kinerja

- 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*.
- 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 berik

Criteria (Indicators) of Performance

- The process of drafting of Key Performance Indicator (KPI) of the Board of Directors of PT Bank JTrust Indonesia Tbk implements the Balanced Scorecard (BSC) method. Performance measurement applies four perspectives, which are: Finance, Internal Business, Customer, and Learning & Growth.
- By applying the BSC method, the measurement was not only aimed on financial targets but also on the process. PT Bank JTrust Indonesia Tbk believes that the BSC method can clarify and translate vision and strategy as well as to communicate and link various strategic objectives and measurements.
- After bankwide/directorate KPI have been signed, every month PT Bank JTrust Indonesia Tbk always monitor the performance achievement against targets set in the KPI.
- At the end of the fiscal year, KPI will be evaluated by the Shareholders to assess the performance of the Board of Directors. The stages in evaluating the value of KPI at the end of the year are as follows:



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9. Program Pelatihan Anggota Direksi

Untuk menunjang pelaksanaan tugas Direksi, selama tahun 2016 beberapa anggota Direksi PT Bank JTrust Indonesia Tbk telah mengikuti berbagai program pelatihan, *workshop*, konferensi, seminar, antara lain:

9. Training Program of Members of the Board of Directors

To support the implementation of the duties of the Board of Directors, in 2015, several members of the Board of Directors of PT Bank JTrust Indonesia Tbk has attended various training programs, workshops, conferences, seminars, such as:

No.	Nama Name	Periode Menjabat Serving Period	Pelatihan, Workshop, Konferensi, Seminar Training, Workshop, Conferences, Seminars	Penyelenggara Organizer	Tempat & Waktu Venue & Time
1.	Ahmad Fajar Direktur Utama President Director	• 1 Januari - 22 Desember 2016 January 1 - December 22, 2016	Collection & Recovery Credit	LPPI	14 Maret 2016 March 14, 2016
2.	Ritsuo Ando Direktur Director	• 1 Januari - 22 Desember 2016 January 1 - December 22, 2016 (Direktur Director) • 23 Desember - 31 Desember 2016 December 23 - December 31, 2016 (Direktur Utama President Director)	• Revisit Enterprise Risk management & Learning Best Practices of Credit Risk Management • Workshop Proses Aplikasi & Persetujuan Kredit (System Aplikasi SKMR)	Bankers Association for Risk Management	1 - 2 Desember 2016 December 1-2, 2016
3.	Felix Istiyono Hartadi Tiono Direktur Director	1 Januari s/d 31 Desember 2016 January 1 - December 31, 2016	• Collection & Recovery Credit • Update Undang-Undang Ketenaga Kerjaan • Risk Based Bank Rating (RBBR) Report, ICAAP Report & Minimum Capital Requirement Pillar 1 • Workshop Proses Aplikasi & Persetujuan Kredit (System Aplikasi SKMR) • Revisit Enterprise Risk management & Learning Best Practices of Credit Risk Management	Wiseto Departemen Tenaga Kerja PT ASTA Consulting Indonesia	14 Maret 2016 March 14, 2016 15 September 2016 September 15, 2016 11 Oktober 2016 October 11, 2016 18 November 2016 November 18, 2016 1 s/d 2 Desember 2016 December 1-2, 2016
4.	Yosuke Tanaka Direktur Director	30 Juni s/d 31 Desember 2016 June 30 - December 31, 2016	• Pembekalan SMR Level 5 • Uji SMR Level 5 Eksekutif (Fast Track)	LSPP	21 Juni 2016 June 21, 2016 25 Juni 2016 June 25, 2016
5.	Helmi Arief Hidayat Direktur Director	30 Juni s/d 31 Desember 2016 June 30 - December 31, 2016	• Pembekalan SMR Level 5 • Uji SMR Level 5 Eksekutif (Fast Track) • Sampai Kapan Masa Sulit Akan Berakhir • Revisit Enterprise Risk management & Learning Best Practices of Credit Risk Management	PT ASTA Consulting Indonesia INFOBANK Bankers Association for Risk Management	21 Juni 2016 June 21, 2016 25 Juni 2016 June 25, 2016 27 Oktober 2016 October 27, 2016 1 s/d 2 Desember 2016 December 1-2, 2016

2.5. Kepemilikan Saham

Kepemilikan saham PT Bank JTrust Indonesia Tbk saat ini sesuai dengan yang tercantum dalam keputusan RUPSLB yang termuat dalam Akte Nomor 93 tahun 2016 tertanggal 23 Desember 2016, maka kepemilikan saham perseroan menjadi sebagai berikut:

No	Pemilik Shareholder	Lembar Share	Nilai nominal/lembar Nominal Amount/Share	Percentase Percentage
1.	J Trust Co. Ltd.	864.602.745.744.423 (saham seri A)	Rp0,01	95,938%
2.	PT J Trust Investments Indonesia	9.012.124.501.770 (saham seri A)	Rp0,01	1,000%
3.	Group Lease Holdings PTE. Ltd.	27.569.229.753.807 (saham seri A)	Rp0,01	3,059%
4.	Pemegang Saham Lama	28.350.177.035 (saham seri B)	Rp78,00	0,003%

Berdasarkan Akte Nomor 93 tahun 2016 tertanggal 23 Desember 2016 hasil RUPSLB tanggal 23 Desember 2016 yang salah satu putusannya “pengalihan saham perseroan”, maka komposisi pemegang saham PT Bank JTrust Indonesia Tbk dengan rincian sebagai berikut:

- i. Jumlah saham sebesar 95,938% (sembilan puluh lima koma sembilan tiga delapan persen) lembar saham perseroan atau sebanyak 864.602.745.744.423 (delapan ratus enam puluh empat triliun enam ratus dua miliar tujuh ratus empat puluh lima juta tujuh ratus empat puluh empat ribu empat ratus dua puluh tiga) lembar saham Seri A yang dimiliki oleh J Trust Co. Ltd.;
- ii. Jumlah saham sebesar 1,000% (satu koma nol persen) saham perseroan atau sebanyak 9.012.124.501.770 (sembilan triliun dua belas miliar seratus dua puluh empat juta lima ratus satu ribu tujuh ratus tujuh puluh) lembar saham Seri A yang dimiliki oleh PT J Trust Investments Indonesia (JTII);
- iii. Jumlah saham sebesar 3,059% (tiga koma nol lima sembilan persen) saham perseroan atau sebanyak 27.569.229.753.807 (dua puluh tujuh triliun lima ratus enam puluh sembilan miliar dua ratus dua puluh sembilan juta tujuh ratus lima puluh tiga ribu delapan ratus tujuh) lembar saham Seri A yang dimiliki oleh Group Lease Holdings PTE. Ltd.;
- iv. Jumlah saham sebesar 0,003% (nol koma nol 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 ratus tiga puluh lima) lembar saham Seri B yang dimiliki oleh Pemegang Saham Publik.

2.5. Shareholding

The current shareholding of PT Bank JTrust Indonesia Tbk are in accordance with the EGMS contained in Act Number 93 of 2016 dated December 23, 2016, therefore the shareholding composition of the Company shall be as follows:

Subject to Articles of Association No. 93 dated December 23, 2016 and resolutions of the EGMS December 23, 2016, which one of the decisions is “transfer of shares of the company”, the composition of PT Bank JTrust Indonesia Tbk are as follows:

- i. The number of shares amounted to 95.938% (ninety five point nine three eight percent) shares of the company or as much 864,602,745,744,423 (eight hundred and sixty-four trillion six hundred and two billion, seven hundred and forty-five million, seven hundred and forty-four thousand four hundred twenty-three) shares of Series A owned by J Trust Co. Ltd.;
- ii. The number of shares amounting to 1.000% (one point zero percent) or the company's shares as much as 9,012,124,501,770 (nine trillion twelve billion one hundred twenty four million five hundred and one thousand seven hundred and seventy) series A shares owned by PT J Trust Investments Indonesia (JTII);
- iii. The number of shares amounting to 3.059% (three point zero five nine percent) or the company's shares as much as 27,569,229,753,807 (twenty seven trillion five hundred and sixty-nine billion, two hundred and twenty-nine million, seven hundred fifty-three thousand eight hundred and seven) series A shares owned by Group Lease Holdings PTE. Ltd.;
- iv. The number of shares amounting to 0.003% (zero point zero zero three percent) of the company's shares or the total of 28,350,177,035 shares (twenty-eight billion three hundred and fifty million one hundred and seventy seven thousand and thirty-five) series B shares owned by Public Shareholders.

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 2016 **tidak ada** transaksi yang mengandung benturan kepentingan, sebagaimana tabel berikut:

No	Nama dan jabatan 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 Rp) Transaction Amount (Rp million)	Keterangan *) Description
1.	Tidak ada None	Tidak ada None	Tidak ada None	Tidak ada None	Tidak ada None

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

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

Selama tahun 2016 tidak ada kepemilikan saham oleh anggota Dewan Komisaris dan Direksi yang mencapai $\geq 5\%$ (lima perseratus) dari modal disetor.

2.6. Transactions Involving Conflict of Interest

Transactions that caused conflicts of interest between the Bank and personal interests of 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 the 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 2016 there were no transactions which contain conflict of interest, as the table below:

No	Nama dan jabatan 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 Rp) Transaction Amount (Rp million)	Keterangan *) Description
1.	Tidak ada None	Tidak ada None	Tidak ada None	Tidak ada None	Tidak ada None

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 2016, there is no member of the Board of Commissioners, and member of the Board of Directors who own shares constituting more than 5% (five percent) of the paid-up capital at another company.

2.8. Hubungan keuangan dan hubungan keluarga anggota Dewan Komisaris dan Direksi

Selama tahun 2016 **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.

2.9. Buy back shares dan/atau buy back obligasi Bank

Buy back shares atau *buy back* obligasi adalah upaya mengurangi jumlah saham atau obligasi yang telah diterbitkan Bank dengan cara membeli kembali saham atau obligasi tersebut, yang tata cara pembayarannya dilaksanakan sesuai dengan ketentuan yang berlaku.

Pengungkapan *buy back shares* dan/atau *buy back* obligasi minimal mencakup:

- Kebijakan dalam melakukan *buy back shares* dan/atau *buy back* obligasi.
- 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 2016 tidak ada *Buy back shares* dan/atau *buy back* obligasi Bank yang terjadi di PT Bank JTrust Indonesia Tbk.

2.10. Informasi tentang Kode Etik Emiten

- 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.
 - 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.
- 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, dimana seluruh karyawan memahami akan kerahasiaan informasi dan konsekuensinya.

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

During 2016 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 of shares and/or bonds buyback at least 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 2016 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

- Principles of the code of ethics
 - The legal basis of Corporate Ethics is guided by 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.
 - Corporate Ethics allows Member of the Bank to rapidly determine the existence of irregularities in the operations that keep the members of the Bank from conducting an unhealthy business practice. Nevertheless, not intended to interfere in the private lives of the Member of the Bank.
- The form of code of conduct socialization and enforcement

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.

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- 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.

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 mengerakkan 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** : Thankfullness – Express our appreciation

2.12. Informasi mengenai Kebijakan Remunerasi

A. Komite Remunerasi dan Nominasi, meliputi:

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 (Independent Commissioner)
N. Krisbiyanto	Anggota (Kepala Divisi Human Capital) Member (Division Head of Human Capital)

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;

- c) A statement that the code of ethics 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. Information on the Corporate Culture or Core Values

Corporate Culture is a culture of the company that has a large role in creating smooth operations and productivity. With a corporate culture that is clear and focused, the company is able to move the business wheels to move 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. Information on the Remuneration Policy

A. Remuneration and Nomination Committee, include:

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;

- 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.
- Pension systems; and
 - The system of compensation and other benefits.
- ii. Provide recommendations to the Board 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.

Jumlah Rapat Komite Remunerasi dan Nominasi yang dilakukan di Tahun 2016 yaitu:

Number of Meetings of the Remuneration and Nomination Committee conducted in 2016, namely:

No	Tanggal/Tempat Date/Venue	Agenda
1.	6 Juni 2016 – Speed Room	Pengusulan Penambahan Dewan Komisaris dan Direksi PT Bank JTrust Indonesia Tbk. Propose Additional Member of BOC and BOD of PT Bank JTrust Indonesia Tbk.
2.	20 September 2016 – Speed Room	Pembahasan permintaan kelengkapan dokumen Komisaris an. Shigeyoshi Asano berdasarkan Surat OJK No. SR-136/PB.1212/2016 tanggal 6 September 2016. Pembahasan permintaan kelengkapan dokumen Komisaris an. Kwik Ing Hie berdasarkan Surat OJK No. SR-144/PB.1212/2016 tanggal 14 September 2016. Discuss the request for complete document of Commissioner, Shigeyoshi Asano, based on Letter of FSA No. SR-136/PB.1212/2016 dated 6 September 2016. Discuss the request for complete document of Commissioner, Kwik Ing Hie, based on Letter of FSA No. SR-136/PB.1212/2016 dated 14 September 2016.
3.	30 November 2016 – Trust Room	Pengusulan penunjukkan anggota Dewan Komisaris dan Direksi yang baru dari PT Bank JTrust Indonesia Tbk. Propose new member of BOC and BOD of PT Bank JTrust Indonesia Tbk.

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

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

Jenis Remunerasi dan Fasilitas lain Tahun 2016 Remuneration and Other Facility	Jumlah Diterima dalam 1 Tahun * Total Received in 1 Year *	
	Anggota Komite Remunerasi dan Nominasi Member of Remuneration and Nomination Committee	Rupiah
Remunerasi (gaji, bonus, tunjangan rutin, tantiem, dan fasilitas lainnya dalam bentuk non-natura) Remunerasi (salary, bonus, routine allowance, tantiem, and other non-natura facilities)	4 **)	4.223.810.870
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 kind (housing, transportation, health insurance and others) - Can be owned (post tenure) - Cannot be owned (D & O insurance, Vehicle)	4	-
Total	4	4.223.810.870

Keterangan | Note:

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

**) Penerima remunerasi terdiri dari 2 Komisaris dan 2 Kepala Divisi Human Capital
Remuneration received by 2 Commissioners and 2 Head of Human Capital Division

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B. Proses penyusunan kebijakan remunerasi, meliputi:

1.1 Latar Belakang Kebijakan Remunerasi:

- a. 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.
- b. Pencapaian target ROI kepada pemegang saham yang harus dicapai tanpa harus mengurangi biaya-biaya kompensasi dan *benefit*.
- c. Menjaga semangat kerja di organisasi dengan menciptakan praktik kesetaraan yang adil secara internal dan kompetitif dengan harga pasar serta memberlakukan kesamaan penerapan system kompensasi dan remunerasi di perusahaan.

1.2 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.

2.1 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 akan dilaksanakan bulan Maret 2017.

3.1 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.

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

1.1 Background of Remuneration Policy:

- a. 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.
- b. Achievement of the ROI target to shareholders should be achieved without having to reduce the costs of compensation and benefit.
- c. Maintaining the confidence 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.

1.2 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.

2.1 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 PKB.
- b. Efforts to review the remuneration from the previous year based on the structure of the salary scale centered 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.

3.1 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. 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:

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

Risiko Hukum, Risiko Kepatuhan, Risiko Reputasi:

- Bank komitmen terhadap pemberian upah tidak ≤ 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 seta di dalam *salary survey* dalam pemberian remunerasi karyawan melalui lembaga independen.

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 by region (Regional) by looking at demographics and purchasing power. Meanwhile, per business unit and subsidiary companies or branches located abroad are not available.

D. Remuneration linked to risks, include:

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

Legal Risk, Compliance Risk, Reputation Risk:

- The Bank's commitment towards remuneration not ≤ of the provincial minimum wage.
It is applied to internal employees of the Bank as well as employees of outsourcing.
- The Bank adhere to 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 adhere 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.

E. Pengukuran kinerja dikaitkan dengan Remunerasi, meliputi:

- a. Tinjauan kebijakan Remunerasi terkait dengan penilaian kinerja yaitu Bank telah mengatur di dalam kebijakan remunerasi berdasarkan penilaian kinerja karyawan (*employee appraisal*), hasil kinerja diukur berdasarkan pencapaian target. Tahun 2017 Bank akan menjalankan pemberian kenaikan gaji berdasarkan *performance level*.
- b. 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, yaitu Bank telah memberlakukan sistem demosi dimana dilakukan pencabutan atas tunjangan jabatan sebagai konsekuensi kinerja yang tidak tercapai.

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

- Bank mengatur terhadap jangka waktu penangguhan pembayaran remunerasi bersifat *variable* kepada pihak *material risk taker* berdasarkan jangka waktu risiko (*time horizon of risk*), yaitu:
 1. Tahun I sebesar 50 % (lima puluh persen) dari total remunerasi yang bersifat variabel.
 2. Tahun II sebesar 25% (dua puluh lima persen) dari total remunerasi yang bersifat variabel.
 3. Tahun III sebesar 25% (dua puluh lima persen) dari total remunerasi yang bersifat variabel.
- 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.
- 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.

E. Measurement of performance linked to Remuneration, including:

- a. Remuneration policy reviews 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. 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 methods used by the Bank to state that specific performance cannot be achieved so that it is necessary to conduct adjustments to remuneration, namely the Bank has introduced a demotion system that retraction of allowances as a consequence if the performance is not achieved.

F. Adjustment of Remuneration linked to Performance and Risk, including:

- The Bank has set the suspension period of remuneration that is variable to the material risk taker based on duration risk (time horizon of risk), namely:
 1. Year I amounted to 50% (fifty percent) of the total remuneration that is variable.
 2. Year II amounted to 25% (twenty five percent) of the total remuneration that is variable.
 3. Year III amounted to 25% (twenty five percent) of the total remuneration that is variable.
- Implementation of the remuneration that is variable in J Trust Bank until now is unavailable due to the condition of the company that is still losing money. The Bank has a business incentive scheme granted by the target achievement.
- The Bank arrange towards malus and clawback rule criteria, namely:
 1. Drastic decline in performance from the previous year, which is reflected in the Key Performance Indicator (KPI) of the Board of Directors.
The definition of "performance" is the financial performance, the performance of the bank, and individual performance.
 2. Improved Non Performing Loan (NPL), which is high enough to interfere with the Bank's financial performance.
 3. The occurrence of fraud committed by the material risk taker resulting in losses 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:

1. 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.
2. Pengungkapan faktor yang menentukan perbedaan Remunerasi yang bersifat Variabel yang ditangguhkan diantara Pegawai atau kelompok Pegawai, jika ada.

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.

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:

Jenis Remunerasi dan Fasilitas Tahun 2015 Remuneration and Other Facility	Jumlah Diterima dalam 1 (Satu) Tahun *			
	Dewan Komisaris Board of Commissioners		Direksi Board of Directors	
	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)	2 **)	2.940.998.300	5	10.731.905.930
Fasilitas lain dalam bentuk natura (perumahan, transportasi, asuransi kesehatan dan sebagainya) yang: a. Dapat dimiliki (purna jabatan) b. Tidak dapat dimiliki (asuransi D&O, Kendaraan)	2	-	5	-
Other facilities in kind (housing, transportation, health insurance and others) - Can be owned (post tenure) - Cannot be owned (D&O insurance, Vehicle)				
Total	2	2.940.998.300	5	10.731.905.930

Keterangan | Note:

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

**) Komisaris tahun 2015 terdiri dari 3 orang (penerima honor 2 orang) | In 2015, BOC comprised 3 persons (honor received by 2 persons)

The definition of “material risk takers” is the Board of Directors and/or other employee whose duties and responsibilities for making decisions that have a significant impact on the risk profile of the Bank.

4. The Bank's condition that entered under special surveillance or the Bank in restructuring accordance with the provisions in the status and follow-up surveillance of conventional commercial banks.

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

1. Payment Policy (vesting) for the suspension conducted, among others the payment period.
The current condition, the Bank has not regulated in detail the Bank's policy on suspension of payments, which is based on the time period.
2. Disclosure of the factors that determine differences in Variable Remuneration that is suspended between the Employee and group of employee, if any.

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

The Company currently does not use the services of consultants associated with the remuneration policy.

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 in the table below:

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Jenis Remunerasi dan Fasilitas Tahun 2016 Remuneration and Other Facility	Jumlah Diterima dalam 1 (Satu) Tahun *br/>Total Received in 1 Year			
	Dewan Komisaris Board of Commissioners		Direksi Board of Directors	
	Orang Person	Rupiah	Orang Person	Rupiah
Remunerasi (gaji, bonus, tunjangan rutin, tantiem, dan fasilitas lainnya dalam bentuk non-natura) Remunerasi (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) - Dapat dimiliki (purna jabatan) - Tidak dapat dimiliki (asuransi D & O, Kendaraan) Other facilities in kind (housing, transportation, health insurance and others) - Can be owned (post tenure) - Cannot be owned (D & O insurance, Vehicle)	3	-	5	893.355.136
Total	3	4.051.988.441	5	14.156.977.893

Keterangan | Note:

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

**) Komisaris tahun 2016 terdiri dari 5 orang (penerima honor 3 orang) | In 2016, BOC comprised 5 persons (honorarium received by 3 persons)

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 *) Remuneration per Person in 1 Year *)	Jumlah Komisaris Number of BOC		Jumlah Direksi Number of BOD	
	2016	2015	2016	2015
Di atas Rp2 miliar Above Rp1 billion	-	1	3	2
Di atas Rp1 miliar s.d. Rp2 miliar Above Rp1 billion to Rp2 billion	2	-	1	3
Di atas Rp500 juta s.d. Rp1 miliar Above Rp500 million to Rp1 billion	2	1	1	-
Rp500 juta ke bawah Up to Rp500 million	-	1	-	-

Keterangan | Note: *) yang diterima secara tunai | yang diterima secara tunai

K. Remunerasi yang bersifat variabel, meliputi:

1. Bank telah menetapkan bentuk remunerasi yang bersifat variabel yaitu Bonus dan saham/instrument berbasis saham.
2. Bank belum menetapkan perbedaan pemberian remunerasi yang bersifat variabel diantara para Dewan komisaris, Direksi, dan pegawai.

L. Jumlah Direksi, Dewan Komisaris, dan Pegawai yang menerima remunerasi yang Berifat 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 Total Received in 1 Year					
	Direksi Board of Directors		Dewan Komisaris Board of Commissioners		Pegawai Employees	
	Orang Person	Juta Rp Million Rp	Orang Person	Juta Rp Million Rp	Orang Person	Juta Rp Million Rp
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

M. Jabatan dan jumlah pihak yang menjadi 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.*

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 2016 tidak ada *shares option* dimaksud pada angka 2) hingga angka 6) sebagaimana tabel berikut:

Keterangan/Nama Description/Name	Jumlah Saham yang dimiliki (lembar saham) Total Shares (Number of Shares)	Jumlah Opsi Shares Option		Harga Opsi Option Price (Rp)	Jangka Waktu Period
		Yang diberikan (lembar saham) Granted (Number of Shares)	yang telah dieksekusi (lembar saham) Exercised (Number of Shares)		
Komisaris Commissioner	(nama/name)	Nihil None	Nihil None	Nihil None	Nihil None
Direksi Board of Directors	(nama/name)	Nihil None	Nihil None	Nihil None	Nihil None
Pejabat Eksekutif Executive Officers	(total)	Nihil None	Nihil None	Nihil None	Nihil None
Total		Nihil None	Nihil None	Nihil None	Nihil None

M. Position and the number of parties that become MRT

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

N. Shares option held by 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 purchased through stock offerings or offering stock options in order to award compensation given to members of the Board of Directors, Board of Commissioners, and/or Executive Officers of the Banks, and 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 of 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 granted.
6. The validity period of shares option execution.

During 2016, no shares option referred to in item 2) until item 6), as the following table:

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 2015 dan 2016, dalam skala perbandingan:

Rasio Ratio	Skala Perbandingan Comparative Scale	
	2015	2016
Rasio gaji pegawai yang tertinggi dan terendah The ratio of highest and lowest employee salaries	1 : 21	1 : 34
Rasio gaji Direksi yang tertinggi dan terendah The ratio of highest and lowest Director salaries	1 : 1,50	1 : 2,4
Rasio gaji Dewan Komisaris yang tertinggi dan terendah The ratio of highest and lowest Commissioner salaries	1 : 1,21	1 : 1
Rasio gaji Direksi tertinggi dan pegawai tertinggi The ratio of highest salaries of Director and Employee	1 : 2,91	1 : 2,8

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.

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.

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

Bank telah menjalankan Program Pensiu Dini (*Early Retirement Program*) melalui SK Direksi No.25.01/S. Kep-Dir-HCD/JTRUST/VIII/2016 tanggal 25 Agustus 2016 yang merupakan penjabaran PKB Tahun 2014-2016 pada pasal 14 Batas Usia Karyawan butir 3 dimana karyawan yang mencapai usia sekurang-kurangnya 46 tahun atau masa kerja lebih dari 15 tahun dapat mengajukan pensiu dipercepat, dan adanya 18

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/provider of Work to employees assigned and paid according to a Labor agreement, contracts, or legislation for a profession and/or services that have been done.

Here is the ratio of the highest and lowest salaries in 2015 and 2016, in the scale of comparison:

Rasio Ratio	Skala Perbandingan Comparative Scale	
	2015	2016
Rasio gaji pegawai yang tertinggi dan terendah The ratio of highest and lowest employee salaries	1 : 21	1 : 34
Rasio gaji Direksi yang tertinggi dan terendah The ratio of highest and lowest Director salaries	1 : 1,50	1 : 2,4
Rasio gaji Dewan Komisaris yang tertinggi dan terendah The ratio of highest and lowest Commissioner salaries	1 : 1,21	1 : 1
Rasio gaji Direksi tertinggi dan pegawai tertinggi The ratio of highest salaries of Director and Employee	1 : 2,91	1 : 2,8

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. An employee means a permanent employee of PT Bank JTrust Indonesia Tbk from executive level to the Head of Division.

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, the first year of work

The Bank's current conditions have not provide variable remuneration, thus there are no employees who received remuneration pledged unconditionally, which provided by the Bank.

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

The Banks have conducted Early Retirement Program (*Early Retirement Program*) through SK Directors No. 25.01/S.Kep-Dir-HCD/JTRUST/VIII/2016 dated August 25, 2016, which elaborated the PKB Year 2014 - 2016 on article 14 on Employee Age Limit item 3 wherein employees who reach the age of at least 46 years or years of service over 15 years can apply for early retirement, and the 18 Branch Closing in 2016,

Branch Closing di tahun 2016 yang sudah disetujui oleh Otoritas Jasa Keuangan, maka jumlah pegawai yang mengambil program tersebut adalah sebagai berikut:

Jumlah Nominal Pesangon yang dibayarkan per orang dalam 1 (Satu) Tahun 2016 Amount of severance paid to an individual in a year 2016	Jumlah Pegawai Total Employees
Di atas Rp1 miliar Above Rp1 billion	16
Di atas Rp500 juta s.d. Rp1 miliar Above Rp500 million to Rp1 billion	54
Rp500 juta ke bawah Up to Rp500 million	300

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:

A. Remunerasi yang Bersifat Tetap *) | Fixed Remuneration *)

1. Tunai Cash	Rp292.041.281.953,-
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

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.

which has been approved by the Financial Services Authority, the number of employees who participate in the program are as follows:

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

The Bank has not provided compensation in the form above.

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

The Banks has not provided compensation in the form above.

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

U. Quantitative Information

The Bank have not conducted quantitative information related to the total remaining remuneration that is still suspended both exposed implicit or explicit adjustment, along with the total reduction of remuneration both due to the explicit and implicit adjustments during the reporting period.

Tata Kelola Perusahaan

Good Corporate Governance

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)
1. Tunai (dalam juta rupiah) Cash (in million rupiah)	N/A	N/A		N/A
2. 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

2.13. Informasi tentang sanksi administratif yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan Direksi, oleh otoritas Pasar Modal dan otoritas lainnya pada tahun buku (jika ada)

2.13. Information on administrative sanctions imposed on the Issuer or Public Company, a member of the Board of Commissioners and Board of Directors, by the Capital Market Authority and other authorities in the financial year (if any)

No.	No. Surat Letter Number	Tanggal Surat Letter Date	Denda/Sanksi Penalty/Sanction
1	18/35/DPSP-SDP/Srt/B	20 Mei 2016 May 20, 2016	Rp123.000
2	18/209/DPKL-GIPN-LIP3/Srt/Rhs	27 Juni 2016 June 27, 2016	Rp100.000
3	18/85/DPKL-GGPP1-PPw1/Srt/Rhs	24 Juni 2016 June 24, 2016	Rp5.000.000
4	S-450/PM.112/2016	22 Juli 2016 July 22, 2016	Rp100.000
5	18/46/DPM/Srt/B	04 Agustus 2016 August 04, 2016	USD.666.67
6	18/240/DPSP-SDP/Srt/B	08 Agustus 2016 August 08, 2016	Rp126.500
7	S-552/PM.112/2016	29 Agustus 2016 August 29, 2016	Rp10.000
8	No. 18/608/DPKL-GPP1-PPw2/Srt/B	7 November 2016 November 7, 2016	Rp250.000
9	No. 18/284/DPKL-GPP1-PPw1/Srt/Rhs	16 November 2016 November 16, 2016	Rp30.000.000
10	No. 18/299/DPKL-GPP1-PPw1/Srt/Rhs	23 November 2016 November 23, 2016	Rp100.000

2.14. Penerapan atas Pedoman Tata Kelola Perusahaan Terbuka bagi Emiten yang menerbitkan Efek Bersifat Ekuitas atau Perusahaan Publik, meliputi:

Sampai saat sejak diambil alihnya saham melalui Lembaga Penjamin Simpanan (LPS), dan sekarang oleh Investor Jepang melalui J Trust Co.Ltd., perseroan belum menerapkan atas Pedoman Tata Kelola Perusahaan Terbuka Bagi Emiten yang Menerbitkan Efek Bersifat Ekuitas dikarenakan kondisi Saham Perseroan masih disuspend di Bursa Efek Indonesia (BEI) Jakarta. Sementara kegiatan tersebut masih mengacu pada ketentuan dan perundang-undangan yang dikeluarkan oleh regulasi yang ada.

Namun, perseroan telah menerapkan pedoman tata kelola perusahaan bagi bank umum konvensional dimana penjelasannya dapat ditemukan pada Laporan Hasil Penilaian Sendiri (*Self Assessment*) pelaksanaan GCG Bank.

2.14. Implementation of the Code of Corporate Governance for the Issuer that issues equity securities or Public Company, include:

Until today, since the expropriation shares through the Deposit Insurance Agency (LPS), and by Japanese investors through J Trust Co. Ltd., The company has yet to apply the Code of Corporate Governance for Issuers Issuing Equity Shares due to the conditions of being suspend in the Indonesia Stock Exchange (IDX), Jakarta. While these activities are still referring to the provisions and regulations issued by the existing regulations.

However, the company has implemented corporate governance guidelines for conventional commercial bank where the explanation can be found on the Self Assessment Report (*Self Assessment*) implementation of GCG of the Bank.



III. Kelengkapan dan Pelaksanaan Tugas Komite-Komite PT Bank JTrust Indonesia Tbk

Komite-Komite Di Bawah Dewan Komisaris

Dalam rangka pelaksanaan tugas dan tanggung jawabnya, Dewan Komisaris PT Bank JTrust Indonesia Tbk telah membentuk Komite-Komite Di bawah Dewan Komisaris sebagaimana yang dipersyaratkan dalam ketentuan *Good Corporate Governance* yang terdiri dari:

- Komite Audit (*Audit Committee*)
- Komite Pemantau Risiko (*Risk Monitoring Committee*)
- Komite Nominasi dan Remunerasi (*Nomination and Remuneration Committee*)

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 di bawah Dewan Komisaris PT Bank JTrust Indonesia Tbk mengacu pada Pedoman dan Tata Tertib Kerja Komite (*Committee Charter*) yang disusun berdasarkan peraturan yang berlaku di Indonesia terutama Peraturan Bank Indonesia dan Peraturan Otoritas Jasa Keuangan tentang tentang Pelaksanaan *Good Corporate Governance* Bagi Bank Umum, dan *best practices* yang ditinjau ulang 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 *Good Corporate Governance* (GCG), serta kepatuhan terhadap peraturan perundang-undangan yang berlaku.

a. Piagam Komite Audit (*Audit Committee Charter*)

Komite Audit memiliki Piagam Komite Audit (*Audit Committee Charter*) yang mengatur hal-hal terkait dengan pelaksanaan tugas dan tanggung jawab serta kewenangan, komposisi dan struktur organisasi serta syarat keanggotaan, tata cara dan prosedur kerja serta waktu kerja, pelaksanaan rapat dan pelaporan, masa tugas dan honorarium. Piagam Komite Audit (*Audit Committee Charter*) ini secara periodik di-review kembali dan dievaluasi kecukupannya oleh Dewan

III. Implementation And Duties of Committees of PT Bank JTrust Indonesia Tbk

Committees Under the Board of Commissioners

In order to execute its duties and responsibilities, the Board of Commissioners of PT Bank JTrust Indonesia Tbk has established the Committees under the Board of Commissioners in accordance with Good Corporate Governance. The committees are as follows:

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

All the committees under the Board of Commissioners are chaired by an Independent Commissioner who does not have a relationship of finance, management, share ownership, and/or related to members of the Board of Commissioners, Board of Directors and/or the controlling shareholders or in any other form of relationships with the Bank which could affect independence.

Implementation of duties and responsibilities of the committees under the Board of Commissioners of PT Bank JTrust Indonesia Tbk refers to the Committee Charter, which is based on the rules that apply in Indonesia, especially Bank Indonesia Regulation on the Implementation of Good Corporate Governance for Commercial Banks, and best practices and are reviewed regularly.

3.1. Audit Committee

The Audit Committee is a committee formed to support the duties of the Board of Commissioners. The Audit Committee monitors the adequacy of the financial reporting process, internal control systems, the implementation of the internal and external audit functions, implementation of Good Corporate Governance (GCG), as well as compliance with the legislation in force.

a. Audit Committee Charter

The Audit Committee has a Charter/Code of Conduct of the Audit Committee, which regulates matters related to the implementation of the tasks and responsibilities, organizational structure, membership requirements, the authority, implementation of meeting, working period and honorarium. The effectiveness of the Charter/ Guidelines and Code of Conduct of the Audit Committee need to be assessed and evaluated periodically by the Board of Commissioners to ensure the Audit Committee

Komisaris agar fungsi Komite Audit dapat dilaksanakan pada tingkat yang optimal. Piagam Komite Audit (*Audit Committee Charter*) yang ada terakhir di-review dan dimutakhirkan di bulan Februari 2016.

b. Struktur dan Keanggotaan Komite Audit

Di tahun 2016, terjadi 2 kali perubahan pada struktur dan keanggotaan Komite Audit sebagai berikut:

1. Berdasarkan Surat Dewan Komisaris No.11.01/S. KOM/JTRUST/I/2016 tertanggal 11 Januari 2016 dan Surat Keputusan Direksi No.11.09/S.Kep-Dir-HCD/JTrust/I/2016 tertanggal 11 Januari 2016, struktur dan keanggotaan Komite Audit sebagai berikut:
 - 1) Benny Luhur (Komisaris Independen)
Ketua/Anggota
 - 2) Adriana Mulianto (Pihak Independen)
Sekretaris/Anggota
 - 3) Nobiru Adachi (Komisaris Utama)
Anggota
 - 4) Amalia Setyanti Lestari (Pihak Independen)
Anggota
2. Berdasarkan Surat Dewan Komisaris No.16.01/S. KOM/JTRUST/XI/2016 tertanggal 16 November 2016 dan Surat Keputusan Direksi No.21.05/S.Kep-Dir-HCD/JTrust/XI/2016 tertanggal 21 November 2016, struktur dan keanggotaan Komite Audit sebagai berikut:
 - 1) Benny Luhur (Komisaris Independen)
Ketua/Anggota
 - 2) Adriana Mulianto (Pihak Independen)
Sekretaris/Anggota
 - 3) Nobiru Adachi (Komisaris Utama)
Anggota
 - 4) Amalia Setyanti Lestari (Pihak Independen)
Anggota
 - 5) Shigeyoshi Asano (Komisaris)
Anggota
 - 6) Mahdi Mahmudy (Komisaris Independen)
Anggota
 - 7) Kwik Ing Hie (Komisaris Independen)
Anggota

Sebagaimana dinyatakan di atas, per 31 Desember 2016 Komite Audit diketuai oleh seorang Komisaris Independen dengan anggotanya terdiri dari:

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

function at optimal level. The Audit Committee Charter, which is the last in-review and updated in February 2016.

b. The structure and membership of the Audit Committee

In 2016, the adjustment in the structure and membership of the Audit Committee occurred 2 times as follows:

1. Referring to the letter of BOC No.11.01/S.KOM/JTRUST/I/2016 dated January 11, 2016 and the Decree of the BOD No.11.09/S.Kep-Dir-HCD/JTrust/I/2016 dated January 11, 2016, the structure and membership of the Audit Committee as follows:
 - 1) Benny Luhur (Independent Commissioner)
Chairman/Member
 - 2) Adriana Mulianto (Independent Party)
 - 3) Nobiru Adachi (President Commissioner)
Member
 - 4) Amalia Setyanti Lestari (Independent Party)
Member
2. Referring to the letter of BOC No.16.01/S.KOM/JTRUST/XI/2016 dated November 16, 2016 and the Decree of the Board No.21.05/S.Kep-Dir-HCD/JTrust/XI/2016 dated November 21, 2016, the structure and membership of the Audit Committee as follows:
 - 1) Benny Luhur (Independent Commissioner)
Chairman/Member
 - 2) Adriana Mulianto (Independent Party)
Secretary/Member
 - 3) Nobiru Adachi (President Commissioner)
Member
 - 4) Amalia Setyanti Lestari (Independent Party)
Member
 - 5) Shigeyoshi Asano (Commissioner)
Member
 - 6) Mahdi Mahmudy (Independent Commissioner)
Member
 - 7) Kwik Ing Hie (Independent Commissioner)
Member

As stated above, as of December 31, 2016 the Audit Committee is chaired by an Independent Commissioner with members consist of:

- a. 1 (one) President Commissioner
- b. 1 (one) Commissioner
- c. 3 (three) Independent Commissioners
- d. 1 (one) Independent Party who are experts in accounting and finance
- e. 1 (one) Independent Party who are experts in the field of business law and banking

Tata Kelola Perusahaan

Good Corporate Governance

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 Bank Indonesia.

Sepanjang tahun 2016, jumlah Komisaris Independen dan Pihak Independen yang menjadi anggota Komite Audit berjumlah lebih dari 51% (lima puluh satu perseratus) dari jumlah keseluruhan anggota Komite Audit.

Setiap anggota Komite Audit:

- 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.
- c. Kualifikasi Pendidikan dan Pengalaman Kerja Anggota Komite Audit
Kualifikasi pendidikan dan pengalaman kerja anggota Komite Audit selengkapnya dapat dilihat sebagai berikut:
- **Benny Luhur**, Ketua Komite Audit (menjabat sejak 29 Desember 2015)
Sarjana Chemical Engineering Universitas of California, Berkeley, USA. Memulai karir sebagai Vice Manager di PT Hari Terang Industrial Co. Ltd sebagai produsen batu baterai merk ABC dan mendistribusikannya ke daerah-daerah di Indonesia. Pada tahun 1989 – 1995 menjabat sebagai Direktur di PT ADEI Plantation & Industry dimana beliau merintis dan membangun kebun karet dan kelapa sawit di Riau dengan sistem land clearing tanpa bakar. Kemudian beliau melanjutkan karirnya sebagai Direktur Utama di PT Adindo Foresta Indonesia pada tahun 1990 – 1999 untuk memelihara kerjasama dengan BUMN PT Inhutani 1 untuk membangun Hutan Tanaman Industri di Kalimantan Timur bagian utara. Dan juga menjabat sebagai Direktur Utama di PT Adindo Hutani Lestari pada tahun 1995 – 2005. Bapak Benny Luhur juga menjabat sebagai Direktur di PT ADEI Crumb Rubber Industry pada tahun 1995 – 2013. Pada tahun 1999 – 2005, beliau

Each Commissioner that becomes the Chairman and members of the Audit Committee has effectively passed the fit and proper test by the FSA. Appointment of the names of the Chairman and members of the Audit Committee as referred to above have met the criteria set out in the Regulation of Bank Indonesia.

Throughout 2016, the number of independent commissioners and independent parties that are members of the Audit Committee amounted to more than 51% (fifty one percent) of the total number of members of the Audit Committee.

Each member of the Audit Committee:

- Have high integrity, good character, good morals, the ability of banking knowledge and sufficient experience, as well as able to communicate well.
- Enough knowledge to read and understand financial statements of banks.
- Have adequate knowledge of legislation relating to the business of banks.
- Have a mental attitude and ethics and high professional responsibility.
- Have the ability to maintain the confidential of company information.

c. Educational qualifications and work experience of members of the Audit Committee

Educational qualifications and work experience of members of the Audit Committee as follows:

- **Benny Luhur**, Chairman of the Audit Committee (served since December 29, 2015)
Obtained Bachelor degree in Chemical Engineering from University of California, Berkeley, USA. Starting his career as Vice Manager at PT Day Light Industrial Co. Ltd., as the producer of the ABC brand batteries and distribute them to areas in Indonesia. In 1989 - 1995 served as Director of PT Adei Plantation & Industry where he pioneered and establish rubber plantations and palm oil in Riau with land clearing systems without burning. Then he continued his career as Director of PT Adindo Foresta Indonesia, 1990 - 1999 to maintain cooperation with state-owned PT Inhutani 1 to build the Industrial Plantation Forest in the northern part of East Kalimantan. And also served as Director of PT Adindo Hutani Lestari in 1995 - 2005. Mr. Benny Luhur also served as Director of PT Adei Crumb Rubber Industry in 1995 - 2013. In 1999-2005, he served as President Commissioner of PT Adindo Foresta Indonesia Tbk which he tasked to supervise and provide advice to the Board

menjabat sebagai Komisaris Utama di PT Adindo Foresta Indonesia Tbk dimana beliau bertugas untuk mensupervisi dan memberikan nasehat kepada Direksi. Begitu pula di PT ADEI Crumb Rubber Industry, beliau juga menjabat sebagai Komisaris Utama dari tahun 2014 s/d sekarang.

Saat ini beliau juga menjabat sebagai Komisaris Independen di PT Bank JTrust Indonesia Tbk sejak tanggal 23 Juni 2015. Beliau Lulus *Fit and Proper Test* pada tanggal 24 Agustus 2015. Hingga 15 November 2016, beliau merangkap jabatan sebagai Ketua Komite Audit, Ketua Komite Pemantau Risiko, dan anggota Komite Nominasi dan Remunerasi. Sejak 16 November 2016, beliau merangkap jabatan sebagai Ketua Komite Audit, Ketua Komite Nominasi dan Remunerasi, dan anggota Komite Pemantau Risiko.

- **Nobiru Adachi**, anggota Komite Audit

Warga Negara Jepang, 58 tahun. Menyelesaikan pendidikan di beberapa universitas, yaitu Universitas Tokyo, Fakultas Hukum, tahun 1980; Case Western University, Fakultas Ekonomi, tahun 1983. Pada April 1980, bergabung dengan Departemen Keuangan Jepang dan menjabat berbagai jabatan strategis, yaitu Direktur Kantor Pelayanan Pajak Onomichi pada Juli 1986, Direktur Wakil Menteri Keuangan untuk Urusan Internasional, bagian Sekretariat Menteri pada Juni 1997, Penasehat Hukum di Biro Anggaran, Direktur pada Divisi Riset Biro Internasional pada Juni 2002, Direktur Institut Riset Kebijakan Departemen Keuangan pada Juni 2004, Direktur Jenderal Bea Cukai di Hakodate pada Juni 2005. Pada April 2006, ditunjuk sebagai Officer di Jasdaq Securities Exchange, Inc, lalu dipromosikan menjadi Executive Officer pada Juni 2006 dan pada Oktober 2008, menjadi Country Head untuk Jepang di ETF Securities Ltd. Kemudian, menjabat Chairman dan CEO di M & A Solution Japan Co, Ltd pada Oktober 2011. Pada April 2013 masuk sebagai Advisor bagi J Trust. Lalu menjabat sebagai Managing Director J Trust pada Juni 2013.

Posisi selanjutnya adalah menjadi Direktur Perwakilan dan Senior Managing Director yang bertanggungjawab atas Corporate Management Dept. di J Trust dan terakhir pada November 2014 ditunjuk sebagai Komisaris PT Bank MutiaraTbk, yang kemudian ditunjuk sebagai Komisaris Utama PT Bank Mutiara Tbk pada tanggal 30 Desember 2014 yang berubah nama menjadi PT Bank JTrust Indonesia Tbk sejak 29 Mei 2015. Lulus *Fit and Proper Test* pada tanggal 14 April 2015 dan

of Directors. Similarly in PT ADEI Crumb Rubber Industry, he also serves as President Commissioner of 2014-now.

Currently, he also serves as Independent Commissioner of PT Bank JTrust Indonesia Tbk since June 23, 2015. He has passed Fit and Proper Test on August 24, 2015. As of 15 November 2016, he concurrently served as Chairman of the Audit Committee, Chairman of the Risk Monitoring Committee, and a member of the Nomination and Remuneration Committee. Since 16 November 2016, he concurrently served as Chairman of the Audit Committee, Chairman of the Nomination and Remuneration Committee, and a member of the Risk Oversight Committee.

- **Nobiru Adachi**, member of the Audit Committee Japanese Citizens, 58 years old. Graduated in several universities, namely the University of Tokyo, Faculty of Law, 1980; Case Western University, Faculty of Economics, 1983. In April 1980, joined the Japanese Ministry of Finance where he held various strategic positions, namely the Director of the Tax Office Onomichi in July 1986, the Director of the Deputy Minister of Finance for International Affairs, part of the Secretariat of the Minister in June 1997, Legal Advisor in the Bureau of the Budget, the Director of the Research Division of the International Bureau in June 2002, Director of the Policy Research Institute of the Ministry of Finance in June 2004, the Director General of Customs in Hakodate in June 2005. In April 2006, was appointed as an Officer in the Jasdaq Securities Exchange, Inc., then promoted to Executive Officer in June 2006 and in October 2008, became Country Head for Japan in ETF Securities Ltd. Then, served as Chairman and CEO of M & A Solutions Japan Co., Ltd. in October 2011. In April 2013 entered as Advisor to J Trust. Then served as Managing Director J Trust in June 2013.

The next position is to be the Representative Director and Senior Managing Director in charge of Corporate Management Dept. in J Trust and the last in November 2014 was appointed as a Commissioner of PT Bank Mutiara Tbk, who was later appointed as President Commissioner of PT Bank Mutiara Tbk on December 30, 2014 which changed its name to PT Bank JTrust Indonesia Tbk since May 29, 2015. Passed Fit and Proper Test on April 14, 2015 and concurrent positions as members

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merangkap jabatan sebagai anggota Komite Audit, anggota Komite Pemantau Risiko dan anggota Komite Nominasi dan Remunerasi mulai bulan Mei 2015 hingga saat ini.

- **Shigeyoshi Asano**, anggota Komite Audit

Warga Negara Jepang, 47 Tahun. Meraih gelar Sarjana Teknik dari Institut Teknologi Tokyo pada tahun 1992. Kemudian, beliau meraih gelar Master Teknik dari Institut Teknologi Tokyo pada tahun 1994. Memulai karir di Tokyo Gas Co., Ltd. pada tahun 1994 dan memiliki pengalaman kerja 22 tahun di industry investasi dan bisnis. Pengalaman bekerja terakhir adalah sebagai Komisaris pada PT J Trust Investments Indonesia, Direktur dan Pejabat Eksekutif di J Trust Co., Ltd., Komisaris di PT Group Lease Finance Indonesia, serta Direktur di J Trust Asia PTE. LTD.

Melalui RUPST tanggal 30 Juni 2016 diangkat menjadi Komisaris pada PT Bank JTrust Indonesia Tbk hingga sekarang. Sejak 16 November 2016 hingga saat ini, beliau juga menjabat sebagai anggota Komite Audit, anggota Komite Pemantau Risiko dan anggota Komite Nominasi dan Remunerasi.

- **Mahdi Mahmudy**, anggota Komite Audit

Warga Negara Indonesia, 59 Tahun. Meraih gelar Sarjana Ekonomi di bidang Manajemen Finansial dari Fakultas Ekonomi Universitas Indonesia pada tahun 1984. Kemudian beliau meraih gelar Master di bidang Kebijakan Moneter dari University of Illinois pada tahun 1992, dan gelar Doktor di bidang Manajemen Strategik dari Universitas Indonesia pada tahun 2011. Beliau mulai berkarir di Bank Indonesia pada tahun 1986 dan memiliki pengalaman kerja 30 tahun di industri perbankan. Pengalaman kerja terakhir adalah sebagai Executive Director pada Bank Indonesia di Departemen Regional Area Kalimantan.

Melalui RUPST tanggal 30 Juni 2016 diangkat menjadi Komisaris pada PT Bank JTrust Indonesia Tbk hingga sekarang. Sejak 16 November 2016 hingga saat ini, beliau juga menjabat sebagai Ketua Komite Pemantau Risiko, anggota Komite Audit, dan anggota Komite Nominasi dan Remunerasi.

- **Kwik Ing Hie**, anggota Komite Audit

Warga Negara Indonesia, 54 tahun. Meraih gelar Master of Business Administration dari Stanford University pada 1991, dan gelar Bachelor of Science in Computer Engineering dari Syracuse

of the Audit Committee, Risk Monitoring Committee and member of the Nomination and Remuneration Committee from May 2015 until today.

- **Shigeyoshi Asano**, Member of the Audit Committee

Japanese Citizen, 47 Years. Obtained a Bachelor degree of Engineering from Tokyo Institute of Technology in 1992. Later, he earned a Master's degree in Engineering from Tokyo Institute of Technology in 1994. He started his career at Tokyo Gas Co., Ltd. in 1994 and has 22 years of work experience in the investment industry and business. Last work experience was as a Commissioner of PT J Trust Investments Indonesia, Director and Executive Officer in the J Trust Co., Ltd., a Commissioner of PT Group Lease Finance Indonesia, as well as Director of J Trust Asia PTE. LTD.

Through the AGM dated June 30, 2016 was appointed a Commissioner of PT Bank JTrust Indonesia Tbk until now. Since 16 November 2016 until today, he also serves as member of the Audit Committee, Risk Monitoring Committee and member of the Nomination and Remuneration Committee.

- **Mahdi Mahmudy**, Member of the Audit Committee

Indonesian citizen, 59 years. Obtained his Bachelor degree in Economics, Financial Management from Universitas Indonesia in 1984. Later he earned a Masters degree in Monetary Policy from the University of Illinois in 1992, and a PhD in Strategic Management from the University of Indonesia in 2011. He started career at Bank Indonesia in 1986 and has 30 years of work experience in the banking industry. Recent work experience was as an Executive Director at Bank Indonesia in Kalimantan Area Regional Department.

Through the AGM dated June 30, 2016 was appointed a Commissioner of PT Bank JTrust Indonesia Tbk until now. Since 16 November 2016, he also serves as Chairman of the Risk Oversight Committee, member of the Audit Committee, and member of the Nomination and Remuneration Committee.

- **Kwik Ing Hie**, Member of the Audit Committee

Indonesian citizen, 54 years. Obtained Master of Business Administration degree from Stanford University in 1991, and a Bachelor of Science in Computer Engineering from Syracuse University in

University pada 1986. Memiliki pengalaman 28 tahun di industri keuangan dan konsultasi. Sejak 1999 hingga 2006, beliau memimpin perusahaan investasi miliknya yang fokus kepada merger, akuisisi, dan investasi pinjaman darurat. Beliau pernah menjabat sebagai Presiden Direktur PT Affinity Equity Partners Indonesia dari Oktober 2009 hingga Juni 2014 dan sebagai Presiden Direktur PT Morgan Stanley Asia Indonesia dari 2006 hingga 2009. Beliau juga sebelumnya menjabat sebagai Komisaris MPM sejak 2010, dan juga menjabat sebagai anggota Komite GCG serta Ketua Komite Nominasi dan Remunerasi (KNR) MPM sejak 2013. Saat ini menjabat sebagai Managing Partner di Sternbridge Partner sejak 2015.

Melalui RUPST tanggal 30 Juni 2016 diangkat menjadi Komisaris pada PT Bank JTrust Indonesia Tbk hingga sekarang. Sejak 16 November 2016 hingga saat ini, beliau juga menjabat sebagai anggota Komite Audit dan anggota Komite Pemantau Risiko.

- **Adriana Mulianto**, anggota merangkap Sekretaris Komite Audit

Warga negara Indonesia, 38 tahun. Meraih gelar Sarjana Akuntansi dari Universitas Atma Jaya pada tahun 2002. Memiliki pengalaman 9 tahun di industri perbankan. Dengan posisi terakhir sebagai anggota Komite Audit PT Bank Panin Tbk sejak 2007, anggota Komite Pemantau Risiko sejak 2007-2013 dan sejak 2015, PT Panin Bank Syariah Tbk sejak 2013, PT Bank ANZ Indonesia sejak 2007.

Sesuai Surat Dewan Komisaris No.11.01/S-KOM/JTRUST/I/2016 tertanggal 11 Januari 2016, dan Surat Keputusan Direksi No.11.09/S.Kep-Dir-HCD/JTrust/I/2016 tertanggal 11 Januari 2016, menduduki posisi sebagai anggota independen dan Sekretaris Komite Audit dan merangkap sebagai anggota independen Komite Pemantau Risiko PT Bank JTrust Indonesia Tbk.

- **Amalia Setyanti Lestari**, anggota Komite Audit

Warga negara Indonesia, 53 tahun. Meraih gelar Sarjana Ekonomi, jurusan akuntansi, dari Universitas Indonesia pada tahun 1988. Memiliki 10 tahun pengalaman kerja di dunia konsultasi dan 16 tahun di dunia perbankan. Sebagai Head of Internal Audit and Audit Manager for Corporate Banking & Head Office function (2007-2009), sebagai Head of Compliance pada PT Bank Rabobank International Indonesia (2010-2013) dan sebagai TS Compliance and Money Laundering Reporting Officer pada JP

1986. Having 28 years of experience in the financial industry and consulting. From 1999 to 2006, he led his investment company that focuses on mergers, acquisitions, and investments emergency loans. He served as President Director of PT Affinity Equity Partners Indonesia from October 2009 to June 2014 and as the President Director of PT Morgan Stanley Asia Indonesia from 2006 to 2009. He also previously served as Commissioner of MPM since 2010, and also served as a member and Chairman of the Corporate Governance Committee and Nomination and Remuneration Committee (KNR) MPM since 2013. Currently serves as Managing Partner in Sternbridge Partner since 2015.

Through the AGM dated June 30, 2016 was appointed as Commissioner of PT Bank JTrust Indonesia Tbk until now. Since 16 November 2016, he also serves as member of the Audit Committee and Risk Monitoring Committee.

- **Adriana Mulianto**, Secretary concurrently Member of the Audit Committee

Indonesian citizen, 38 years. He holds a Bachelor of Accounting from the University of Atma Jaya in 2002. It has 9 years of experience in the banking industry. With his last position as a member of the Audit Committee of PT Bank Panin Tbk since 2007, member of the Risk Monitoring Committee from 2007 to 2013 and since 2015, PT Panin Bank Syariah Tbk since 2013, PT Bank ANZ Indonesia since 2007.

Letter appropriate BOC No. 11.01/S-KOM/JTRUST/I/2016 dated January 11, 2016, and Decree of the Board No.11.09/S.Kep-Dir-HCD/JTrust/I/2016 dated January 11, 2016, the position as an independent member and Secretary of the Audit Committee and serves as an independent member of the Risk Monitoring Committee of PT Bank JTrust Indonesia Tbk.

- **Amalia Setyanti Lestari**, Member of the Audit Committee

Indonesian citizen, 53 years. He holds a Bachelor of Economics, majoring in Accounting, from the University of Indonesia in 1988. It has 10 years of consulting experience in the world of work and 16 years in the banking world. As the Head of Internal Audit and Audit Manager for Corporate Banking and Head Office function (2007-2009), as Head of Compliance at PT Bank Rabobank International Indonesia (2010-2013) and as TS Compliance

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Morgan Chase Bank & Co (2013-2015). Saat ini menjabat sebagai anggota independen Komite Audit dan sebagai anggota independen Komite Pemantau Risiko & Compliance pada PT Bank Rabobank International Indonesia.

Sesuai Surat Dewan Komisaris No.11.01/S-KOM/JTRUST/I/2016 tertanggal 11 Januari 2016 dan Surat Keputusan Direksi No.11.09/S.Kep-Dir-HCD/JTrust/I/2016 tertanggal 11 Januari 2016, menduduki posisi sebagai anggota independen Komite Audit dan merangkap sebagai anggota independen dan sekretaris Komite Pemantau Risiko PT Bank JTrust Indonesia Tbk.

d. Independensi Anggota Komite Audit

Diantara anggota Komite Audit tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham, dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuannya untuk bertindak independen.

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) Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan Akuntan atas jasa yang diberikan.
- 4) Memberikan rekomendasi mengenai penunjukan Kantor Akuntan Publik kepada Dewan Komisaris untuk disampaikan kepada Rapat Umum Pemegang Saham.
- 5) Memastikan bahwa semua risiko dan kontrol diperhatikan dalam laporan Audit Internal dan Auditor Eksternal, sehingga manajemen senantiasa menjalankan praktik perbankan yang sehat sesuai dengan prinsip kehati-hatian.

and Money Laundering Reporting Officer at JP Morgan Chase Bank & Co. (2013-2015). Currently, he serves as an independent member of the Audit Committee and independent member of the Risk Monitoring Committee at PT Bank Rabobank International Indonesia.

Referring to the Letter of BOC No.11.01/S-KOM/JTRUST/I/2016 dated January 11, 2016 and the Decree of the BOD No.11.09/S.Kep-Dir-HCD/JTrust/I/2016 dated January 11, 2016, assuming the position of independent member of the Audit Committee and serves as an independent member and secretary of the Risk Oversight Committee of PT Bank JTrust Indonesia Tbk.

d. Independence of the Audit Committee Member

Among members of the Audit Committee have no relationship in finance, management, share ownership, and/or related to members of the Board of Commissioners, Board of Directors and/or Controlling Shareholders or relationship with the Bank, which could affect its ability to act independently.

e. Duties and Responsibilities of Audit Committee

The Audit Committee is responsible for providing independent and professional opinion to the Board of Commissioners regarding reports or matters submitted by the Board of Directors to the Board of Commissioners as well as identifying issues that require the attention of the Board of Commissioners include:

- 1) Details of the annual activity approved by the Board of Commissioners.
- 2) Reviewing the financial information to be issued by the company to the public and/or authorities such as financial reports, projections and other statements relating to the company's financial information.
- 3) Provide independent opinion in the event of disagreements between management and accounting for services rendered.
- 4) Provide recommendations regarding appointment of Public Accountant Firm to the Board of Commissioners to be submitted to the General Meeting of Shareholders.
- 5) Ensure that all risks and controls noted in the report of the Internal Audit and the External Auditors, so that management always run a healthy banking practices in accordance with the principle of prudence.

- 6) Melakukan pemantauan dan evaluasi terhadap:
- Pelaksanaan tugas dari Satuan Kerja Audit Internal dan mengkaji kecukupan Piagam Audit Internal.
 - Kesesuaian pelaksanaan audit oleh Kantor Akuntan Publik dengan standar audit yang berlaku.
 - Pelaksanaan tindak lanjut oleh Direksi atas hasil temuan Satuan Kerja Audit Internal, Akuntan Publik, dan hasil pengawasan Otoritas Jasa Keuangan (OJK).
- 7) Menelaah dan memberikan saran kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan Perusahaan.
- 8) Menjaga kerahasiaan dokumen, data dan informasi perusahaan.
- f. 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 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 2016, Komite Audit telah menyelenggarakan 4 kali rapat dengan melibatkan Satuan Kerja Audit Interen, unit kerja lainnya (jika dipandang perlu), seperti: Anti Fraud Division, dan semua anggota Komite Audit; 2 kali rapat dengan pihak auditor eksternal (KAP).
- 6) Monitor and evaluate the following:
- Implementation of the Internal Audit Unit and assess the adequacy of the Internal Audit Charter.
 - Compliance audit by Public Accountant with applicable auditing standards.
 - Implementation of the follow-up by the Board of Directors on the findings of the Internal Audit Unit, Public Accountant and Bank Indonesia supervision result.
- 7) To review and provide advice to the Board in relation to the potential conflict of interests of the Company.
- 8) Maintain the confidentiality of documents, data and information of the Company.
- f. Audit Committee Meeting
- 1) Each of the Audit Committee meeting chaired by the Chairman of the Audit Committee who are Independent Commissioner of the Bank.
 - 2) Audit Committee Meetings are always attended by more than 51% of the number of members of the Audit Committee, whose members consist of the Commissioner and Independent Commissioner, as well as 2 independent parties.
 - 3) If there is no consensus then the decision is based on voting by the approval of 2/3 (two thirds) of members of the Committee present at the meeting.
 - 4) The results of the Committee meeting shall be stated in the minutes of the meeting and documented properly.
 - 5) Dissenting opinions that occurs in the meeting of the Committee shall be clearly stated in the minutes of the meeting and the reasons for such dissent.
 - 6) During 2016, the Audit Committee has held four meetings with the involvement of the Internal Audit Unit, other work units (if deemed necessary), such as: Anti Fraud Division, and all members of the Audit Committee; 2 meetings with the external auditors (KAP).

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Frekuensi tingkat kehadiran rapat setiap anggota Komite Audit sebagai berikut:

The frequency of meeting attendance rate of each member of the Audit Committee as follows:

Nama Name	Periode Jabatan Serving Period	Jumlah Rapat Komite Audit Number of Meeting Audit Committee	Jumlah Kehadiran Attendance	% Kehadiran % Attendance
Benny Luhur (Komisaris Independen, Ketua) (Independent Commissioner, Chairman)	01 Januari hingga 31 Desember 2016	4	4	100%
Nobiru Adachi (Komisaris Utama, Anggota) (President Commissioner, Member)	01 Januari hingga 31 Desember 2016	4	4	100%
Shigeyoshi Asano (Komisaris, Anggota) (Commissioner, Member)	16 November hingga 31 Desember 2016	2	2	100%
Mahdi Mahmudy (Komisaris Independen, Anggota) (Independent Commissioner, Member)	16 November hingga 31 Desember 2016	2	2	100%
Kwik Ing Hie (Komisari Independen, Anggota) (Independent Commissioner, Member)	16 November hingga 31 Desember 2016	2	1	50%
Adriana Mulianto (Pihak Independen, Anggota/Sekretaris) (Independent Party, Member/Secretary)	11 Januari hingga 31 Desember 2016	4	4	100%
Amalia Setyanti Lestari (Pihak Independen, Anggota) (Independent Party, Member)	11 Januari hingga 31 Desember 2016	4	4	100%

g. Program Kerja dan Realisasi Komite Audit

Program kerja Komite Audit sepanjang tahun 2016 sebagai berikut:

1. Memantau pencapaian rencana kerja SKAI sepanjang tahun 2016;
2. Memantau tindak lanjut manajemen atas temuan audit (internal dan eksternal) yang bersifat signifikan terhadap penerapan internal control system.
3. Memantau penyusunan laporan keuangan Bank sesuai dengan standar yang berlaku dan memberikan tanggapan yang dipandang perlu.
4. Memberikan rekomendasi penunjukkan kantor akuntan publik yang akan melakukan audit atas laporan keuangan Bank.
5. Ikut berpartisipasi dalam rapat koordinasi Dewan Komisaris dan Direksi dan memberikan masukan yang dipandang perlu.

Realisasi Program Kerja Komite Audit sepanjang tahun 2016 sebagai berikut:

g. Work Program and Realization of the Audit Committee

The work program of the Audit Committee throughout 2016 as follows:

1. Monitor the business plan of Internal Audit throughout 2016;
2. Monitor the management's follow up on the findings of audit (internal and external) that are significant to the application of the internal control system.
3. To monitor the Bank's preparation of financial statements in accordance with applicable standards and provide feedback as deemed necessary.
4. Provide recommendations for the appointment of the public accounting firm to audit the financial statements of the Bank.
5. Participate in the meeting coordination of the Board of Commissioners and the Board of Directors and provide feedback as deemed necessary.

Realization Program of the Audit Committee throughout 2016 as follows:

No.	Realisasi Program Kerja	Realisasi Program Kerja
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 the Internal Audit Unit to monitor work progress and achievements; monitor follow-up on the results of the audit 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 Internal Audit Unit and related units on NPL potential loans
3	Melakukan review atas Rencana Kerja Tahunan SKAI untuk tahun 2016	Conduct a review of the Annual Internal Audit Work Plan for 2016
4	Memonitor progress dari pelaksanaan audit KAP atas laporan keuangan Bank untuk tahun buku 2016	Monitor the progress of the implementation of KAP audit on the Bank's financial statements for the financial year 2016

No.	Realisasi Program Kerja	Realisasi Program Kerja
5	Melakukan review dan diskusi atas hasil draft final laporan keuangan Bank yang telah diaudit oleh KAP untuk tahun buku 2016	Conduct a review and discussion of the results of the final draft of the Bank's financial statements audited by an accounting firm for the fiscal year 2016
6	Melakukan review dan diskusi atas management letter yang telah dikeluarkan oleh KAP untuk tahun buku 2016	Conduct a review and discussion of management letter issued by the firm for the financial year 2016
7	Berdiskusi dengan SKAI tentang progress audit OJK serta temuan-temuan yang bersifat signifikan	SKAI discussions with the FSA on audit progress and findings that are significant
8	Memonitor progress penyelesaian tindak lanjut manajemen atas temuan OJK	Monitor the progress of the completion of the follow-up management on the findings of the FSA
9	Melakukan review dan diskusi tentang laporan keuangan publikasi Bank	Conduct a review and discussion of the financial statements of Bank publications
10	Melakukan review dan diskusi tentang penyusunan laporan tahunan Bank	Do a review and discussion of the preparation of the annual report of the Bank
11	Ikat berpartisipasi dalam rapat koordinasi Dewan Komisaris dan Direksi	Participated in the coordination meeting of the Board of Commissioners and Board of Directors
12	Memberikan rekomendasi pemilihan/mempertahankan dan memberhentikan auditor eksternal/KAP kepada Dewan Komisaris	Providing recommendations on appointments/retain and dismiss the external auditor/KAP to the Board of Commissioners
13	Menyusun rencana kerja (<i>Work Plan</i>) Komite Audit tahun 2016	Prepare a work plan of Audit Committee in 2016

3.2. Komite Pemantau Risiko

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 kesesuaianya 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.

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 syarat 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 secara periodik di-review kembali dan dievaluasi kecukupannya oleh Dewan Komisaris agar fungsi Komite Pemantau Risiko dapat dilaksanakan pada tingkat yang optimal. Piagam Komite Pemantau Risiko (*Risk Monitoring Committee Charter*) yang ada terakhir di-review dan dimutakhirkan di bulan Februari 2016.

3.2. Risk Monitoring Committee

Risk Monitoring Committee is formed to assist the Board of Commissioners fulfill their duties and responsibilities to conduct an evaluation on the implementation of risk management policy by the Bank, which include reviewing compliance with the existing regulations, evaluating the consistency of the implementation of those policies, and monitoring and evaluating the implementation of the Risk Management Committee ("RMC") and Risk Management unit ("RMU") in order to provide recommendations to the Board of Commissioners.

a. Risk Monitoring Committee Charter

Monitoring Committee has a Charter/Code and rules of Conduct which regulates matters related to the implementation of the tasks and responsibilities, organizational structure, membership requirements, the authority, the implementation of the meeting, the tenure and honorarium. Charter/Code and Rules of Conduct Risk Monitoring Committee periodically need to be assessed and evaluated for adequacy by the Board of Commissioners and that the Risk Monitoring Committee functions can be carried out at an optimal level. Risk Monitoring Committee Charter, which is the last in-review and updated in February 2016.

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b. Struktur dan Keanggotaan Komite Pemantau Risiko

Di tahun 2016, terjadi 2 kali perubahan pada struktur dan keanggotaan Komite Pemantau Risiko, sebagai berikut:

1. Berdasarkan Surat Dewan Komisaris No.11.01/S.KOM/JTRUST/I/2016 tertanggal 11 Januari 2016 dan Surat Keputusan Direksi No.11.10/S.Kep-Dir-HCD/JTrust/I/2016 tertanggal 11 Januari 2016, struktur dan keanggotaan Komite Pemantau Risiko sebagai berikut:
 1. Benny Luhur (Komisaris Independen)
Ketua/Anggota
 2. Amalia Setyanti Lestari (Pihak Independen)
Sekretaris/Anggota
 3. Nobiru Adachi (Komisaris Utama)
Anggota
 4. Adriana Mulianto (Pihak Independen)
Anggota
2. Berdasarkan Surat Dewan Komisaris No.16.01/S.KOM/JTRUST/XI/2016 tertanggal 16 November 2016 dan Surat Keputusan Direksi No.21.04/S.Kep-Dir-HCD/JTrust/XI/2016 tertanggal 21 November 2016, struktur dan keanggotaan Komite Pemantau Risiko adalah sebagai berikut:
 1. Mahdi Mahmudy (Komisaris Independen)
Ketua/Anggota
 2. Amalia Setyanti Lestari (Pihak Independen)
Sekretaris/Anggota
 3. Nobiru Adachi (Komisaris Utama)
Anggota
 4. Adriana Mulianto (Pihak Independen)
Anggota
 5. Shigeyoshi Asano (Komisaris)
Anggota
 6. Benny Luhur (Komisaris Independen)
Anggota
 7. Kwik Ing Hie (Komisaris Independen)
Anggota

Sebagaimana dinyatakan di atas, per 31 Desember 2016 Komite Pemantau Risiko diketuai oleh seorang Komisaris Independen dengan anggotanya terdiri dari:

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

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

b. Structure and Risk Monitoring Committee Membership

In 2016, the adjustment in the structure and membership of the Risk Monitoring Committee occurred 2 times, as follows:

1. Referring to the Letter of BOC No.11.01/S.KOM/JTRUST/I/2016 dated January 11, 2016 and the Decree of the BOD No.11.10/S.Kep-Dir-HCD/JTrust/I/2016 dated January 11, 2016, the structure and Risk Monitoring Committee as follows:
 1. Benny Luhur (Independent Commissioner)
Chairman/Member
 2. Amalia Setyanti Lestari (Independent Party)
Secretary/Member
 3. Nobiru Adachi (President Commissioner)
Member
 4. Adriana Mulianto (Independent Party)
Member
2. Referring to the Letter of BOC No.16.01/S.KOM/JTRUST/XI/2016 dated November 16, 2016 and the Decree of the BOC No.21.04/S.Kep-Dir-HCD/JTrust/XI/2016 dated November 21, 2016, the structure and Risk Monitoring Committee membership as follows:
 1. Mahdi Mahmudy (Independent Commissioner)
Chairman/Member
 2. Amalia Setyanti Lestari (Independent Party)
Secretary/Member
 3. Nobiru Adachi (President Commissioner)
Member
 4. Adriana Mulianto (Independent Party)
Member
 5. Shigeyoshi Asano (Commissioner)
Member
 6. Benny Luhur (Independent Commissioner)
Member
 7. Kwik Ing Hie (Independent Commissioner)
Member

As stated above, as of December 31, 2016 Risk Monitoring Committee is chaired by an Independent Commissioner with members consist of:

- a. 1 (one) President Commissioner
- b. 1 (one) Commissioner
- c. 3 (three) Independent Commissioners
- d. 1 (one) Independent Party who are experts in accounting and finance
- e. 1 (one) Independent Party who are experts in the field of business law and banking

Each Commissioner that becomes the Chairman and a member of the Risk Monitoring Committee has effectively passed the fit and proper test by the FSA. Appointment of the names of the Chairman and members of the Risk

Risiko sebagaimana dimaksud di atas telah memenuhi kriteria yang ditetapkan dalam Peraturan Bank Indonesia.

Sepanjang tahun 2016, 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.

Setiap anggota Komite Pemantau Risiko:

- 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.

c. Kualifikasi Pendidikan dan Pengalaman Kerja Anggota Komite Pemantau Risiko

Kualifikasi pendidikan dan pengalaman kerja anggota Komite Pemantau Risiko adalah sebagai berikut:

- Mahdi Mahmudy, Ketua/Anggota Komite Pemantau Risiko (menjabat sebagai Ketua sejak tanggal 16 November 2016)
Kualifikasi pendidikan dan pengalaman kerja sama seperti yang telah diuraikan di atas.
- Benny Luhur, Ketua/Anggota Komite Pemantau Risiko (menjabat sebagai Ketua sejak 29 Desember 2015 hingga 15 November 2016; dan menjadi anggota sejak 16 November 2016 hingga sekarang)
Kualifikasi pendidikan dan pengalaman kerja sama seperti yang telah diuraikan di atas.
- Nobiru Adachi, anggota Komite Pemantau Risiko
Kualifikasi pendidikan dan pengalaman kerja sama seperti yang telah diuraikan di atas.
- Shigeyoshi Asano, anggota Komite Pemantau Risiko
Kualifikasi pendidikan dan pengalaman kerja sama seperti yang telah diuraikan di atas.
- Kwik Ing Hie, anggota Komite Pemantau Risiko
Kualifikasi pendidikan dan pengalaman kerja sama seperti yang telah diuraikan di atas.

Monitoring Committee as referred to above have met the criteria established in the Regulation of Bank Indonesia.

Throughout 2016, the number of Independent Commissioners and Independent Parties that are members of the Risk Monitoring Committee totalled more than 51% (fifty one percent) of the total number of members of the Risk Monitoring Committee.

Each member of the Risk Monitoring Committee:

- Have high integrity, good character, good morals, knowledgeable and experience, and able to communicate well.
- Have sufficient knowledge to understand financial statements of banks.
- Have adequate knowledge of the legislation relating to the bank business.
- Have a mental attitude, ethics and highly professional and responsible.
- Maintain confidential of company information.

c. Educational qualifications and work experience of members of the Risk Monitoring Committee of PT Bank JTrust Indonesia Tbk are as follows:

- Mahdi Mahmudy, Chairman/Member of Risk Monitoring Committee (serves as Chairman since 16 November 2016)
Educational qualifications and work experience mentioned above.
- Benny Luhur, Chairman/Member of Risk Monitoring Committee (serves as Chairman since 29 December 2015 until 15 November 2016; and member since 16 November 2016 until present)
Educational qualifications and work experience mentioned above.
- Nobiru Adachi, Member of Risk Monitoring Committee
Educational qualifications and work experience mentioned above.
- Shigeyoshi Asano, Member of Risk Monitoring Committee
Educational qualifications and work experience mentioned above.
- Kwik Ing Hie, Member of Risk Monitoring Committee
Educational qualifications and work experience mentioned above.

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- Amalia Setyanti Lestari, anggota merangkap Sekretaris Komite Pemantau Risiko Kualifikasi pendidikan dan pengalaman kerja sama seperti yang telah diuraikan di atas. Sesuai Surat Dewan Komisaris No.11.01/S-KOM/JTRUST/I/2016 tertanggal 11 Januari 2016 dan Surat Keputusan Direksi No.11.10/S.Kep-Dir-HCD/JTrust/I/2016 tertanggal 11 Januari 2016, menduduki posisi sebagai anggota independen Komite Audit dan merangkap sebagai anggota independen dan sekretaris Komite Pemantau Risiko PT Bank JTrust Indonesia Tbk.
 - Adriana Mulianto, anggota Komite Pemantau Risiko Kualifikasi pendidikan dan pengalaman kerja sama seperti yang telah diuraikan di atas. Sesuai Surat Dewan Komisaris No.11.01/S-KOM/JTRUST/I/2016 tertanggal 11 Januari 2016 dan Surat Keputusan Direksi No.11.10/S.Kep-Dir-HCD/JTrust/I/2016 tertanggal 11 Januari 2016, menduduki posisi sebagai anggota independen Komite Pemantau Risiko PT Bank JTrust Indonesia Tbk.
- d. Independensi Anggota Komite Pemantau Risiko
- Diantara anggota Komite Pemantau Risiko tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham, dan/atau hubungan keluarga dengan anggota Dewan Komisaris, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuannya untuk bertindak independen.
- e. Tugas dan Tanggung Jawab Komite Pemantau Risiko
- Komite Pemantau Risiko bertugas untuk memberikan pendapat *professional* yang independen kepada Dewan Komisaris terhadap laporan atau hal-hal yang disampaikan oleh Dewan Direksi kepada Dewan Komisaris, membantu Dewan Komisaris atas tanggung jawab pengawasannya, termasuk mengidentifikasi hal-hal yang memerlukan perhatian 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.
- Amalia Setyanti Lestari, concurrently serves as member and Secretary of Risk Monitoring Committee Educational qualifications and work experience mentioned above. Referring to the Letter of BOC No.11.01/S.KOM/JTRUST/I/2016 dated January 11, 2016 and the Decree of the BOD No.11.10/S.Kep-Dir-HCD/JTrust/I/2016 dated January 11, 2016, appointed as independent member of the Audit Committee and Secretary of Risk Monitoring Committee of PT Bank J Trust Indonesia.
 - Adriana Mulianto, Member of Risk Monitoring Committee Educational qualifications and work experience mentioned above. Referring to Letter of BOC No.11.01/S.KOM/JTRUST/I/2016 dated January 11, 2016 and the Decree of the BOD No.11.10/S.Kep-Dir-HCD/JTrust/I/2016 dated January 11, 2016, appointed as independent member of Risk Monitoring Committee of PT Bank J Trust Indonesia.
- d. The independence of the Risk Monitoring Committee Member
- Among members of the Risk Monitoring Committee has no relationship in terms of financial, management, share ownership, and/or related to members of the Board of Commissioners, Directors and/or Controlling Shareholders or relationship with the Bank, which could affect its ability to act independently.
- e. Duties and Responsibilities of the Risk Monitoring Committee
- Risk Monitoring Committee tasked to provide an independent professional opinion to the Board of Commissioners regarding reports or matters submitted by the Board of Directors to the Board of Commissioners, to assist the Board of Commissioners on oversight responsibilities, including identifying matters that require the attention of the Commissioner, and support duties other duties related to the duties of the Board of Commissioners, among others:
1. Evaluate the risk management policy proposed by the Board of Directors for approval by the Board of Commissioners.
 2. Evaluate the accountability to the Board of Commissioners on the implementation of risk management policies.
 3. Monitor and evaluate the compatibility of risk management policies and the implementation of the policy.

- 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 ketataan Bank terhadap peraturan dan perundang-undangan di bidang manajemen risiko dan peraturan perundang-undangan lainnya yang berhubungan dengan kegiatan bank.
 - 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. Rapat Komite Pemantau Risiko
- 1. Setiap rapat Komite Pemantau Risiko dipimpin oleh Ketua Komite Pemantau Risiko yang merupakan Komisaris Independen Bank.
 - 1. 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.
 - 2. 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.
 - 3. Hasil rapat Komite Pemantau Risiko wajib dituangkan dalam risalah rapat dan didokumentasikan secara baik.
 - 4. Perbedaan pendapat (*dissenting opinions*) yang terjadi dalam rapat Komite wajib dicantumkan secara jelas dalam risalah rapat beserta alasan perbedaan pendapat tersebut.
 - 4. Monitor and evaluate the implementation of the Risk Management Committee and Risk Management Unit, in order to provide recommendations to the Board of Commissioners.
 - 5. Review the Bank's adherence to the rules and legislation in the field of risk management and other legislation relating to the activities of banks.
 - 6. Provide input and recommendations to the Board of Commissioners and provide advice to the Board of Directors for information and/or events which identified having potential or contain risks.
 - 7. To review and research when necessary to the Board of Directors in carrying out their risk management function.
 - 8. Evaluate request or proposal submitted by the Board of Directors related to the transaction or business activity that is beyond the authority of the Board of Directors to decide, so it requires the approval of the Board of Commissioners.
 - 9. Ensure continuous improvement on the risk management policies and procedures and risk management practices at all levels within the Bank to ensure that Bank manage and control risk in a healthy manner.
- f. Risk Monitoring Committee Meeting
- 1. Every meeting of the Risk Monitoring Committee led by the Chairman of the Risk Monitoring Committee who are Independent Commissioner of the Bank.
 - 1. Risk Monitoring Committee Meeting always attended by at least 51% of the number of members of the Risk Monitoring Committee, whose members consist of the Commissioner and Independent Commissioner and 2 independent parties.
 - 2. Resolutions of the Risk Monitoring Committee conducted by deliberation to reach a consensus. If there is no consensus then the decision is based on voting by the approval of 2/3 (two thirds) of members of the Committee present at the meeting.
 - 3. The results of the Committee meeting shall be stated in the minutes of the meeting and documented properly.
 - 4.. Dissenting opinions that occur in the committee meetings shall be clearly stated in the minutes of the meeting and the reasons for such dissent.

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5. Sepanjang tahun 2016, Komite Pemantau Risiko telah menyelenggarakan 4 kali rapat dengan melibatkan Satuan Kerja Manajemen Risiko, unit kerja lainnya yang terkait (jika dipandang perlu), seperti: *Credit Risk Reviewer, Business Process Re-engineering Team, Loan Monitoring, Special Asset Management, Corporate Banking*, dan semua anggota Komite Pemantau Risiko.

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

5. During 2016, the Risk Monitoring Committee has held four meetings involving the Risk Management Unit, other work units associated (if deemed necessary), such as: Credit Risk Reviewer, Business Process Re-engineering Team, Loan Monitoring, Special Asset Management, Corporate Banking, and all members of the Risk Monitoring Committee.

The frequency of meeting attendance rate of each member of the Risk Monitoring Committee as follows:

Nama Name	Periode Jabatan Serving Period	Jumlah Rapat Komite Pemantau Risiko Number of Meeting Risk Monitoring Committee	Jumlah Kehadiran Attendance	% Kehadiran % Attendance
Benny Luhur (Komisaris Independen, Ketua/Anggota) (Independent Commissioner, Chairman/Member)	01 Januari s/d 31 Desember 2016	4	4	100%
Mahdi Mahmudy (Komisaris Independen, Ketua/Anggota) (Independent Commissioner, Chairman/Member)	16 November s/d 31 Desember 2016	2	2	100%
Nobiru Adachi (Komisaris Utama, Anggota) (President Commissioner, Member)	01 Januari s/d 31 Desember 2016	4	4	100%
Shigeyoshi Asano (Komisaris, Anggota) (Commissioner, Member)	16 November s/d 31 Desember 2016	2	2	100%
Kwik Ing Hie (Komisari Independen, Anggota) (Independent Commissioner, Member)	16 November s/d 31 Desember 2016	2	1	50%
Amalia Setyanti Lestari (Pihak Independen, Sekretaris/Anggota)	11 Januari s/d 31 Desember 2016	4	4	100%
Adriana Mulianto (Pihak Independen, Anggota) (Independent Party, Member)	11 Januari s/d 31 Desember 2016	4	4	100%

- g. Program Kerja dan Realisasi Komite Pemantau Risiko
Program kerja Komite Pemantau Risiko sepanjang tahun 2016 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.

- g. Work Program and Realization of the Risk Monitoring Committee

The work program of the Risk Monitoring Committee throughout 2016 as follows:

1. Monitor the implementation of risk management of the Bank including in the determination of the parameters used in the self-assessment, as well as the risk profile of the Bank.
2. Provide opinion on the Bank's policies related to the implementation of risk management.
3. Monitor the implementation of improvements made to the existing processes in order to mitigate risk.
4. Participate in the coordination meeting of the Board of Commissioners and the Board of Directors and provide feedback as deemed necessary.

Realisasi Program Kerja Komite Pemantau Risiko sepanjang tahun 2016 sebagai berikut:

Realization of Work Programme of Risk Monitoring Committee throughout 2016 as follows:

No.	Realisasi Program Kerja	Realization Work Program
1	Mengadakan rapat dan diskusi dengan SKMR mengenai laporan profil risiko Bank serta peringkat kompositnya	Hold meetings and discussions with SKMR on reports on Bank's risk profile, as well as the composite rankings
2	Melakukan review atas parameter-parameter yang digunakan Bank dalam penyusunan laporan profil risiko dan merekomendasikan dilakukannya review atas kelayakan parameter tsb dalam merefleksikan kondisi Bank saat ini	Review the parameters used in the preparation of the Bank's risk profile and recommended a review of the appropriateness of TSB parameters to reflect the Bank's current condition
3	Melakukan review dan diskusi dengan pihak SKMR guna memonitor perubahan-perubahan yang dilakukan terhadap kebijakan perkreditan Bank	Conduct a review and discussions with the SKMR to monitor any changes made to the Bank's credit policies
4	Melakukan review dan diskusi dengan pihak SKMR dan unit kerja lainnya yang terkait (seperti: Corporate Banking, dan Credit Risk Reviewer) mengenai implementasi four-eyes principles sebagaimana direkomendasikan oleh OJK	Conduct a review and discussions with the SKMR and other related work units (such as: Corporate Banking and Credit Risk Reviewer) regarding the implementation of the four-eyes principles as recommended by the FSA
5	Melakukan review dan diskusi dengan pihak Special Asset Management tentang pelaksanaan program kerja SAM untuk tahun 2016 dalam pengelolaan kredit bermasalah dan upaya recovery-nya	Conduct a review and discussions with the Special Asset Management SAM on the work program for 2016 in the management of non-performing loans and its recovery efforts
6	Melakukan review dan diskusi dengan Loan Monitoring ("LM") Team terkait process loan monitoring yang dilakukannya dan feedback yang diberikan oleh LM Team kepada Direksi	Conduct a review and discussion with the Loan Monitoring ("LM") team related to loan monitoring process that they performed and the feedback given by LM Team to Board of Directors
7	Melakukan review dan diskusi dengan Business Process Re-engineering ("BPR") Team terkait pembentukan Business Center di beberapa cabang tertentu sebagai bagian dari perbaikan yang dilakukan Bank dalam proses perkreditannya; serta progress kerja dari proyek yang dilaksanakan oleh tim BPR ini.	Conduct a review and discussion with the Business Process Re-engineering ("BPR") related to the establishment of Business Center Team in several specific branches as part of the improvements made by the Bank in the credit process; as well as the progress of work on the projects implemented by a team of BPR.
8	Melakukan review dan diskusi dengan pihak SKMR dan tim Credit Risk Reviewer terkait implementasi Early Warning System ("EWS") yang digunakan untuk membantu Bank dalam memberikan peringatan awal akan adanya kredit yang berpotensi menjadi bermasalah	Conduct a review and discussions with the Credit Risk Reviewers team and SKMR regarding the implementation of the Early Warning System ("EWS") which is used to assist the Bank in providing early warning of the existence of credit that could potentially be problematic
9	Memonitor progress kerja implementasi rekomendasi pihak independen (yaitu: PT Deloitte Consulting Indonesia) terkait perbaikan atas <i>credit application</i> dan <i>credit approval process</i>	Monitor the progress of work implementation of the recommendations of independent parties (ie: PT Deloitte Consulting Indonesia) associated to improvement over credit application and credit approval process
10	Memonitor progress kerja implementasi rekomendasi pihak independen (yaitu: PT Asta Konsultan Indonesia) terkait revisi atas pendekatan yang akan digunakan dalam penyusunan laporan Tingkat Kesehatan Bank (<i>Risk-Based Bank Rating</i>) untuk posisi per 31 Desember 2016	Monitor the work progress of implementation of the recommendations of independent parties (ie: PT Asta Consultants Indonesia) related to a revision of the approach to be used in the preparation of the report of the Bank (<i>Risk-Based Bank Rating</i>) for the position as of December 31, 2016
11	Ikat berpartisipasi dalam rapat koordinasi Dewan Komisaris dan Direksi	Participated in the coordination meeting of the Board of Commissioners and Board of Directors
12	Menyusun rencana kerja (<i>Work Plan</i>) Komite Pemantau Risiko untuk tahun 2017	Prepare a work plan of Risk Monitoring Committee for 2017

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 GCG Dewan Komisaris serta memenuhi persyaratan yang ditetapkan oleh otoritas pengawas Bank.

3.3. Nomination and Remuneration Committee

Nomination and Remuneration Committee is a committee formed to assist the Board of Committee with oversight of nomination and remuneration policy for member of the Board of Directors and Board of Commissioners. Moreover, the purpose of the establishment of the Committee, as well as to assure that matters are as follows:

- Ensure compliance with the provisions of the supervisory authority of the Bank, the Minister of Labor and other regulations as well as matters specified in the General Meeting of Shareholders ("GMS").
- Ensuring the implementation of GCG duties of the Board of Commissioners, as well as to meet the requirements set by the regulatory authorities of the Bank.

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a. Piagam Komite Nominasi dan Remunerasi (*Nomination and Remuneration Committee Charter*)

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 syarat 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 secara periodik di-review kembali dan dievaluasi kecukupannya oleh Dewan Komisaris agar fungsi Komite Nominasi dan Remunerasi dapat dilaksanakan pada tingkat yang optimal. Piagam Komite Nominasi dan Remunerasi (*Nomination and Remuneration Committee Charter*) yang ada terakhir di-review dan dimutakhirkan di bulan Februari 2016.

b. Struktur dan Keanggotaan Komite Nominasi dan Remunerasi

Sejak 16 November 2016, Bank telah memiliki Ketua Komite Nominasi dan Renumerasi yang sebelumnya kosong sejak 20 November 2014. Sesuai 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:

1. Benny Luhur (Komisaris Independen)
Ketua/Anggota
2. N. Krisbiyanto (Pejabat Eksekutif)
Sekretaris/Anggota
3. Nobiru Adachi (Komisaris Utama)
Anggota
4. Shigeyoshi Asano (Komisaris)
Anggota
5. Mahdi Mahmudy (Komisaris Independen)
Anggota

Sejak bulan November hingga Desember 2016, Komite Nominasi dan Remunerasi diketuai oleh seorang Komisaris Independen dengan anggotanya terdiri dari:

- a. 1 (satu) orang Komisaris Utama
- b. 1 (satu) orang Komisaris
- c. 2 (dua) orang Komisaris Independen
- d. 1 (satu) orang Pejabat Eksekutif

a. Nomination and Remuneration Committee

Nomination and Remuneration Committee has a Charter/Code and Rules of Conduct of Nomination and Remuneration Committee, which regulates matters related to the implementation of tasks and responsibilities, tenure, the implementation of meetings, tasks and reporting period. Charter/Code and Rules of Conduct of Nomination and Remuneration Committee periodically need to be assessed and evaluated for adequacy by the Board of Commissioners to ensure NRC functions can be carried out at an optimal level. Nomination and Remuneration Committee Charter was review and updated in February 2016.

b. Structure and Membership Nomination and Remuneration Committee

Since November 16, 2016, the Bank has the Chairman of the Nomination and Remuneration, which previously vacant since November 20, 2014. In accordance to the Letter of BOC No.16.01/S.KOM/JTRUST/XI/2016 dated November, 16 2016 and the Decree of the BOD No.21.03/S.Kep-Dir-HCD/JTrust/XI/2016 dated November 21, 2016, the structure and membership of the Nomination and Remuneration Committee as follows:

1. Benny Luhur (Independent Commissioner)
Chairman/Member
2. N. Krisbiyanto (Executive Officer)
Secretary/Member
3. Nobiru Adachi (President Commissioner)
Member
4. Shigeyoshi Asano (Commissioner)
Member
5. Mahdi Mahmudy (Independent Commissioner)
Member

From November to December 2016, the Nomination and Remuneration Committee is chaired by an Independent Commissioner with members consist of:

- a. 1 (one) President Commissioner
- b. 1 (one) Commissioner
- c. 2 (two) Independent Commissioners
- d. 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 Bank Indonesia.

Sepanjang tahun 2016, 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.

Setiap anggota Komite Nominasi dan Remunerasi:

- 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.

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

Kualifikasi pendidikan dan pengalaman kerja anggota Komite Nominasi dan Remunerasi PT Bank JTrust Indonesia Tbk adalah sebagai berikut:

- **Benny Luhur**, Ketua/Anggota Komite Nominasi dan Remunerasi (menjabat sebagai Ketua sejak 16 November 2016 hingga sekarang)
Kualifikasi pendidikan dan pengalaman kerja sama seperti yang telah diuraikan di atas.
- **Mahdi Mahmudy**, Anggota Komite Nominasi dan Remunerasi
Kualifikasi pendidikan dan pengalaman kerja sama seperti yang telah diuraikan di atas.
- **Nobiru Adachi**, anggota Nominasi dan Remunerasi
Kualifikasi pendidikan dan pengalaman kerja sama seperti yang telah diuraikan di atas.
- **Shigeyoshi Asano**, anggota Komite Nominasi dan Remunerasi
Kualifikasi pendidikan dan pengalaman kerja sama seperti yang telah diuraikan di atas.

Each Commissioner that becomes the Chairman and members of the Nomination and Remuneration Committee has effectively passed the fit and proper test by the FSA. Appointment of the names of the Chairman and members of the Nomination and Remuneration Committee as referred to above have met the criteria set out in the Regulation of Bank Indonesia.

Throughout 2016, the number of Independent Commissioners and Executive Officers who are members of the Nomination and Remuneration Committee is always amounted to more than 51% (fifty one percent) of the total number of members of the Nomination and Remuneration Committee.

Each member of the Nomination and Remuneration Committee:

- Have high integrity, good character, good morals, knowledgeable and experience, and able to communicate well.
- Have sufficient knowledge to understand financial statements of banks.
- Have adequate knowledge of the legislation relating to the bank business.
- Have a mental attitude, ethics and highly professional and responsible.
- Maintain confidential of company information.

c. Educational Qualifications and Work Experience of Member of Nomination and Remuneration Educational qualifications and work experience of the Nomination and Remuneration Committee members JTrust Indonesia Tbk PT Bank are as follows:

- **Benny Luhur**, Chairman/Member of Nomination and Remuneration Committee (serves as Chairman since 16 November 2016 until present)
Educational qualifications and work experience mentioned above.
- **Mahdi Mahmudy**, Member of Nomination and Remuneration Committee
Educational qualifications and work experience mentioned above.
- **Nobiru Adachi**, Member of Nomination and Remuneration Committee
Educational qualifications and work experience mentioned above.
- **Shigeyoshi Asano**, Member of Nomination and Remuneration Committee
Educational qualifications and work experience mentioned above.

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- **N. Krisbiyanto**, anggota merangkap Sekretaris Komite Nominasi dan Remunerasi Warga Negara Indonesia, 53 tahun. Meraih gelar Sarjana Teknik dari Universitas Indonesia pada tahun 1988, dan gelar Master of Business Administration (MBA) di Bidang Finance dari Oklahoma University, Oklahoma, USA pada tahun 1992.

Beliau pernah mengikuti beberapa kursus dan seminar antara lain Visioning Misioning by BTPN, ESQ, Job Valuation, Global Leadership by Telkomsel, Employee Branding, Hong Kong, HR Expo, Singtel Singapore dan lain-lain.

Pengalaman bekerja di beberapa perusahaan dan perbankan, beliau mulai meniti karir di PT Pertamina sebagai Assistant Manager Human Resources (1992-1995), di Citibank NA sebagai Manager Human Resources for Compensation and Benefit Head (1995-1997), di PT Bank Universal Tbk sebagai Senior Vice President of Human Capital (1997-2002), dan pernah menjadi Ketua Tim Merger Human Resources dari gabungan 5 Bank di Permata Bank (2002-2003), di Bank Permata Tbk sebagai Senior Vice President of Human Capital (2003-2005), di PT Telekomunikasi Selular Indonesia (TELKOMSEL) sebagai Senior Vice President of Human Resources (2005-2007), di PT Potentia HR Consulting a Northstar Group sebagai Senior Consultant to PT Potentia HR Consulting (2007) dan di BPTN sebagai Executive Vice President for Corporate Human Capital Head (2007-2010) dan sebelum bergabung di PT Bank JTrust Indonesia Tbk beliau terakhir bekerja di PT Bank Sahabat sebagai part of Senior Executive Triputra Group (2010-2011) dan sejak tanggal 1 Juni 2016 sebagai Kepala Divisi Human Capital Division di PT Bank JTrust Indonesia Tbk.

d. Independensi Anggota Komite Nominasi dan Remunerasi

Diantara anggota Komite Nominasi dan Remunerasi tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham, dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuannya untuk bertindak independen.

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:

- **N. Krisbiyanto**, concurrently secretary and member of Nomination and Remuneration Committee. Indonesian citizen, 53 years. Obtained Bachelor degree in Engineering from University of Indonesia in 1988, and a Master of Business Administration (MBA) degree in Finance of Oklahoma University, Oklahoma, USA in 1992.

He participated in several courses and seminars, among others Visioning Misioning by BTPN, ESQ, Job Valuation, Global Leadership by Telkomsel, Employee Branding, Hong Kong, HR Expo, Singtel Singapore and others.

He has experience in several companies and banks, he began his career at PT Pertamina as Assistant Manager Human Resources (1992-1995), at Citibank NA as Manager of Human Resources for Compensation and Benefit Head (1995-1997), PT Bank Universal Tbk as Senior Vice President of Human Capital (1997-2002), and has been the Chairman of the Human Resources Merger of the combined 5 Bank Permata Bank (2002-2003), in Bank Permata Tbk as Senior Vice President of Human Capital (2003-2005), in PT Telekomunikasi Seluler Indonesia (Telkomsel) as Senior Vice President of Human Resources (2005-2007), PT Potentia HR Consulting a Northstar Group as a Senior Consultant to PT Potentia HR Consulting (2007) and in BPTN as Executive Vice President of Corporate Human Capital Head (2007-2010) and prior to joining PT Bank JTrust Indonesia Tbk he worked at PT Bank Sahabat as part of the Senior Executive of Triputra Group (2010-2011) and since June 1, 2016 as Chief of the Division of Human Capital Division at PT Bank JTrust Indonesia Tbk.

d. The independence of the Nomination and Remuneration Committee Member

Members of the Nomination and Remuneration Committee has no relationship in terms of financial, management, share ownership, and/or related to members of the Board of Commissioners, Board of Directors and/or Controlling Shareholders or relationship with the Bank, which could affect its ability to act independently.

e. Duties and Responsibilities of the Nomination and Remuneration Committee

Nomination and Remuneration Committee perform their duties in order to support the implementation of the tasks and responsibilities of the Board of Commissioners. Duties and responsibilities of the Nomination and Remuneration Committee:

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.
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.

1) Related to the Nomination Policy:

1. Provide recommendation to the Board of Commissioners on:
 - The composition of the tenure of members of the Board of Directors and/or members of the Board of Commissioners;
 - Policies and criteria required in the process of Nomination;
 - Policy on performance evaluation of the Board of Directors and/or members of the Board of Commissioners
2. To assist the Board of Commissioners to assess the performance of members of the Board of Directors and/or members of the Board of Commissioners based on benchmarks that had been developed as an evaluation.
3. Provide recommendations to the Board of Commissioners regarding the capacity building program of the Directors and/or members of the Board of Commissioners.
4. Provide qualified candidates proposed 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 the Remuneration Policy:

1. Provide recommendations to the Board of Commissioners on:
 - Remuneration Structure
 - Policy on Remuneration
 - Magnitude on Remuneration
2. To assist the Board of Commissioners to assess the performance of conformity 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 at least in accordance with:
 - Financial performance and reserves as stipulated in the legislation in force.
 - Achievement of individual work.
 - Fairness to the peer group.
 - Consideration of long-term goals and strategies of the Bank.
4. Provide recommendations on:
 - Assessment of the system for salary and allowances;
 - Pension system and the system of compensation, as well as other benefits in terms of efficiency the number of employees.
5. Provide recommendations on bonus and the gratuity for the members of the Board of Directors and/or members of the Board of Commissioners.

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- 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. Rapat Komite Nominasi dan Remunerasi
- Hingga 15 November 2016, posisi Ketua Komite Nominasi dan Remunerasi masih kosong; sehingga pengambilan keputusan dalam rapat adalah atas dasar musyawarah mufakat. Namun, rapat senantiasa dihadiri oleh lebih dari 51% anggota Komite Nominasi dan Remunerasi yang saat itu terdiri dari 1 (satu) orang Komisaris Independen, 1 (satu) orang Komisaris, dan 1 (satu) orang Pejabat Eksekutif.
- Sejak 16 November 2016, setiap rapat Komite Nominasi dan Remunerasi dipimpin oleh Ketua Komite yang merupakan seorang Komisaris Independen Bank, dan:
- 1) 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.
 - 2) 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.
 - 3) Hasil rapat tertuang di dalam risalah rapat dan didokumentasikan dengan baik.
 - 4) Perbedaan pendapat (*dissenting opinions*) yang terjadi dalam rapat Komite wajib dicantumkan secara jelas dalam risalah rapat beserta alasan perbedaan pendapat tersebut.
 - 5) Sepanjang tahun 2016, Komite Nominasi dan Remunerasi telah menyelenggarakan 3 kali rapat.
- 6. Provide direction to the Company's policies with respect to the appointment system, job assessment, roles and responsibilities.
 - 7. Payroll system and allowance for officials of the Company who have an influence on the policies and operations of the Company and are directly responsible to the Board of Directors (executive officers of the Company).
 - 8. Develop guidelines and procedures of the Committee (the Charter), and review periodically as needed so that the Committee functions can be implemented at an optimal level.
- f. Nomination and Remuneration Committee Meeting
- Until November 15, 2016, the position of Chairman of the Nomination and Remuneration Committee is empty; thus the decision making in the meeting on the basis of consensus. However, the meeting consistently attended by more than 51% of the members of the Nomination and Remuneration, which at that time consisted of 1 (one) Independent Commissioner, 1 (one) Commissioner, and 1 (one) Executive Officer.
- Since November 16, 2016, any meeting of the Nomination and Remuneration Committee chaired by the Committee Chairman who is an Independent Commissioner of the Banks, and:
- 1) Nomination and Remuneration Committee Meeting always attended by at least 51% of the number of members of the Nomination and Remuneration Committee, whose members consist of: 1 (one) Independent Commissioner as Chairman; and as a member; 1 (one) Independent Commissioner; 1 (one) President Commissioner; 1 (one) Commissioner; and 1 (one) Executive Officer.
 - 2) Resolutions of the Nomination and Remuneration Committee conducted by deliberation to reach a consensus. If there is no consensus then the decision is based on voting by the approval of 2/3 (two thirds) of members of the Committee present at the meeting.
 - 3) The results of the Committee meeting shall be stated in the minutes of the meeting and documented properly.
 - 4) Dissenting opinions that occur in the committee meetings shall be clearly stated in the minutes of the meeting and the reasons for such dissent.
 - 5) During 2016, the Nomination and Remuneration Committee has held three meetings

Frekuensi tingkat kehadiran rapat setiap anggota Komite Nominasi dan Remunerasi sebagai berikut:

The frequency of meeting attendance rate of each member of the Nomination and Remuneration Committee as follows:

Nama Name	Periode Jabatan Serving Period	Jumlah Rapat Komite Nominasi dan Remunerasi Number of Meeting Nomination and Remuneration Committee	Jumlah Kehadiran Attendance	% Kehadiran % Attendance
Benny Luhur (Komisaris Independen, Anggota dan kemudian Ketua, sejak 16 November 2016) (Independent Commissioner, Member and Chairman, since November 16, 2016)	01 Januari s/d 31 Desember 2016	3	3	100%
Mahdi Mahmudy (Komisaris Independen, Anggota) (Independent Commissioner, Member)	16 November s/d 31 Desember 2016	1	1	100%
Nobiru Adachi (Komisaris Utama, Anggota) (President Commissioner, Member)	01 Januari s/d 31 Desember 2016	3	3	100%
Shigeyoshi Asano (Komisaris, Anggota) (Commissioner, Member)	16 November s/d 31 Desember 2016	1	1	100%
N. Krisbiyanto (Pejabat Eksekutif, Anggota) (Senior Executive/Member)	15 Juni s/d 31 Desember 2016	2	2	100%
Pahot Hutasoit (Pejabat Eksekutif, Anggota terdahulu) (Pejabat Eksekutif, Anggota terdahulu)	01 Januari s/d 30 Juni 2016	1	1	100%

g. Program Kerja dan Realisasi Komite Nominasi dan Remunerasi

Program kerja Komite Nominasi dan Remunerasi sepanjang tahun 2016 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.
- Memantau penerapan kebijakan sumber daya manusia terkait remunerasi dan nominasi khususnya atas Dewan Komisaris, Direksi dan pejabat eksekutif.

Realisasi Program Kerja Komite Nominasi dan Remunerasi sepanjang tahun 2016 sebagai berikut:

g. Work Program and Realization of the Nomination and Remuneration Committee

The work program of the NRC throughout 2016 as follows:

- Provide recommendations to the Board regarding the nomination of candidates for the Board of Commissioners and Board of Directors to be submitted to the General Meeting of Shareholders.
- Provide recommendations to the Board on the remuneration of members of the Board of Commissioners and Board of Directors.
- Monitor the implementation of human resources policies related to remuneration and nomination in particular on the Board of Commissioners, Directors and executive officers.

Realization Work Program Nomination and Remuneration Committee throughout 2016 as follow:

No.	Realisasi Program Kerja	Realization Work Program
1	Memberikan rekomendasi atas penunjukan calon anggota Dewan Komisaris dan Direksi Bank yang baru serta komposisi final jajaran Dewan Komisaris dan Direksi Bank untuk disetujui dalam Rapat Umum Pemegang Saham	Provide recommendations on the appointment of candidates for the new Board of Commissioners and Board of Directors of the Bank's and final composition of the Board of Commissioners and Board of Directors for approval at the General Meeting of Shareholders
2	Pembahasan tentang pelaksanaan penilaian sendiri (<i>self-assessment</i>) atas calon anggota baru Dewan Komisaris Bank untuk disampaikan kepada OJK	The discussion on the implementation of the self-assessment (<i>self-assessment</i>) on prospective new members of the Board of Commissioners of Bank to be submitted to the FSA

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 menetapkan Komite-Komite Di bawah Direksi sesuai dengan struktur organisasi yang berfungsi memberikan bimbingan/saran/rekomendasi mengenai kebijakan dan melakukan pengawasan terhadap pengelolaan risiko Bank. Rekomendasi dari setiap komite menjadi acuan Direksi dalam proses pengambilan keputusan.

Komite-Komite Di bawah Direksi PT Bank JTrust Indonesia Tbk diisi oleh anggota Direksi. Komposisi keanggotaan komite disusun sesuai dengan kompleksitas tugas dan tanggung jawab komite. Komite-Komite Di bawah Direksi antara lain:

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 triwulan. Pembentukan Komite ini berdasarkan pada Peraturan Otoritas Jasa Keuangan Nomor 18/POJK.03/2016 Tentang Penerapan Manajemen Risiko Bagi Bank Umum. Dalam pelaksanaannya, Komite Manajemen Risiko membentuk Sub Komite dengan tugas pokok masing-masing. Adapun Sub Komite yang dimaksud adalah: *Credit Risk Committee* dan *Operational Risk Committee*, yang dibentuk untuk membahas permasalahan-permasalahan yang menyangkut risiko kredit, risiko operasional dan risiko lainnya.

Sesuai Surat Keputusan Direksi No.01.17/S.Kep-Dir-RMD/Mutiara/IX/2014 tanggal 01 September 2014, Struktur dan keanggotaan Komite Manajemen Risiko sebagai berikut:

Susunan Anggota Komite Manajemen Risiko:

Ketua	: Direktur Utama
Wakil ketua	: Direktur Compliance & Legal
Sekretaris	: Kepala Divisi Risk Management

Committees Under the Board of Directors

To enable the Bank to identify and manage all types of risks, in addition to the Risk Management Unit (SKMR) and the Risk Monitoring Committee at the Board of Commissioners level, the Board of Directors of PT Bank JTrust Indonesia Tbk has also established committees under the Board of Directors in accordance with the organizational structure that serves to provide guidance/advice/recommendations on policy and oversight of the Bank's risk management. Recommendations from each committee are used as basis for the Board of decision-making process.

The committees under the Board of Directors of PT Bank JTrust Indonesia Tbk are filled by members of the Board of Directors. The composition of the committees is prepared in accordance with the complexity of the tasks and responsibilities of the committee. The committees under the Board of Directors include:

1. Risk Management Committee

Structure and Membership

Risk Management Committee is a committee within the Bank's Risk Management and it is non-structural, in the Head Office which formulates policies, oversee the implementation of policies, monitor progress and condition of the risk profile and provide suggestions and improvements in meeting at least held 1 (one) time per quarter. The formation of this committee is based on Regulation No. 18 of the Financial Services Authority/POJK.03/2016 On Application of Risk Management for Commercial Banks. In practice, the Risk Management Committee formed subcommittees each address specific area to oversee. The Sub- Committees are: Credit Risk Committee and Operational Risk Committee that were set up to discuss issues relating to credit risk, operational risk and other risks.

In accordance with the Decree of the Board of Directors No. 01.17/S.Kep-Dir-RMD/Mutiara/IX/2014 dated September 1, 2014, the Structure and Membership of Risk Management Committee are as follows:

Members of the Risk Management Committee:

Chairman	: President Director
Vice Chairman	: Director of Compliance & Legal
Secretary	: Head of Risk Management Division

1. Anggota dengan Hak Suara (*Voting Member*)
 - a. Anggota Tetap dengan Hak Suara
 - Direktur Utama
 - Direktur/EVP Treasury & Institutional Banking
 - Direktur Compliance & Legal
 - Direktur/EVP Micro & Consumer Business
 - b. Anggota Tidak Tetap dengan Hak Suara
 - EVP Small & Medium Business
 - Direktur/EVP Finance & Operation
 - EVP Special Asset Management
 - EVP Distribution Network
2. Anggota Pemberi Kontribusi Tanpa Hak Suara
 - a. Anggota Tetap Pemberi Kontribusi Tanpa Hak Suara
 - Internal Audit Division Head
 - Compliance Division Head
 - Legal Division Head
 - Accounting Division Head
 - Operation Division Head
 - Planning Performance Management 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.
 - Kepala Divisi dan Kepala Kantor Wilayah 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*).

1. Members with Voting Rights

- a. Permanent Members with Voting Rights
 - President Director
 - Director of Treasury & Institutional Banking
 - Director of Compliance & Legal
 - EVP/Director of Micro & Consumer Business
- b. Members Non-Permanent with Voting Rights
 - EVP Small & Medium Business
 - EVP Finance & Operations
 - EVP Special Asset Management
 - EVP Distribution Network

2. Contributing Non-Voting Members

- a. Contributing Permanent Non-Voting Member
 - Internal Audit Division Head
 - Compliance Division Head
 - Legal Division Head
 - Accounting Division Head
 - Operation Division Head
 - Planning Performance Management Division Head
 - Corporate Secretary Division Head
 - Risk Management Division Head
- b. Contributing Non-Permanent and Non-Voting Member attending in accordance to agenda/topics.
 - Head of Division and Head of Area where their material is included as agenda of discussion in the committee meeting.

Duties and Responsibilities

Duties and responsibilities of the Risk Management Committee is to provide recommendations to the President Director, which at least include:

- Formulation of policies, strategies and guidelines for the implementation of Risk Management.
- Improvement or refinement on the implementation of Risk Management based on evaluation results.
- Determination (*Justification*) on matters related to business decisions that deviate from normal procedures (*Irregularities*).

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Pelaksanaan Tugas dan Frekuensi Rapat

Selama tahun 2016, Komite Manajemen Risiko telah menyelenggarakan 6 (enam) kali rapat dan melakukan berbagai program kerja yang membahas agenda sebagai berikut:

No.	Tanggal Date	Agenda Pembahasan	Agenda
1	18 Januari 2016 January 18, 2016	Laporan Profil Risiko - Periode Desember 2015/ Triwulan IV ke Otoritas Jasa Keuangan (OJK)	Risk Profile Report - Period December 2015/ Quarter IV to the Financial Services Authority (FSA)
2	26 Januari 2016 January 26, 2016	Laporan Tingkat Kesehatan Bank – Semester II/2015 ke Otoritas Jasa Keuangan (OJK)	Reports of the Bank Heath Level - Semester II/2015 to the Financial Services Authority (FSA)
3	02 Februari 2016 February 02, 2016	Kewenangan Keputusan RKK - Kategori A, Proses Bisnis Komite Kredit A1 & A2, Mekanisme Pelaksanaan RKK A3 Secara Sirkuler, Perhitungan Risk Factor	Decision of RKK authority - Category A, Business Process Credit Committee A1 & A2, A3 RKK Implementation Mechanism In the Circular, Calculation of Risk Factor
4	15 April 2016 April 15, 2016	Laporan Profil Risiko - Periode Maret 2016/ Triwulan I ke Otoritas Jasa Keuangan (OJK)	Risk Profile Report – Period March 2016/Quarter I to the Financial Services Authority (FSA)
5	25 Juli 2016 July 25, 2016	Laporan Profil Risiko - Periode Juni 2016/ Triwulan II ke Otoritas Jasa Keuangan (OJK)	Risk Profile Report – Period June 2016/Quarter II to the Financial Services Authority (FSA)
6	19 Oktober 2016 October 19, 2016	Laporan Profil Risiko - Periode September 2016/ Triwulan III ke Otoritas Jasa Keuangan (OJK)	Risk Profile Report – Period September 2016/ Quarter III to the Financial Services Authority (FSA)

2. Asset & Liability Committee (ALCO)

Sesuai dengan Ketentuan Bank Indonesia, dimana 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

Duties and Frequency of Meetings

During 2016, the Risk Management Committee has held six (6) meetings and implemented various work programs and discussed the following agenda:

2. Assets & Liability Committee (ALCO)

In accordance with the provisions of Bank Indonesia, the Bank forms its ALCO wherein the composition and size is aligned with the complexity of the Bank. ALCO Committee is a committee responsible for setting the interest rate policy and the Bank's asset and liability management strategy based on the principles of prudence and in accordance with applicable regulations.

Structure and Membership

ALCO is no longer a sub-committee of the Risk Management Committee, but a separate committee responsible to the Board of Directors.

In accordance with the Board of Directors Decree No. 01.63/S.Kep-DIR/TRD/JTRUST/X/2015 dated October 1, 2015, and amendment in accordance to the Memo No. 549/Memo/ TRD/V/2016 dated May 31, 2016 regarding the Request Approval of the Decree of the Board of Directors of PT Bank J Trust Indonesia Tbk on Asset & Liability Committee, structure and membership of the Asset & Liability Committee (ALCO) as follows:

Members of ALCO:

Chairman : President Director
Vice Chairman: Director/EVP 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.

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 pengelolaannya.
- 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.

Duties and Responsibilities

Asset & Liability Committee (ALCO) has the following main tasks:

- Developing, reviewing and simulating of asset and liabilities management strategy (ALMA).
- Evaluating interest rate risk, exchange rate risk and risk management strategies and their liquidity.
- Conducting a review of pricing of assets and liabilities in order to optimize the income from assets and reduce the burden (cost) of liabilities.
- Conducting a review of inter-realization and the bank's business plan that has been established.

- Menyampaikan informasi setiap perkembangan ketentuan dan peraturan yang mempengaruhi strategi dan kebijakan ALMA kepada Direksi.

1. Anggota Tetap Dengan Hak Suara (*Permanent Voting Member*) dan Anggota Tidak Tetap dengan Hak Suara (*Non-Permanent Voting Member*)

- Sebagai pengambilan keputusan yaitu 75% dari Anggota Tetap Dengan Hak Suara (*Permanent Voting Member*) dan ditambah minimal oleh 1 (satu) orang dari Anggota Tidak Tetap dengan Hak Suara (*Non-Permanent Voting Member*).

2. 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*)

- Sebagai pengambilan keputusan yaitu 50% dari Anggota Tetap Pemberi Kontribusi Tanpa Hak Suara (*Contributing Permanent Non-Voting Member*)

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.

- Sharing information with the development of rules and regulations that affect the strategies and policies to the Board of Directors of ALMA.

1. Permanent Voting Member and Non-Permanent Voting Members

- As decision-making at 75% of Permanent Voting Member with additional minimum of one (1) Non-Permanent Voting Member.

2. Contributing Permanent Non-Voting Member and Contributing Non-Permanent and Non-Voting Member

- As decision-making at 50% of Contributing Permanent Non-Voting Member.

3. Working Group

- Working Group of ALCO Committee is a working group comprising representatives of each division, which the minimum is represented by the Department Head of the Contributing Permanent Non-Voting Member and Contributing Non-Permanent and Non-Voting Member. The Working Group is responsible for supporting the Committee in formulating the proposals of the working unit to be a recommendation that will be decided by the committee at the committee meetings. Participants Working Group can be adjusted with the material that will be proposed or discussed in committee meetings.
- To support the preparation of Committee meeting, the Working Group will conduct discussions on proposals relating to the agenda of the Committee meeting.
- In the event of a need to implement Traffic Committee meeting, the Working Group may invite another group involved in the Committee meeting to discuss the material in the cross of the committee.
- Working Group meeting held no later than 2 (two) working days prior to the committee meeting and discuss the material that will be decided at the meeting of the Committee.
- Working Group Meeting has the authority to approve or not approve the submission of matter to be discussed in the meeting of the Committee.

- Rapat *Working Group* dipimpin oleh Sekretaris Komite sesuai topic 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*.
- *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.

Pelaksanaan Tugas dan Frekuensi Rapat

Selama tahun 2016, *Asset & Liability Committee* (ALCO) telah melaksanakan 12 (dua belas) kali rapat dan melakukan berbagai program kerja yang membahas agenda sebagai berikut:

- Meeting of the Working Group chaired by the Secretary of the Committee under the topic discussed. In the event that the Secretary is absent, then the Secretary of replacement determined by the Secretary of the Committee to act as Chairman of Working Group Meetings are chaired by structural officials appointed by the Secretary of the Committee.
- Minutes of the Meeting of the Working Group created by the Secretary of the Committee and presented to the participants of the meeting with a copy to the *Voting Members*.
- Working Group is responsible for meeting the discussion of materials and recommendations to be submitted in the Committee Meeting.
- In the case of proposed materials discussed in the meeting of the Working Group has resulted in a recommendation that remain, then the process of ratification and/or approval of Members with Voting Rights (Directors & EVP) can be carried out in the circular.

Duties and Frequency of Meetings

During 2016, Asset & Liability Committee (ALCO) has implemented 12 (twelve) meetings and perform various work programs that discuss the agenda as follows:

No.	Tanggal Date	Agenda Pembahasan	Agenda
1	13 Januari 2016 January 13, 2016	1. Perhitungan Fund Transfer Pricing (FTP) mulai tanggal 14 Januari 2016 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 14 Januari 2016 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 14 Januari 2016	1. Calculation of Fund Transfer Pricing (FTP) starting on January 14, 2016 2. Interest Rate Changes go into effect on January 14, 2016 3. Deposit Interest Rate Changes go into effect on January 14, 2016
2	16 Februari 2016 February 16, 2016	1. Perhitungan Fund Transfer Pricing (FTP) mulai tanggal 17 Februari 2016 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 17 Februari 2016 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 17 Februari 2016	1. Calculation of Fund Transfer Pricing (FTP) starting on February 17, 2016 2. Interest Rate Changes go into effect on February 17, 2016 3. Deposit Interest Rate Changes go into effect on February 17, 2016
3	22 Maret 2016 March 22, 2016	1. Perhitungan Fund Transfer Pricing (FTP) mulai tanggal 24 Maret 2016 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 24 Maret 2016 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 24 Maret 2016	1. Calculation of Fund Transfer Pricing (FTP) starting on March 24, 2016 2. Interest Rate Changes go into effect on March 24, 2016 3. Deposit Interest Rate Changes go into effect on March 24, 2016
4	11 April 2016 April 11, 2016	1. Perhitungan Fund Transfer Pricing (FTP) mulai tanggal 13 April 2016 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 13 April 2016 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 13 April 2016	1. Calculation of Fund Transfer Pricing (FTP) starting on 13 April 2016 2. Interest Rate Changes go into effect on 13 April 2016 3. Deposit Interest Rate Changes go into effect on 13 April 2016
5	13 Mei 2016 May 13, 2016	1. Perhitungan Fund Transfer Pricing (FTP) mulai tanggal 17 Mei 2016 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 17 Mei 2016 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 17 Mei 2016	1. Calculation of Fund Transfer Pricing (FTP) starting on May 17, 2016 2. Interest Rate Changes go into effect on May 17, 2016 3. Deposit Interest Rate Changes go into effect on May 17, 2016

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No.	Tanggal Date	Agenda Pembahasan	Agenda
6	9 Juni 2016 June 9, 2016	1. Perhitungan Fund Transfer Pricing (FTP) mulai tanggal 13 Juni 2016 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 13 Juni 2016 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 13 Juni 2016	1. Calculation of Fund Transfer Pricing (FTP) as of June 13, 2016 2. Interest Rate Changes go into effect on June 13, 2016 3. Deposit Interest Rate Changes go into effect on June 13, 2016
7	25 Juli 2016 July 25, 2016	1. Perhitungan Fund Transfer Pricing (FTP) mulai tanggal 28 Juli 2016 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 28 Juli 2016 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 28 Juli 2016	1. Calculation of Fund Transfer Pricing (FTP) began on July 28, 2016 2. Interest Rate Changes go into effect on July 28, 2016 3. Deposit Interest Rate Changes go into effect on July 28, 2016
8	16 Agustus 2016 August 16, 2016	1. Perhitungan Fund Transfer Pricing (FTP) mulai tanggal 19 Agustus 2016 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 19 Agustus 2016 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 19 Agustus 2016	1. Calculation of Fund Transfer Pricing (FTP) starting on August 19, 2016 2. Interest Rate Changes go into effect on August 19, 2016 3. Deposit Interest Rate Changes go into effect on August 19, 2016
9	13 September 2016 September 13, 2016	1. Perhitungan Fund Transfer Pricing (FTP) mulai tanggal 16 September 2016 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 16 September 2016 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 16 September 2016	1. Calculation of Fund Transfer Pricing (FTP) starting on 16 September 2016 2. Interest Rate Changes go into effect on 16 September 2016 3. Deposit Interest Rate Changes go into effect on 16 September 2016
10	19 Oktober 2016 October 19, 2016	1. Perhitungan Fund Transfer Pricing (FTP) mulai tanggal 21 Oktober 2016 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 21 Oktober 2016 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 21 Oktober 2016	1. Calculation of Fund Transfer Pricing (FTP) starting on October 21, 2016 2. Interest Rate Changes go into effect on October 21, 2016 3. Deposit Interest Rate Changes go into effect on October 21, 2016
11	21 November 2016 November 21, 2016	1. Perhitungan Fund Transfer Pricing (FTP) mulai tanggal 23 November 2016 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 23 November 2016 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 23 November 2016	1. Calculation of Fund Transfer Pricing (FTP) starting on 23 November 2016 2. Interest Rate Changes go into effect on 23 November 2016 3. Deposit Interest Rate Changes go into effect on 23 November 2016
12	22 Desember 2016 December 22, 2016	1. Perhitungan Fund Transfer Pricing (FTP) mulai tanggal 23 Desember 2016 2. Perubahan Suku Bunga Kredit berlaku mulai tanggal 23 Desember 2016 3. Perubahan Suku Bunga Simpanan berlaku mulai tanggal 23 Desember 2016	1. Calculation of Fund Transfer Pricing (FTP) as of December 23, 2016 2. Interest Rate Changes go into effect on December 23, 2016 3. Deposit Interest Rate Changes go into effect on December 23, 2016

3. Komite Pengaruh Teknologi Informasi (IT Steering Committee)

Komite Pengaruh 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 Good Corporate Governance

3. IT Steering Committee

Information Technology Steering Committee helps the Board of Directors in formulating and establish strategic plans and policies in each stage of the use of information technology since the process of planning, procurement, development, operation, maintenance up to decommissioning and deletion of information technology resources, to improve the effectiveness and efficiency of data processing operations of PT Bank JTrust Indonesia Tbk, so as to give the correct result, accurate, timely, and can guarantee the confidentiality of information.

Structure and Membership

In connection with the changes in the organizational structure of PT Bank JTrust Indonesia Tbk applicable because the process of improvement of the organization in order to implement the principles of good corporate

dan untuk menyesuaikan kondisi bisnis Bank saat ini, maka dilakukan perubahan Struktur Keanggotaan Komite Pengarah Teknologi Informasi PT Bank JTrust Indonesia Tbk berdasarkan Surat Keputusan Direksi No.07.05/S.Kep-Dir-ITD/JTRUST/IX/2016 tanggal 07 September 2016 sebagai berikut:

Susunan Anggota Komite Pengarah Teknologi Informasi:

1. Ketua, merangkap anggota: Managing Director Information Technology
2. Sekretaris, merangkap anggota: Kepala Divisi Information Technology
3. Anggota-anggota:
 - Managing Director Risk & Compliance
 - Managing Director Business
 - Managing Director Finance
 - EVP Micro & Retail Business
 - EVP Business Development
 - Kepala Divisi Risk Management
 - Kepala Divisi Compliance & Legal
 - Kepala Divisi Operation
 - Kepala Divisi Financial Control
 - Kepala Divisi Corporate Secretary
 - Kepala Divisi Business Initiative

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 kritikal (berdampak signifikan) terhadap kegiatan

governance and to adjust the conditions of the Bank's business today, then made changes Membership Structure Information Technology Steering Committee PT Bank JTrust Indonesia Tbk based Decree of the Board No. 07.05/S.Kep-Dir-ITD/JTRUST/IX/2016 dated September 7, 2016 as follows:

Members of the Steering Committee on Information Technology:

1. Chairman, concurrently members: Managing Director Information Technology
2. The Secretary, and member: Head of the Division of Information Technology
3. Members:
 - Managing Director, Risk & Compliance
 - Managing Director of Business
 - Managing Director Finance
 - EVP Micro & Retail Business
 - EVP Business Development
 - Head of Risk Management
 - Head of Compliance & Legal Division
 - Head of Operation Division
 - Head of Financial Control
 - Head of Corporate Secretary
 - Head of Business Initiative

Function

Information Technology Steering Committee helps the Board of Directors in formulating and establish strategic plans and policies in each stage of the use of information technology since the process of planning, procurement, development, operation, maintenance up to decommissioning and deletion of information technology resources, to improve the effectiveness and efficiency of data processing operations PT Bank JTrust Indonesia Tbk so as to give the correct result, accurate, timely, and can guarantee the confidentiality of information.

Authority

- 1) Provide recommendations to the Board of Directors related to the Strategic Plan for Information Technology (*Information Technology Strategic Plan*) in line with the strategic plans of PT Bank JTrust Indonesia Tbk.
- 2) Provide recommendations to the Board of Directors related to the suitability of projects of Information Technology approved by the Information Technology Strategic Plan that was created by PT Bank JTrust Indonesia Tbk and also determine the status of priority projects of Information Technology and is critical (significant impact) on the Bank's operations,

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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.
- 4) Memberikan rekomendasi kepada Direksi tentang teknologi yang sesuai kebutuhan sistem informasi manajemen dan kegiatan usaha, dimana 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.
- 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), dimana 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.

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 pemeliharaannya.

- f. Technology and system architecture.
 - g. Internal control environment, history of security and audit coverage.
 - h. Compliance with laws and regulations.
 - i. Confidence and success in dealing with sub-contractors.
 - j. Insurance.
 - k. The ability to provide disaster recovery and business continuity plan.
 - l. Application of risk management.
 - m. Report the results of an independent party.
- 9) Make recommendations to the Board of Directors as a result of the analysis carried out on the proposed development and/or purchase applications/software submitted by End User/Work Unit.
- 10) Provide recommendations to the Board of Directors related to the readiness of the Disaster Recovery Center (DRC), where the availability of alternate facilities during Data Center (Data Center) impaired or can not function and recommend the need for periodic testing in support of the sustainability of business activities (Business Continuity Plan). In this case, including the readiness of Data Center and the DRC in case of relocation of Data Center, or DRC.

Responsible

- 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 the principles of checks and safeguards against the use of systems and applications that contain high risk, especially regarding technology network topology, database, microcomputer, and data communications.
- 3) Assist the Board of Directors in setting policy in the use of Information Technology to fit the needs and financial capabilities of PT Bank JTrust Indonesia Tbk.
- 4) Assist the Board of Directors in setting management control includes planning, setting policy, 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 setting the control system to the application system that will use information technology which includes the procurement, development, operation and maintenance.

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- 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) di atas 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.
- 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.
- 6) Conduct analysis on the proposed development and or purchase applications/software submitted by End User/work units.
- 7) The analysis referred to in item 6) over at least consist of:
 - The purpose of the development and or purchase.
 - Level of needs and interests of the Bank to perform the development and or purchase.
 - Compliance with the Bank's Annual Work Plan.
 - Features safeguards and controls contained in the application/software, hardware/hardware and the communications network.
 - Maintenance and support from vendors.
 - Aspects of costs and benefits.
 - Adequate policies and procedures in the implementation of information technology by third parties.
- 8) Coordinate and communicate to the related units of the Strategic Plan for Information Technology (Information Technology Strategic Plan) that support the strategic activities of the Bank, which is further described in the Business Plan.
- 9) Conduct analysis of developments and changes in information technology systems, especially in banking.
- 10) Assess the effectiveness of risk mitigation plan for the implementation of IT investment and ensure the contribution of investment to the Bank's business plan.
- 11) Conduct a self-assessment for the effective functioning of the Information Technology Steering Committee.

Pelaksanaan Tugas dan Frekuensi Rapat

Selama tahun 2016, Komite Pengarah Teknologi Informasi telah melaksanakan 3 (tiga) kali rapat dan melakukan berbagai program kerja yang membahas agenda sebagai berikut:

No.	Tanggal Date	Agenda Pembahasan	Agenda
1	15 Juni 2016 June 15, 2016	<i>Core Banking Refurbishment</i>	Core Banking Refurbishment
2	08 Agustus 2016 August 08, 2016	<i>Core Banking System</i>	Core Banking System
3	28 November 2016 November 28, 2016	<i>Progress Project</i> dan Biaya IT Tahun 2017	Progress Project and IT Budget in 2017

Duties and Frequency of Meetings

During 2016, the Information Technology Steering Committee has conducted three (3) meetings and perform various work programs that discuss the following agenda:

4. Komite Human Capital (Human Capital Committee)

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:**

Ketua Komite A Chairman Committee A	Anggota Member	Ketua Komite B Chairman Committee B	Anggota Member
Direktur Utama President Director	Direktur Utama President Director	Direktur Utama President Director	Direktur Utama President Director
	Seluruh Direktur Bidang Seluruh Direktur Bidang		Seluruh Direktur Bidang
	Kepala Divisi Human Capital Head Division Human Capital		Kepala Divisi Human Capital Head Division Human Capital
			Kepala Divisi Terkait Kepala Divisi Terkait

Tugas dan Tanggung Jawab

Komite A:

- Memastikan keselarasan Kebijakan *Human Capital* dengan strategi dan tujuan perusahaan;
- Menetapkan strategi untuk mempertahankan sumber dan mengembangkan *Human Capital* yang berkualitas;
- Membahas dan menyempurnakan berbagai kebijakan penting terkait *Human Capital*;
- Menetapkan program yang akan dijalankan berkaitan dengan kebijakan *Human Capital*;
- Menyetujui usulan remunerasi untuk karyawan baru *level Department Head*/setingkat ke atas.

Komite B:

- Melakukan wawancara/interview/assessment terhadap calon karyawan/karyawan yang diusulkan promosi untuk *level Department Head*/setingkat ke atas;
- Menyetujui usulan rotasi, mutasi/demosi karyawan untuk *level Department Head*/setingkat ke atas;
- Menyetujui usulan remunerasi untuk karyawan baru *level Department Head*/setingkat ke atas.

4. Human Capital Committee

Structure and Membership

Human Capital Committee members' activities have been implemented to adjust to changes in the organizational PT Bank JTrust structure Indonesia Tbk applicable. Based on the BOD Decree (SK) No.07.07/S. Kep-DIR-HCD/JTRUST/XI/2016 dated November 7, 2016, the composition of Human Capital Committee as follows

Duties and Responsibilities

Committee A:

- Human Capital Policies Ensuring alignment with the strategy and objectives of the company;
- Establish a strategy to sustain and develop quality human capital;
- Discuss and enhance a variety of important policies related to Human Capital;
- Establish a program to be executed with regard to the policy Human Capital;
- To approve the proposed remuneration for the new employee level Department Head/level upwards.

Committee B:

- Conducting interviews/interview/assessment of the prospective employee/employees of the proposed sale to the level of Department Head/level upwards;
- Approve the proposed rotation, transfer/demotion of employees to the level of Department Head/level upwards;
- To approve the remuneration proposals for new hires level Department Head/level upwards.

Tata Kelola Perusahaan

Good Corporate Governance

Pelaksanaan Tugas dan Frekuensi Rapat

Selama tahun 2016, Komite *Human Capital* telah melaksanakan 46 (empat puluh enam) kali rapat dan melakukan berbagai program kerja yang membahas agenda sebagai berikut:

Duties and Frequency of Meetings

During 2016, the Human Capital Committee has conducted 46 (forty six) meetings and perform various work programs that discuss the following agenda:

No.	Tanggal Date	Agenda Pembahasan	Agenda
1	6 Januari 2016 January 6, 2016	Usulan penetapan EVP Business Development, Kepala Divisi Business Initiative Development. Usulan kandidat Kepala Divisi Japan Business Linkage dan Kepala Divisi Middle Business.	Proposed establishment of EVP Business Development, Head of Business Initiative Development Proposed candidates Head of Japan Business Linkage and Middle Business Division Head
2	13 Januari 2016 January 13, 2016	Usulan kandidat Interbank Dept Head pada Treasury Div, Commercial Risk Dept Head pada Commercial Risk Div.	Proposed candidates Interbank Dept Head on Treasury Div, Commercial Risk Dept. Head on Commercial Risk Div.
3	2 Februari 2016 February 2, 2016	Usulan kandidat Funding & Transaction related Business Dept Head pada Business Initiative Development Div., Kepala Cabang Summarecon, dan Communication & Relation Department Head pada Corporate Secretary.	Proposed candidates Funding & Transaction related Business Dept Head on Business Initiative Development Div., Head of Summarecon Branch, and Communication & Relations Department Head in Corporate Secretary.
4	15 Februari 2016 February 15, 2016	Usulan mutasi Pimpinan Cabang Batam. Usulan Penugasan Sementara Business Manager Pekanbaru sebagai Pimpinan Cabang Pekanbaru.	Proposed mutation of Pekanbaru Branch Manager to Batam Branch Proposed Temporary Assignment Pekanbaru Business Manager as Branch Manager
5	24 Februari 2016 February 24, 2016	Usulan kandidat Human Capital Division Head.	Proposed candidates of Human Capital Division Head.
6	26 Februari 2016 February 26, 2016	Usulan mutasi Pimpinan Cabang Kelapa Gading Boulevard ke Business Development Manager Regional 2. Usulan mutasi Pimpinan Cabang Muara Karang Timur ke Cabang Kelapa Gading Boulevard. Usulan penetapan Pimpinan Cabang Muara Karang Utara rangkap tugas sebagai Kepala Cabang Muara Karang Timur.	Proposed mutation Kelapa Gading Boulevard Branch Manager to Regional Business Development Manager 2. Proposed mutation East Muara Karang Branch to Boulevard Kelapa Gading Branch Proposed establishment of the Branch Manager Muara Karang Utara double duty as Eastern Branch Muara Karang.
7	3 Maret 2016 March 3, 2016	Usulan mutasi Business Development Manager Regional 2 ke SME Business Dept Head pada Retail Business Division. Usulan SME Business Dept Head ke Business Development Manager Regional 2. Usulan SME Sales Development pada Retail Business Division ke Business Development Manager Regional 3.	Proposed mutations Regional Business Development Manager 2 to SME Business Dept Head on Retail Business Division. Proposed SME Business Dept Head to Regional Business Development Manager 2 Proposed SME Sales Development at Retail Business Division to Business Development Manager Regional 3.
8	15 Maret 2016 March 15, 2016	Usulan kandidat Department Head, Business Manager - Commercial Business Bandung.	Proposed candidates Department Head, Business Manager - Commercial Business Bandung.
9	31 Maret 2016 March 31, 2016	Usulan kandidat Tax Management Dept Head dan Pimpinan Cabang Jambi.	Proposed candidates Tax Management Dept Head and Head of Jambi Branch
10	11 April 2016 April 11, 2016	Usulan kandidat Financial Control Division Head.	Proposed candidates of Financial Control Division Head
11	13 April 2016 April 13, 2016	Usulan promosi Special Asset Officer sebagai Legal Support Department Head.	Proposed promotion of Special Asset Officer as Legal Support Department Head
12	22 April 2016 April 22, 2016	Usulan kandidat Strategic Planning Department Head.	Proposed candidates of Strategic Planning Department Head
13	25 April 2016 April 25, 2016	Usulan kandidat IT Advisor.	Proposed candidates of IT Advisor
14	3 Mei 2016 May 3, 2016	Usulan kandidat Business Manager - Commercial Business Centre Middle End Batam.	Proposed candidates of Business Manager - Commercial Business Centre Middle End Batam.
15	13 Mei 2016 May 13, 2016	Usulan kandidat Holding Reporting Department Head.	Proposed candidates of Holding Reporting Department Head
16	17 Mei 2016 May 17, 2016	Usulan kandidat Business Manager - Commercial Business Centre Middle End Cabang Makassar.	Proposed candidates of Business Manager - Commercial Business Centre Middle End Branch Makassar.

No.	Tanggal Date	Agenda Pembahasan	Agenda
17	31 Mei 2016 May 31, 2016	Usulan kandidat Holding Reporting Department Head dan Business Manager - Commercial Business Centre Middle End Denpasar.	Proposed candidates of Holding Reporting Department Head and Business Manager - Commercial Business Centre Middle End Denpasar
18	6 Juni 2016 June 6, 2016	Usulan promosi Branch Development Section Head sebagai Branch Development Department Head.	Proposed promotion of Branch Development Section Head as Branch Development Department Head
19	13 Juni 2016 June 13, 2016	Usulan kandidat Credit Risk Reviewer Division Head dan pengajuan penggantian tunjangan pendidikan.	Proposed candidates of Credit Risk Reviewer Division Head and submission of education allowance reimbursement
20	14 Juni 2016 June 14, 2016	Usulan mutasi Branch Manager Pondok Indah ke Retail Business Manager - Business Centre Fatmawati. Usulan mutasi Business Development Manager Regional 3 ke Retail Business Manager - Business Centre Manga Dua. Usulan Business Manager Cabang Bandung penugasan sementara ke Retail Business Manager - Business Centre Bandung. Usulan Kepala Cabang Solo Slamet Riyadi mutasi ke Cabang Surabaya Citraland. Usulan Kepala Cabang Surabaya Kertajaya mutasi ke Cabang Semarang. Usulan Kepala Cabang Semarang mutasi ke Cabang Solo Slamet Riyadi. Usulan Kepala Cabang Surabaya Citraland mutasi ke Cabang Surabaya Rajawali. Usulan Kepala Cabang Surabaya Rajawali mutasi ke Cabang Surabaya Kertajaya.	Proposed mutation Pondok Indah Branch Manager to Retail Business Manager - Business Centre Fatmawati Proposed mutations Regional Business Development Manager 3 to Retail Business Manager - Business Centre Manga Dua Proposed Business of secondment Bandung Branch Manager to Retail Business Manager - Business Centre Bandung. Proposed mutation of Slamet Riyadi Solo Branch to Citraland Surabaya Branch. Proposed mutation of Kertajaya Surabaya Branch to Semarang Branch. Proposed mutation of Head Semarang Branch to Solo Branch Slamet Riyadi. Proposed mutation of Branch Surabaya Citraland to Rajawali Surabaya Branch. Proposed Branch to Branch Surabaya Rajawali Surabaya Kertajaya.
21	21 Juni 2016 June 21, 2016	Usulan mutasi SME Business Dept Head - Retail business Division ke Retail Business Manager - Business Centre Tomang. Usulan mutasi Branch Manager Jatinegara ke Retail Business Manager - Business Centre Sudirman. Usulan mutasi Business Development Manager Regional 2 ke SME Business Department Head - Retail Business Division. Usulan mutasi Branch Manager Bekasi ke Retail Business Manager -Business Centre Bekasi.	Proposed mutation of SME Business Dept Head - Retail business Division to Retail Business Manager- Tomang Business Centre Proposed mutation of Jatinegara Branch Manager to Retail Business Manager - Sudirman Business Centre. Proposed mutation of Business Development Manager Regional 2 to SME Business Department Head - Retail Business Division Proposed mutation of Bekasi Branch Manager to Retail Business Manager - Bekasi Business Centre.
22	27 Juni 2016 June 27, 2016	Usulan kandidat Business Manager - Commercial Business Centre Middle End Palembang.	Proposed candidates of Business Manager - Commercial Business Centre Middle End Palembang.
23	28 Juni 2016 June 28, 2016	Usulan penugasan sementara Kepala Kantor Kas Pasar Pagi sebagai Pimpinan Cabang Jatinegara. Usulan Kepala Cabang Kelapa Gading Mandiri merangkap sebagai Kepala Cabang Kelapa Gading Boulevard. Usulan penugasan sementara Account Officer Cabang Kuningan sebagai Kepala Kantor Kas Pasar Pagi. Usulan mutasi Kepala Cabang Pos Pengumben ke Cabang Pondok Indah. Usulan penugasan Business Development Regional 3 sebagai Kepala Cabang Pos Pengumben.	Proposed secondment of Pasar Pagi Cash Office as Head of Jatinegara Branch. Proposed of Kelapa Gading Mandiri Branch serves as Head of Kelapa Gading Boulevard Branch. Proposed secondment of Account Officer Kuningan Branch as Head of Pasar Pagi Cash Office. Proposed mutation of Head of Pos Pengumben Branch to Pondok Indah Branch. Proposed assignment of Regional Business Development 3 as Head of Pos Pengumben Branch.
24	13 Juli 2016 July 13, 2016	Usulan kandidat Commercial Business Coverage 2 Division Head.	Proposed candidates of Commercial Business Coverage 2 Division Head
25	29 Juli 2016 July 29, 2016	Usulan kandidat Holding Reporting Department Head.	Proposed candidates of Holding Reporting Department Head.

Tata Kelola Perusahaan

Good Corporate Governance

No.	Tanggal Date	Agenda Pembahasan	Agenda
26	1 Agustus 2016 August 1, 2016	Usulan Pimpinan Cabang Pondok Indah penugasan sementara ke Cabang Pos Pengumben. Usulan Pimpinan Cabang Pos Pengumben mutasi ke Cabang Pondok Indah.	Proposed secondment of Pondok Indah Branch to Pos Pengumben Branch Proposed mutation of Pos Pengumben Branch Manager to Pondok Indah Branch.
27	4 Agustus 2016 August 4, 2016	Usulan kandidat Financial Control Division Head.	Proposed candidate of Financial Control Division Head.
28	5 Agustus 2016 August 5, 2016	Usulan pencabutan penetapan tugas caretaker Kepala Divisi Micro Business. Usulan Penetapan tugas Region Head 2 sebagai Plt Micro Business Division Head. Usulan penetapan tugas Region Head 3, Plt Region Head 2 dan Plt Region Coordinator. Usulan penetapan Region Head 3 menjadi Training Project Manager pada Human Capital Division.	Proposed repeal of the determination of duty caretaker Head of Micro Business. Proposed task determination of Region Head 2 as Acting Head of Micro Business Division Head. Proposed task determination of Region Head 3 as Acting Region Head 2 and Region Coordinator. Proposed task determination of Region Head 3 as Training Project Manager on Human Capital Division.
29	8 Agustus 2016 August 8, 2016	Usulan kandidat Special Asset Management Advisor. Usulan kandidat Legal Division Head.	Proposed candidates of Special Asset Management Advisor. Proposed candidates of Legal Division Head.
30	10 Agustus 2016 August 10, 2016	Usulan kandidat Corporate Secretary Advisor.	Proposed candidates of Corporate Secretary Advisor
31	11 Agustus 2016 August 11, 2016	Usulan kandidat Market Risk Department Head.	Proposed candidates of Market Risk Department Head.
32	14 September 2016 September 14, 2016	Usulan karyawan yang dipekerjakan kembali dengan status kontrak pasca ERP.	Proposed employees were rehired by the contract status of post-ERP.
33	27 September 2016 September 27, 2016	Usulan penetapan Kepala Cabang Klender.	Proposed determination Head of Klender Branch
34	28 September 2016 September 28, 2016	Usulan kandidat Market Risk Department Head.	Proposed candidates of Market Risk Department Head.
35	6 Oktober 2016 October 6, 2016	Usulan kandidat Financial Institutional Advisor, Planning & Performance Advisor.	Proposed candidates of Financial Institutional Advisor, Planning & Performance Advisor.
36	10 Oktober 2016 October 10, 2016	Usulan kandidat Kepala Cabang Kemang, Kuningan, Medan Asia.	Proposed candidates Head of Kemang, Kuningan, Medan Asia Branch
37	12 Oktober 2016 October 12, 2016	Usulan kandidat Money Market Manager pada Treasury Division.	Proposed candidates of Money Market Manager at the Treasury Division.
38	19 Oktober 2016 October 19, 2016	Usulan kandidat Core Banking Project Officer.	Proposed candidates of Core Banking Project Officer.
39	25 Oktober 2016 October 25, 2016	Usulan kandidat Core Banking Project Officer.	Proposed candidates of Core Banking Project Officer.
40	27 Oktober 2016 October 27, 2016	Usulan kandidat Kepala Cabang Bekasi dan Tim Funding Kantor Pusat. Usulan kandidat Senior Business Manager - Commercial Business Centre Middle End Bogor. Usulan kandidat Business Manager - Commercial Business Centre Middle End Surabaya.	Proposed candidates Head of Bekasi Branch and Headquarters Funding Team Proposed candidates of Senior Business Manager - Commercial Business Centre Middle End Bogor Proposed candidates of Business Manager - Commercial Business Centre Middle End Surabaya.
41	28 Oktober 2016 October 28, 2016	Usulan kandidat Litigation Department Head. Usulan kandidat Kepala Cabang Batam dan Kepala Cabang Medan Putri Hijau.	Proposed candidates of Litigation Department Head. Proposed candidates Head of Batam Branch and Head of Batam and Medan Putri Hijau Branch.
42	1 November 2016 November 1, 2016	Usulan kandidat Tim Funding di Kantor Pusat.	Proposed candidates of Funding Team at Headquarters.
43	30 November 2016 November 30, 2016	Usulan penetapan Credit Risk & Reviewer Division Head menjadi Risk Management (SKMR) Division Head. Mengangkat Special Asset Management Advisor sebagai Retail Business Division Head dan Plt Business Linkage Division Head. Menetapkan Retail Business Division Head sebagai Retail Business Advisor. Menetapkan Risk Management (SKMR) Division Head menjadi Risk Management (SKMR) Advisor.	Proposed determination of Credit Risk & Reviewers Division Head into Risk Management (SKMR) Division Head. Appointed Special Asset Management Advisor as Retail Business Division Head and Acting Business Linkage Division Head. Determined Retail Business Division Head as Retail Business Advisor. Determined Risk Management (SKMR) Division Head into Risk Management Advisor (SKMR)

No.	Tanggal Date	Agenda Pembahasan	Agenda
44	5 Desember 2016 December 5, 2016	Usulan kandidat Kepala Cabang Surabaya Kertajaya, Semarang, Makassar, Kuningan, Financial Institutional Department Head, PJS Branch Manager Depok, PJS Branch Manager Solo Palur.	roposed candidates of Kertajaya Surabaya Branch, Semarang, Makassar, Kuningan, Financial Institutional Department Head, Acting Depok Branch Manager, Acting Solo Palur Branch Manager.
45	13 Desember 2016 December 13, 2016	Penetapan Sementara Senior Business Manager - Commercial Business Centre Middle End sebagai Plt Branch Manager Cabang Bogor. Mengembalikan Branch Manager Cabang Bogor sebagai Branch Operation Manager.	Temporary determination of Senior Business Manager - Commercial Business Centre Middle End as Acting Bogor Branch Manager. Returns Bogor Branch Manager Branch as Branch Operation Manager.
46	19 Desember 2016 December 19, 2016	Kompensasi & Benefit Kepala Cabang yang dikontrak kembali.	Compensation & Benefits of Branch re-contracted

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.

5. New Products & Activity Committee (PAB)

With the increasing complexity of risks against new banking products and activities, it is necessary to increase prudent banking through comprehensive study and analysis so that the new products and activities launched by the bank will not result in a loss, as well as adhering to relevant provisions such as Bank Indonesia Regulation, Bank Indonesia Circular Letter, FSA Regulation, SOP for New Products and Activities, and principles of corporate governance.

In this regard, PT Bank JTrust Indonesia Tbk formed New Products & Activity Committee (PAB).

Structure and Membership

Based on the BOD Decree (SK) No.23.03/S.Kep-DIR-BID/JTRUST/VIII/2016 dated August 23, 2016, the composition of the Members of Products & New Activity (PAB) Committee are as follow:

1. Chairman, and member: Non Business Director Name of Committee Chairman is set out in the BOD Decree No. SK: 11:01/S.Kep-dir BID/ JTRUST/X/2016 dated October 11, 2016.
2. The Secretary, and member: -
3. The 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:

Asides of Permanent Members, Divisions are invited to give input and suggestions. The addition of non-permanent member is possible due to connection with the new products or activities related/relevant to the area/scope of work of the Division.

Tata Kelola Perusahaan

Good Corporate Governance

Fungsi

- Memberikan masukan dan kajian terhadap rencana produk dan aktivitas baru yang akan diterbitkan dengan mempertimbangkan profil risiko yang mungkin timbul dari rencana tersebut.
- 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.

Kewenangan

- Melakukan tinjauan dan kajian secara komprehensif terhadap produk dan aktivitas baru yang diajukan.
- Merekendasikan keputusan Komite Produk & Aktivitas Baru kepada Direksi terhadap suatu produk dan aktivitas baru bank.

Tugas-Tugas

- Menyelenggarakan pertemuan/rapat untuk mengkaji penerbitan produk dan aktivitas bank, baik untuk produk baru maupun produk yang sudah berjalan apabila dirasa diperlukan.
- 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.
- 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

- Bertanggung jawab bahwa produk dan aktivitas baru yang diterbitkan sudah sesuai dengan (*comply with*) regulasi yang berlaku.
- Bertanggung jawab memberikan masukan dan rekomendasi kepada Direksi terhadap usulan Produk dan Aktivitas Baru.

Pelaksanaan Tugas dan Frekuensi Rapat

Di tahun 2016, Komite Produk & Aktivitas Baru (PAB) belum efektif melaksanakan program kerjanya dengan kondisi:

- Pembentukan Komite Produk & Aktivitas Baru (PAB) berdasarkan SK Direksi No.23.03/S.Kep-Dir-BID/JTRUST/VIII/2016 tanggal 23 Agustus 2016 tentang Komite Produk dan Aktivitas Baru (PAB) yang menetapkan Ketua Komite Produk dan Aktivitas Baru adalah seorang Direktur Non Bisnis.

Function

- Provide input and review of new products and new activities plan to be issued by taking into account the risk profile that may arise from the plan.
- Provide assessment and input to the management regarding the bank's products and activities, for adjustment, updating and changes with reference to the regulations and provisions in force.

Authority

- Conduct a comprehensive review and study on new products and activities proposed.
- Recommend the decision of the New Products and Activities Committee to the Board of Directors regarding a new product and new activity of the bank.

Assignments

- Convene meeting/conference to review the issuance of bank products and activities, both for new products and existing one if deemed necessary.
- Discuss new regulation/provision that has an impact on the operations, products, services and technologies of the bank, for adjustment, updating and changes that must be made.
- Provide answers, explanations and input to regulators such as the Financial Services Authority (FSA) and the Bank Indonesia (BI) on policies and regulations with respect to New Products and Activities.

Responsibility

- In charge of ensuring the new products and activities issued are in accordance with (*comply with*) the applicable regulations.
- In charge of providing recommendations to the Board of Directors regarding the proposal of New Products and Activities.

Duties and Frequency of Meetings

In 2016, the Committee of New Products & Activities (PAB) has not effectively carry out its work program due to:

- The establishment of New Products and Activities Committee (PAB) based on BOD Decree No.23.03/S.Kep-Dir-BID/JTRUST/VIII/2016 dated August 23, 2016 on New Products and Activities Committee (PAB), which stipulates that the

Namun Bank belum memiliki Direktur Non Bisnis yang dapat menjadi Ketua Komite PAB, karena Direktur Non Bisnis yang dimiliki hanya Direktur Compliance, dimana untuk Direktur Compliance tidak dimungkinkan untuk merangkap jabatan tersebut.

2. Nama Ketua Komite PAB baru ditunjuk pada Bulan Oktober 2016 melalui Surat Keputusan Direksi No.SK:11.01/S.Kep-Dir-BID/JTRUST/X/2016 tanggal 11 Oktober 2016.

6. Komite Kredit

Proses kredit yang memperhatikan prinsip kehati-hatian dan penerapan *four eyes principle* merupakan prinsip utama yang mendasari pengambilan keputusan kredit dimana setiap keputusan kredit minimal dilakukan oleh 2 (dua) orang pemegang kewenangan yang independen, berasal dari *business unit* atau *Special Asset Management (SAM)* di satu pihak, dan *Credit Risk Reviewer (CRR)* pada pihak lainnya.

Inisiasi kredit dan pengajuan proposal kredit dilakukan oleh *business unit*. Dalam proses *review*, unit bisnis 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.

Proses Persetujuan Kredit secara *four-eyes* dilakukan oleh Komite Kredit sesuai limit kewenangannya.

Struktur dan Keanggotaan

Komite Kredit PT Bank JTrust Indonesia Tbk terdiri dari para pejabat pemutus kredit (*voting member*), perekomendasi, pengusul, dan *non-voting member*.

Pemutus kredit adalah pejabat yang karena kemampuan, kompetensi dan integritas nya diberi wewenang untuk memutus kredit dan atau memutus restrukturisasi kredit yang mewakili fungsi *business unit* atau *Special Asset Management* dan *Credit Risk Reviewer*.

Chairman of this Committee is a Non-Business Director. However, since the Bank has not had a Non-Business Director that can be appointed as Chairman of PAB, since the only Non-Business Director is the Director of Compliance, who is not allow to assume the position concurrently.

2. The Chairman of the PAB was appointed in October 2016 by the Decree of BOD No. SK:11.01/S.Kep-Dir-BID/JTRUST/X/2016 dated October 11, 2016.

6. Credit Committee

The credit process takes into account the prudential principles and adopts four eyes principle, the key principle underlying the credit decision making where every credit decision should be made by 2 (two) independent authorized officials from the business unit or the Special Asset Management (SAM) in one hand, and Credit Risk Reviewers (CRR) in other one.

Initiation of credit and application of credit proposal made by business unit. During the process of review, the business unit may request the Credit Risk Reviewers unit to visit the project (on the spot), in particular in order to assess a complex credit application. Proposal or initiation credit is made in full by business unit in accordance with the Guidelines for Credit Provision and other provisions such as the memorandum procedures that stipulate the SOP that govern the granting of credit.

Credit Approval Process is carried out in four-eyes by the Credit Committee in accordance with its limit of authority.

Structure and Membership

Credit Committee of PT Bank JTrust Indonesia Tbk comprises loan officer (*voting member*), recommenders, proposer, and a non-voting member.

Loan officer is the officer that has the ability, competence and integrity to be authorized to decide the loan or loan restructuring, as representative of business unit or Special Asset Management and Credit Risk Reviewer.

Tata Kelola Perusahaan

Good Corporate Governance

Keputusan kredit diambil oleh pemegang kewenangan melalui Rapat Komite Kredit atau sirkulair sesuai dengan limit kredit yang diajukan.

Rapat Komite Kredit (RKK) dihadiri oleh pejabat pemegang kewenangan memutus kredit sesuai limit yang ditetapkan, perekomendasi, pengusul, dan *non voting member* yaitu Divisi *Compliance & Legal*, dan Divisi *Operation*. Untuk kredit bermasalah sebagai *non voting member* ditambah Divisi Financial Control.

Keputusan kredit di bawah kewenangan Direksi/EVP dilakukan oleh minimal 2 (dua) Pemegang Kewenangan Memutus Kredit (PKK) yaitu individu yang diberi kewenangan memutus kredit mewakili bisnis atau Special Asset Management (SAM) dan *Credit Risk Reviewer* dengan Batas Wewenang Memutus Kredit yang ditetapkan oleh Direksi dalam rangka proses kredit secara *four eye principle*.

Dengan demikian sesuai limit kredit yang ditetapkan dalam Pedoman Pelaksanaan Kredit yang berlaku sejak tanggal 17 Desember 2015 (Ref. SK Direksi No.17.11/S.Kep-DIR-SKMR/JTRUST/XII/2015 tanggal 17 Desember 2015), 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 dan atau restrukturisasi kredit, minimal terdiri dari 2 (dua) pihak yaitu dari Direksi/EVP *business unit*/SAM dan Direksi/EVP Risk Management yang melakukan kajian atas proposal kredit yang diusulkan/direkomendasikan dan 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 Kreditnya sebagai berikut:

Loan decision is taken by authorized person through Credit Committee Meeting or circular, in accordance with the proposed credit limit.

Credit Committee Meeting (RKK) attended by loan officer decides the credit in accordance to the set credit limit, the recommenders, proposer, and non-voting member namely the Division of Compliance & Legal, and Operations Division. For non-performing loans, acting as non-voting members is added with the Division of Financial Control.

Credit decision, under the authority of the Board of Directors/EVP, is made by a minimum of two (2) loan officer (PKK), the officer with authority to give loan approval representing the business or the Special Asset Management (SAM) and Credit Risk Reviewer with Limit of Approving Credit set by the Board of Directors according to four eye principle.

Thus, according to the credit limit stipulated in the Guidelines for Credit in effect since December 17, 2015 (Ref. BOD Decree No.17.11/S.Kep-DIR-SKMR/JTRUST/XII/2015 dated December 17, 2015), the authority of the Credit Committee of PT JTrust Bank Indonesia Tbk consist of:

Credit Committee Category A

Credit Committee Category A is the highest committee in the structure of authority to decide on credit or credit restructuring, must be at least 2 (two) parties, ie of Directors/EVP business unit/SAM and Directors/EVP Risk Management who review the credit proposals/recommendation and the Committee is responsible for providing the final credit approval according to the limit of its authority through the mechanism of the credit Committee Meeting (RKK) and circular.

Member of Credit Approval Committee Category A, consisting of Category A1 Credit Committee, Category A2 Credit Committee and Category A3 Credit Committee, which are distinguished by the Limit of Credit Approval as follows:

Kategori A Category A			
Voting Member	A1	A2	A3
Direktur Utama + Direktur Bisnis + EVP Commercial Risk	> Rp20 miliar > Rp20 billion		
Direktur Bisnis + EVP Commercial Risk		> Rp10 miliar s/d. Rp20 miliar > Rp10 billion to Rp20 billion	
EVP Bisnis + EVP Commercial Risk			> Rp2 miliar s/d. Rp10 miliar > Rp2 billion to Rp10 billion

Komite Kredit Kategori B

Adalah pemutus kredit ditingkat limit *Division Head* yang terdiri dari 2 (dua) pihak yaitu dari *business unit/SAM* dan *Credit Risk Reviewer*.

Komite setingkat Kepala Divisi ini bertanggung jawab atas kredit yang diputus sesuai dengan kewenangan limitnya.

Batas wewenang memutus kredit segmen *Micro*, *SME* dan *Consumer* dibagi atas kategori AA, BB dan CC sebagai berikut:

Pemegang Kewenangan Memutus Kredit (PKK) Authorized person with Credit Approval	Kategori - Batas Wewenang Memutus Kredit Category - Limit of Authority for Credit Approval		
	AA	BB	CC
Retail - SME & Consumer	> Rp1 miliar s/d. Rp2 miliar > Rp1 billion to Rp2 billion	> Rp500 juta s/d. Rp1 miliar > Rp500 million to Rp1 billion	s/d. Rp500 juta to Rp500 million
Retail - Micro	> Rp200 juta s/d. Rp300 juta > Rp200 million to Rp300 million	> Rp100 juta s/d. Rp200 juta > Rp100 million to Rp200 million	s/d. Rp100 juta to Rp100 million

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 2016, 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.

Credit Committee Category B

Is the loan officer at the limit level of Division Head consisting of 2 (two) parties, namely from the business unit/SAM and Credit Risk Reviewer.

The Committee of Division Chief level is responsible for the credit approval according to the authority limits.

Limit the authority of the credit segment of Micro, SME and Consumer divided into categories of AA, BB and CC as follows:

Duties and responsibilities

Credit Committee is responsible to review and decide the applications/requests for credit facility in accordance with Limit of Authority of Credit Approval (BWMK) in order to fulfill the prudent principles for a sound lending either for new request, additional, extension, alteration (replacement collateral, changes in period/rescheduling, restructuring, etc.).

Duties and Frequency of Meetings

During 2016, the Credit Committee has conducted meetings as required and loan application. The next program undertaken is to ensure credit decision is in accordance with the Bank's Credit Policy and Guidelines Credit for Implementation of PT Bank JTrust Indonesia Tbk.

IV. Penerapan Fungsi Kepatuhan Bank, Audit Intern dan Audit Ekstern

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 Bank Indonesia (PBI) Nomor 13/2/PBI/2011 tanggal 12 Januari 2011 tentang "Pelaksanaan Fungsi Kepatuhan Bank Umum" yang berlaku sejak tanggal 01 September 2011.

Fungsi Kepatuhan adalah serangkaian tindakan atau langkah-langkah yang bersifat *ex-ante (preventif)* untuk:

- a. Mewujudkan terlaksananya Budaya Kepatuhan pada semua tingkatan organisasi dan kegiatan usaha Bank.
- b. Mengelola Risiko Kepatuhan yang dihadapi oleh Bank.
- c. Memastikan bahwa kebijakan, ketentuan, sistem, dan prosedur, serta kegiatan usaha Bank telah sesuai dengan ketentuan Bank Indonesia/Otoritas Jasa Keuangan dan peraturan perundang-undangan yang berlaku.
- d. Memastikan kepatuhan Bank terhadap komitmen yang dibuat oleh Bank kepada Bank Indonesia/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.

IV. Implementation of the Bank's Compliance Function, Internal Audit, and External Audit

4.1. Implementation of the Bank's Compliance Function

Banks 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 Bank Indonesia Regulation (PBI) No. 13/2/PBI/2011 dated 12 January 2011 on "Implementation of the Compliance Function of Commercial Bank", which is effective on 1 September 2011.

The Compliance Function is a series of tasks or measures that are preventive in nature to:

- a. Realize and implement the compliance culture at all levels of the organization and activities of the Bank.
- b. Manage compliance risks faced by the Bank.
- c. 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.
- d. Ensure the Bank is in compliance with the commitments made to Bank Indonesia/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.

Peran Dewan Komisaris dan Direksi

Dewan Komisaris wajib melakukan pengawasan aktif terhadap pelaksanaan Fungsi Kepatuhan di Bank, dengan:

- Mengevaluasi pelaksanaan Fungsi Kepatuhan Bank paling kurang 2 (dua) kali dalam satu tahun melalui laporan pelaksanaan tugas yang disampaikan oleh Direktur yang membawahi 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.
- Berdasarkan hasil evaluasi pelaksanaan Fungsi Kepatuhan, Dewan Komisaris menyampaikan saran-saran Direksi dalam rangka meningkatkan kualitas pelaksanaan Fungsi Kepatuhan Bank.

Direksi berkewajiban:

- Menumbuhkan dan mewujudkan terlaksananya Budaya Kepatuhan pada semua tingkatan organisasi dan kegiatan usaha Bank.
- Memastikan terlaksananya Fungsi Kepatuhan Bank.

Kerangka Kerja Kepatuhan (Compliance Framework)

Kerangka Kerja Kepatuhan menyajikan kebijakan dan pedoman/Standar Operasional Prosedur kepatuhan serta pengawasan bagi Bank. Kebijakan dan Pedoman Kepatuhan ini bertujuan untuk memastikan ketataan pada hukum, peraturan, perundang-undangan, kebijakan internal, kode etik dan pedoman tingkah laku. Kebijakan dan Pedoman disusun sesuai dengan Peraturan Bank Indonesia (PBI) Nomor 13/2/PBI/2011 tanggal 12 Januari 2011 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 kedepannya selain memiliki kemampuan pemantauan yang bersifat *ex-ante* serta melakukan pengelolaan Risiko Kepatuhan secara berkesinambungan selaras dengan penerapan manajemen risiko di Bank secara keseluruhan.

Role of the Board of Commissioners and Directors

The Board of Commissioners is required to actively monitor the implementation of compliance function at the Bank through:

- 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.
- 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.

The Board of Directors will:

- Develop and realize the Compliance Culture at all levels of the organization and activities of the Bank.
- Ensure the implementation of the Bank's Compliance Function.

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 Bank Indonesia Regulation (PBI) No. 13/2/PBI/2011 dated 12 January 2011 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.

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 konkret 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 *multi-talent* atau *skills* mengingat isu-isu kepatuhan yang demikian luas cakupannya dan senantiasa berubah secara dinamis.

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, considering compliance issues are so broad in scope and dynamically changing.

Direktur yang Membawahkan Fungsi Kepatuhan

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 Bank Indonesia berdasarkan prinsip kehati-hatian Bank, *Good Corporate Governance* dan peraturan perundang-undangan yang berlaku.
- 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 Bank Indonesia dan peraturan perundang-undangan yang berlaku.
- i. Melakukan tugas-tugas lainnya yang terkait dengan Fungsi Kepatuhan, antara lain memantau dan menjaga kepatuhan Bank terhadap komitmen yang dibuat oleh Bank kepada Bank Indonesia maupun otoritas pengawas lainnya yang berwenang.

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.

Direktur yang Membawahkan Fungsi Kepatuhan harus memenuhi persyaratan independensi dan kriteria lain yaitu:

1. Keluarga sampai derajat kedua dengan anggota Dewan Komisaris, Direksi, Tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham, dan/atau hubungan dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank yang dapat mempengaruhi kemampuannya untuk bertindak independen.
2. Tidak ada rangkap jabatan dengan Direktur Utama dan/atau Wakil Direktur Utama.

Director Responsible for the Compliance Function

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 Bank Indonesia 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 Bank Indonesia as well as other related supervisory authorities.

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.

Director Responsible in charge of the Compliance Function shall meet the independence requirement and other criteria, namely:

1. Family relationship to the second degree with members of the Board of Commissioners, Directors, Has no financial, management, share ownership, and/or relationship and/or Controlling Shareholders or relationship with the Bank that may effect the ability to act independently.
2. No concurrent positions with the President Director and/or Vice President Director.

Tata Kelola Perusahaan

Good Corporate Governance

3. Tidak membawahkan fungsi-fungsi:
 - a. Bisnis dan operasional (kegiatan penghimpunan dan/atau penyaluran dana dan kegiatan keagenan).
 - b. Manajemen risiko yang melakukan pengambilan keputusan pada kegiatan usaha Bank.
 - c. *Treasury*.
 - d. Keuangan dan akuntansi.
 - e. Logistik dan pengadaan barang/jasa.
 - f. Teknologi informasi.
 - g. Audit Intern.
4. Memiliki integritas dan pengetahuan yang memadai mengenai ketentuan Bank Indonesia dan peraturan perundang-undangan yang berlaku.
3. Not responsible for the following functions:
 - a. Business and Operations (activities of collection and/or distribution of funds and agency related activities).
 - b. Risk management, taking decision for the Bank's business activities.
 - c. Treasury.
 - d. Finance and accounting.
 - e. Logistics and procurement of goods/services.
 - f. Information Technology.
 - g. Internal Audit.
4. Have integrity and a sufficient knowledge of the regulations of Bank Indonesia and the prevailing legislation.

Struktur Organisasi unit kerja Di bawah Direktur yang Membawahkan Fungsi Kepatuhan untuk Tahun 2016, antara lain berdasarkan:

- Surat Keputusan (SK) Direksi No.21.01/S.Kep-Dir-HRMD/Mutiara/I/2015 tanggal 21 Januari 2015, Direktur Kepatuhan membawahi Divisi *Compliance* (CPD), Divisi *Legal* (LGD), dan Divisi *Human Capital*.
- Diubah dengan SK Direksi No.13.09/S.Kep-DIR-HCD/JTrust/VII/2015 tanggal 13 Juli 2015, Direktur Kepatuhan tetap membawahi Divisi *Compliance* (CPD), Divisi *Legal* (LGD), dan Divisi *Human Capital* (HCD).
- Terakhir diubah lagi dengan SK Direksi No.01.06/S. Kep-DIR-HCD/JTrust/X/2015 tanggal 01 Oktober 2015, dimana LGD digabung dengan CPD menjadi nama Divisi *Compliance & Legal* (CPD) sehingga Direktur Kepatuhan membawahi Divisi *Compliance & Legal* (CPD), Divisi *Human Capital* (HCD), dan Satuan Kerja Manajemen Risiko (SKMR).

Dalam melaksanakan tugas dan tanggung jawabnya, Direktur yang Membawahkan Fungsi Kepatuhan dibantu oleh Kepala Divisi Kepatuhan & Legal (*Compliance & Legal Division Head*) dengan Wakil Kepala Divisi Kepatuhan & Legal (*Compliance & Legal Deputy Division Head*) yang membawahi Unit Kerja Legal, Satuan Kerja Kepatuhan (meliputi Unit Kerja Business & GCG Compliance, dan Regulator Compliance), serta Unit Kerja *Anti Money Laundering*. Berdasarkan memo No.331/MEMO/CPD/IX/2015 tanggal 18 September 2015, struktur organisasi Divisi Kepatuhan & legal adalah sebagai berikut:

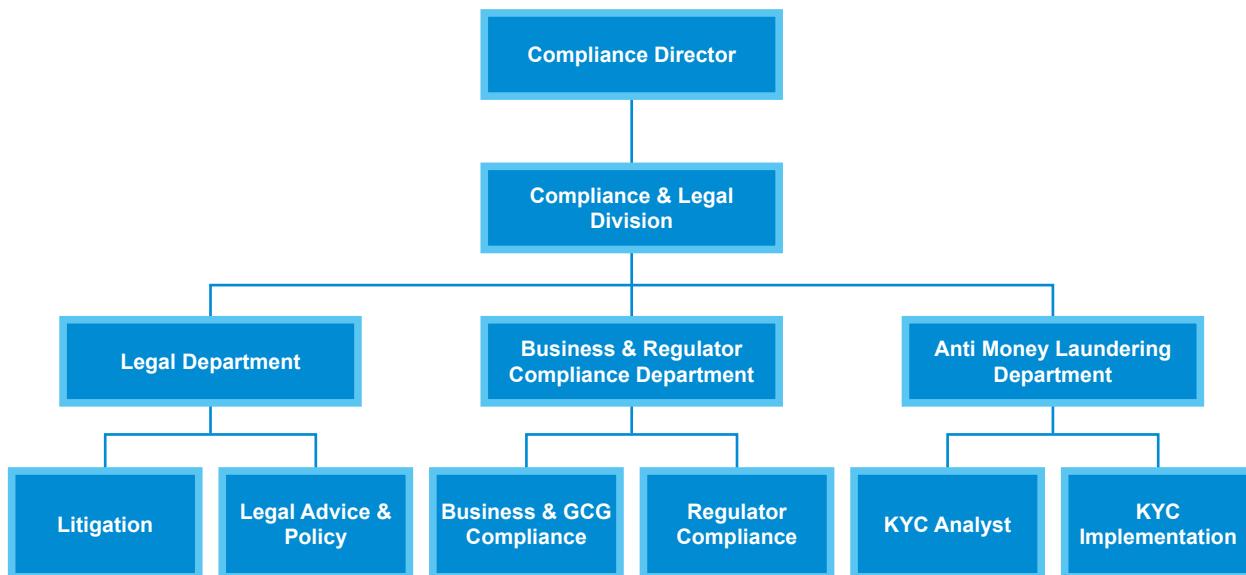
The Organizational Structure under the Director responsible for the compliance function for 2016, among others is based on:

- Board of Directors Decree (SK) No. 21.01/S.Kep-Dir-HRMD/Mutiara/I/2015 dated 21 January 2015, the Director of Compliance oversees the Compliance Division (CPD), Legal Division (LGD), and Human Capital Division.
- Amended by the Board of Directors Decree No. 13.09/S.Kep-DIR-HCD/JTrust/VII/2015 dated 13 July 2015, the Compliance Director continues to oversee the Compliance Division (CPD), Legal Division (LGD), and Human Capital Division (HCD).
- Latest amendment with Board of Directors Decree (SK) No. 01.06/S.Kep-DIR-HCD/JTrust/X/2015 dated 1 October 2015, in which the LGD is combined with the CPD to be named the *Compliance & Legal Division* (CPD) and the Director of Compliance Division oversees the *Compliance & Legal Division* (CPD), *Human Capital Division* (HCD), and the *Risk Management Unit* (SKMR).

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 unit. Based on the memo No. 331/MEMO/CPD/IX/2015 dated 18 September 2015, the following is the organizational structure of the Compliance & Legal Division:

**Struktur Organisasi Divisi Kepatuhan & Legal
(Compliance & Legal Division) PT Bank JTrust
Indonesia Tbk – Tahun 2016**

**Organizational Structure of the Compliance & Legal
Division of PT Bank JTrust Indonesia Tbk - 2016**



Kepala Divisi/Satuan Kerja Kepatuhan (Compliance Division Head)

Kepala Satuan Kerja Kepatuhan atau Kepala Divisi Kepatuhan (*Compliance Division Head*) PT Bank JTrust Indonesia Tbk harus memenuhi kriteria:

- Memenuhi persyaratan independensi.
- Menguasai ketentuan Bank Indonesia dan peraturan perundang-undangan yang berlaku.
- Tidak melaksanakan tugas lainnya di luar Fungsii 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.

Divisi/Satuan Kerja Kepatuhan

Satuan Kerja Kepatuhan mempunyai kedudukan setingkat Divisi dan bertanggung jawab kepada Direktur yang Membawahkan Fungsii Kepatuhan sebagai unit kerja yang bersifat independen yaitu:

- Dibentuk secara tersendiri di Kantor Pusat Bank, namun melaksanakan tugasnya di seluruh jaringan kantor Bank.

Compliance Division Head

The Compliance Division Head of PT Bank JTrust Indonesia must meet the following criteria:

- Meets the independence requirement.
- Understand the Bank Indonesia 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.

Compliance Division/Work Unit

The Compliance Unit has a Division level position and is responsible to 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.

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- 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-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, *monitoring*, dan pengendalian terhadap Risiko Kepatuhan dengan mengacu pada Peraturan Bank Indonesia 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 peraturan perundang-undangan yang berlaku.
- d. Melakukan *review* dan/atau merekomendasikan pengkinian dan penyempurnaan kebijakan, ketentuan, sistem maupun prosedur yang dimiliki oleh Bank agar sesuai dengan ketentuan Bank Indonesia dan peraturan perundang-undangan yang berlaku.
- e. Melakukan upaya-upaya untuk memastikan bahwa kebijakan, ketentuan, sistem dan prosedur, serta kegiatan usaha Bank telah sesuai dengan ketentuan Bank Indonesia dan peraturan perundang-undangan yang berlaku.
- f. Melakukan tugas-tugas lainnya yang terkait dengan Fungsi Kepatuhan, antara lain:
 - Memastikan kepatuhan komitmen Bank kepada Bank Indonesia maupun otoritas pengawas lain yang berwenang.
 - Sosialisasi/pelatihan kepada seluruh pegawai Bank mengenai ketentuan yang berlaku terkait dengan fungsi Kepatuhan.
 - Bertindak sebagai *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:

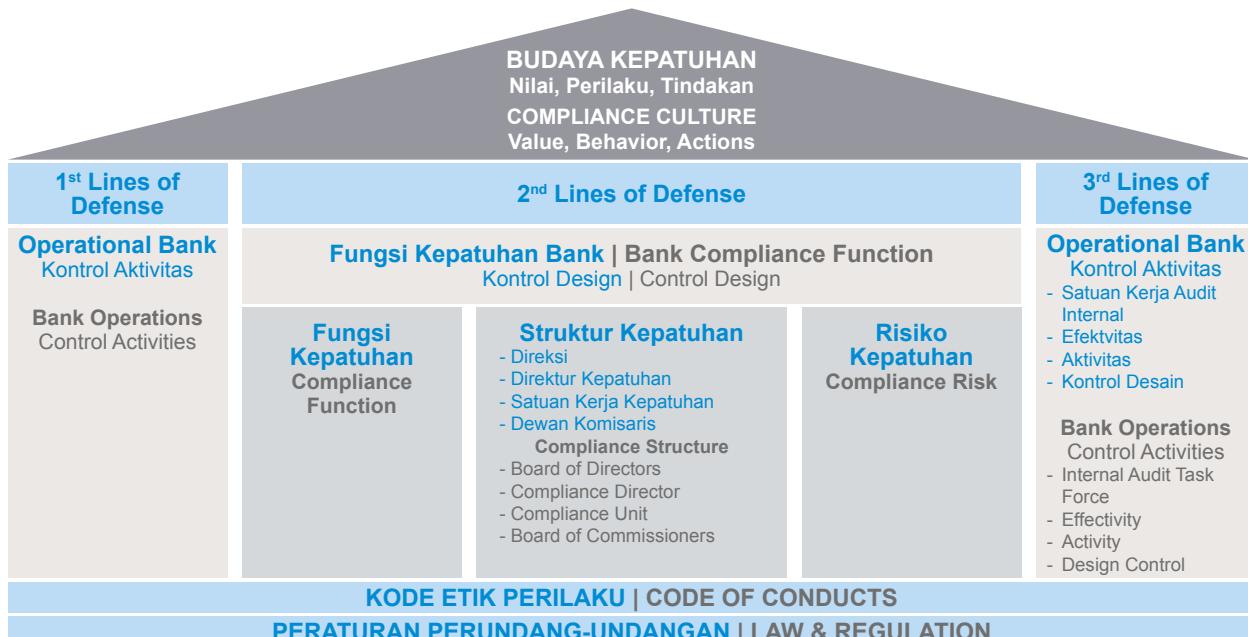
- a. Taking steps to support the creation of compliance culture in all Bank's business activities at every level of the organization.
- b. Coordinating with the Risk Management Unit for the identification, measurement, monitoring, and control of the Compliance Risk with reference to Bank Indonesia Regulation 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 Bank Indonesia 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 Bank Indonesia and the prevailing legislations.
- f. Performing other tasks related to the Compliance Function, among others:
 - Ensuring compliance with the Bank's commitment to Bank Indonesia or other relevant supervisory authorities.
 - Disseminating/training to all employees of the Bank regarding the applicable provisions relating to the Compliance function.
 - 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.

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 Line 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*), dimana mereka mengejar pertumbuhan usaha dan mengambil keputusan yang mempertimbangkan aspek risiko.
- **Second Line 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 Line 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 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*).
- **First Line 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 Line 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 à *ex ante* (preventive measures).
- **Third Line 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 and second line of defense to ensure these lines are operating in accordance with their respective roles à *ex post* (*review after the event*).

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Program Kerja yang Terkait dengan Pelaksanaan Fungsi Kepatuhan Bank

Sesuai dengan tugas dan tanggung jawab Direktur yang Membawahkan Fungsi Kepatuhan, selama tahun 2016, Satuan Kerja Kepatuhan telah melaksanakan Fungsi Kepatuhan Bank pada seluruh unit kerja sebagai berikut:

- Pemantauan tingkat kepatuhan Bank terhadap seluruh ketentuan dan peraturan perundang-undangan yang berlaku sebagai berikut:
 - Indikator kepatuhan Bank dari perkembangan masing-masing faktor yang dimonitor menunjukkan keadaan antara lain:

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 2016, the Compliance Function Work Unit has implemented the Bank's Compliance Function throughout the work units as follows:

- Monitoring the level of the Bank's compliance to all applicable rules and regulations as follows:
 - 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 2016 June 2016 Position	Semester II Posisi Desember 2016 December 2016 Position	
Rasio Kecukupan Modal (Risiko Kredit, Operasional & Pasar) Capital Adequacy Ratio/CAR (Credit, Operational & Market Risk)	13,08%	15,28%	Patuh Dutiful
Batas Maksimum Pemberian Kredit (BMPK) Legal Lending Limit			
BMPK Kredit LLL Credit:			
Pelanggaran Violation	Nil	Nil	Patuh Dutiful
Pelampaunan Exceedance	Rp126.781 juta million	Rp 64.032 juta million	Masih terdapat pelampaunan BMPK, namun terus diupayakan agar di tahun 2017 dapat diselesaikan. There was exceedance of BPMK but continue to be pursued in order to be settled in 2017
BMPK Surat Berharga LLL Securities:			
Pelanggaran Violation	Nil	Nil	Dutiful,
Pelampaunan Exceedance	Nil	Nil	Dutiful
Posisi Devisa Neto (PDN) Net Open Position (NOP)	4,87%	2,01%	Patuh, sesuai ketentuan maksimal 20% Dutiful, 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	5,79 %	6,98%	Masih di atas ketentuan 5% Exceeding the limit of 5%
NPL Net	4,03%	2,91%	Patuh, sesuai ketentuan di bawah 5% Dutiful, in accordance with the limit of under 5%

Faktor-Faktor yang Dimonitor Monitored Factors	Indikator/Rasio Indicator/Ratio		Keterangan Description
	Semester I Posisi Juni 2016 June 2016 Position	Semester II Posisi Desember 2016 December 2016 Position	
Giro Wajib Minimum (GWM): Minimum Statutory Reserves (GWM):			
GWM Rupiah Primer Primary Reserve in Rupiah	6,63%	8,18%	Patuh, semester II sudah sesuai ketentuan minimal 8% Dutiful, 2 nd semester in accordance with the minimum provision of 8%
GWM Rupiah Sekunder Secondary Reserve in Rupiah	5,17%	6,21%	Patuh, sesuai ketentuan min.4% Dutiful, in accordance with the minimum provision of 4%
GWM Rupiah LDR/LFR Reserve in Rupiah LDR/LFR	96,8%	96,33%	Tidak Patuh, di atas ketentuan rasio LDR Target (78% - 92%) Fail to Comply, exceeding the LDR Target ratio provision (78% - 92%)
GWM Valas Reserves in Foreign Currencies	8,46%	11,41%	Patuh, sudah sesuai ketentuan BI (minimal 8%) Dutiful, in accordance with BI provision (minimum of 8%)
Tingkat Kesehatan Bank (TKB) Bank Soundness	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	3	Trend peringkat komposit sama/tetap Stable/fixed composite rating trend
Risiko Inheren Inherent Risk	Moderate	Moderate	
Kualitas Penerapan Manajemen Risiko Quality Risk Management	Fair	Fair	

- b) Masih terdapat sanksi peringatan/teguran, administrasi dan denda terhadap proses dan penyampaian Laporan Rutin Bank kepada Regulator selama periode Tahun 2016, 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 2016 period, among others:

Waktu Pembebanan Denda Penalty Imposition Date	Periode Pelaporan Reporting Period	Jumlah Sanksi Number of Sanction	Keterangan Sanksi Description of Sanction	Nominal Denda Nominal of Penalty (Rp)
Februari 2016	Januari 2016	1	Sanksi administratif atas keterlambatan pengumuman dan penyampaian bukti pengumuman serta dokumen pendukung keterbukaan informasi Administrative sanction for the delay of the notification as well as the submission of notification proof as well as disclosure of information supporting documents	7.000.000

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Waktu Pemberian Denda Penalty Imposition Date	Periode Pelaporan Reporting Period	Jumlah Sanksi Number of Sanction	Keterangan Sanksi Description of Sanction	Nominal Denda Nominal of Penalty (Rp)
April 2016	Minggu kedua April 2016	1	Terlambat menyampaikan LKPBU Form 0707 untuk periode laporan Mingguan Lateness for the submission of Form 0707 LKPBU for the Weekly reporting period	500.000
Juni 2016	Maret 2016	1	Keterlambatan batas waktu laporan koreksi secara offline LBU Time limit delay in offline correction reporting of LBU	5.000.000
	24 Maret 2016 dan 30 Maret 2016	1	Kesalahan input 2 item pelaporan LHBU Error in 2 reporting items input	100.000
July 2016	04 Juli 2016	1	Sanksi karena kurang GWM DPK SGB tanggal 04 Juli 2016 Sanction for the lack of GWM DPK SGB on 4 July 2016	2.006.855
14 Juli 2016	12 Juli 2016	1	Sanksi karena kurang GWM DPK SGB tanggal 12 Juli 2016 Sanction for the lack of GWM DPK SGB on 12 July 2016	2.241.899
Agustus 2016	03 Agustus 2016	1	Sanksi pembatalan setelmen transaksi Term Deposit Valas Overnight BI Sanction for BI Overnight Foreign Exchange Deposit Term transaction settlement cancellation	USD 666,67 (eq. Rp8.700.710)
Oktober 2016	Juli 2016	1	Sanksi administrative karena terlambat melaporkan transaksi efek Administrative sanction due to delay in the reporting of securities transactions	10.000
November 2016	Oktober 2016	1	Keterlambatan penyampaian koreksi LBU secara online yang seharusnya tanggal 01-5 Oktober 2016, namun baru dilaporkan tanggal 06 Oktober 2016 Delay on online LBU correction submission, supposedly submitted on 1-5 October 2016, but reported on 6 October 2016	100.000
21 Desember 2016	16 Desember 2016	1	Sanksi Keterlambatan penyampaian Laporan Surat-Surat Berharga (SSB) selama 1 hari Sanction for the delay in the submission of Marketable Securities Report (SSB) for 1 day	1.000.000
TOTAL		10		26.659.464

- 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 *monitoring* dan pemberian kredit belum dilakukan dengan optimal sesuai kebijakan dan prosedur kredit (aspek kepatuhan) yang dapat berdampak pada:
 - Keterlambatan proses perpanjangan Fasilitas Kredit (dapat berdampak pada pemburukan kolektibilitas).
 - Belum terpenuhi kelengkapan dokumen dan legalitas usaha, seperti: NPWP, SKDP/SKDU, SIUP, TDP, UUG/Ijin lingkungan, dan Ketentuan kewajiban Laporan Keuangan Audited.
 - Ketidakpatuhan terhadap ketentuan Biaya Administrasi, Provisi, suku bunga Kredit, pemasangan nilai Hak Tanggungan.
- 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 monitoring and disbursements are not optimal and aligned with the credit policies and procedures (compliance aspect) that may have impacted on:
 - Delays in the process of extending Credit Facilities (may impact on the deterioration of collectibility).
 - Completeness of the documents and business legalities have not been met, such as NPWP, SKDP/SKDU, SIUP, TDP, UUG/Environmental permit, and Audited Financial Statements obligation provision.
 - Non-compliance on Administration Fees, Provisions, Loan Interest Rate, the installation of Security Rights.

- Ketidakpatuhan terhadap kelengkapan tanda tangan *Non Voting Member* dalam Risalah Keputusan Kredit.
- e) Aktivitas Bidang Operasional yang perlu mendapatkan perhatian antara lain:
 - Terdapat beberapa pegawai yang menjalani cuti, namun tidak mengajukan permohonan untuk melakukan penonaktifan User ID-nya.
 - Terdapat beberapa pemberian suku bunga *special rate* deposito yang tidak sesuai dengan ketentuan atas kewenangan persetujuan dalam pemberian suku bunga *special rate* deposito.
 - Proses serah terima buku Cek/BG terdapat penerima cek/BG bukan nasabah pemilik rekening dan tidak dilengkapi dengan surat kuasa.
 - 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:
 - Pelaksanaan transaksi Treasury Gallery dicantumkan bahwa Head Treasury Dealer dan Dealer Treasury Gallery menentukan kurs special untuk nasabah atau cabang yang ditunjuk berdasarkan *Tiering*, Kondisi sebenarnya untuk pemberian kurs special masih meminta persetujuan dari Treasury Sales & Banknotes Department.
 - Koordinasi antara Divisi Treasury & Institutional (TRD) dengan SKMR secara lebih intensif sehingga pengendapan setoran GWM LFR setiap hari termonitor dan dipenuhi sesuai ketentuan.
 - SOP perlu diperbaharui dan disesuaikan dengan perkembangan organisasi perusahaan serta dievaluasi setiap tahun untuk mendukung aktivitas Divisi Treasury & Institutional (TRD).
 - Infrastruktur masih belum didukung oleh SIM (System Information Management) yang memadai, namun untuk sementara masih dapat diatasi secara "Semi Otomasi" untuk keperluan informasi manajemen, transaksi, monitoring dan pelaporan.
 - Perlu peningkatan monitoring dan pelaporan atas proses dalam aktivitas Treasury, karena belum dapat dilakukan optimalisasi pada system OPICS.
 - Non-compliance on the completeness of Non Voting Member signatories for Memorandum of Loan Decision.
- e) Operational activities that need attention include:
 - There are employees who are on leave, but did not apply for the deactivation of the User ID.
 - There are provisions of special deposit interest rate that do not comply with the provisions on approval authority in granting special interest rate on deposits.
 - There are Cheque books/BG who are not the customer or account owner in the handover process of Cheque books/BG or not equipped with the power of attorney.
 - 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 include:
 - Implementation of Treasury transactions Gallery stated that the Head Treasury Dealer and Dealer Treasury Gallery determine the special exchange rate for customers or branch designated by Tiering, the actual conditions for granting special rate is still based on approval from the Treasury Sales & Banknotes Department.
 - More intensive coordination between the Treasury & Institutional Division (TRD) with SKMR to ensure the daily deposition of the LFR Minimum Statutory Reserves deposit is monitored and met in accordance with the provisions.
 - SOP needs to be updated and adapted to the development of the company's organization as well as evaluated every year to support the activities of the Treasury & Institutional Division (TRD).
 - The infrastructure has not been supported by adequate SIM (System Information Management), temporarily handled in a "Semi Automatic" manner for management, transaction, monitoring, and reporting information needs.
 - Monitoring and reporting on the process within Treasury activities need to be improved, because optimization can not be conducted on the OPICS system.

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- g) Terdapat kasus *Internal Fraud* yang dilakukan oleh pegawai Bank dan/atau pihak eksternal Bank yang mempengaruhi kondisi keuangan Bank secara signifikan atau dampak penyimpangan > Rp100.000.000,- (seratus juta rupiah), yaitu indikasi penggelapan/pencurian dana tabungan nasabah, sedangkan kasus Eksternal *Fraud* yaitu indikasi penipuan Break Deposito. Bank telah menindaklanjuti kasus *Fraud* tersebut sesuai dengan kebijakan dan SOP Anti Fraud. Kasus *Fraud* tersebut telah dilaporkan kepada OJK sesuai dengan ketentuan yang berlaku.
- 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:
- 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 Bank Indonesia.
 - Koordinasi dengan *project manager* (Unit Kerja terkait yang berwenang).
 - Melakukan *review* dokumen yang akan disampaikan kepada Bank Indonesia.
 - Melakukan kunjungan (*on-site*) sekaligus untuk melihat dan memastikan kesiapan sarana dan prasarana ke lokasi kantor yang diajukan permohonannya kepada Bank Indonesia.
- g) There are Internal Fraud cases committed by employees of the Bank and/or external parties that affect the Bank's financial condition significantly or impact of deviations > Rp100,000,000 (one hundred million), which is an indication of embezzlement/theft of customer's savings, while External fraud cases are indications of Break Deposit fraud. The Bank have followed-up the fraud cases in accordance with the Anti Fraud policies and SOP. The Fraud cases have been reported to OJK in accordance with the applicable regulations.
- 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:
- 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 Bank Indonesia.
 - Coordinate with project manager (related authorized Work Unit).
 - Reviewing the documents to be submitted to Bank Indonesia.
 - On site visit to ensure the readiness of facilities and infrastructure to the location on which the application license has been filed to Bank Indonesia.

Sampai dengan periode Desember 2016 PT Bank JTrust Indonesia Tbk telah mengajukan Pembukaan maupun Relokasi, Penutupan, dan Peningkatan/Penurunan Status Jaringan Kantor yang telah disetujui

Up to December 2016 PT Bank JTrust Indonesia Tbk has proposed Opening or Relocation, Closure, and Change in status of Network of Branch Office that has been approved

oleh Otoritas Jasa Keuangan/Bank Indonesia Keuangan dan telah diklasifikasikan dengan rincian:

by the Financial Services Authority/Bank Indonesia classified as follows:

Keterangan Description	Status Januari s/d Desember 2016 Disetujui Bank Indonesia/OJK Status January to December 2016 Approved by Bank Indonesia/OJK		Proses Persetujuan Approval Process	Belum Dapat Disetujui Waiting for Approval
	Business Plan	Realisasi Realization		
Pembukaan Kantor Branch Opening	KCP Cikarang	Carryforward 2017	-	-
	KK Melawai	Carryforward 2017	-	-
Relokasi Kantor Office Relocation	KCP Kuningan	Done, 06 Juni 2016	Surat Izin OJK No. S-47/PB.1211/2016, tanggal 12 Mei 2016.	-
	KCP Palembang – Sudirman	Carryforward 2017	-	-
	KC Karawang	Carryforward 2017	-	-
	KC Makassar – Ahmad Yani	Carryforward 2017	-	-
	KC Surabaya – Kertajaya	Carryforward 2017	-	-
	KCP Palembang – Iskandar	Done, 18 Juli 2016	Surat Izin OJK No. S-50/KR.07/2016, tanggal 02 Juni 2016.	-
	KCP Pangeran Jayakarta	Done, 01 Agustus 2016	Surat Izin OJK No. S-122/PB.121/2016, tanggal 21 Juni 2016.	-
Penutupan Kantor Office Closing	KCP Makassar – Sulawesi	Done, 05 Desember 2016	Surat Izin OJK No. S-124/KR.061/2016, tanggal 25-10-2016.	-
	KCP Mangga Besar	Done, 05 Desember 2016	Surat Izin OJK No. S-332/PB.12/2016, tanggal 26-10-2016.	-
	KCP Pasar Baru	Done, 05 Desember 2016	Surat Izin OJK No. S-332/PB.12/2016, tanggal 26-10-2016.	-
	KCP Tubagus Angke	Done, 05 Desember 2016	Surat Izin OJK No. S-332/PB.12/2016, tanggal 26-10-2016.	-
	KCP Kelapa Gading Mandiri	Done, 05 Desember 2016	Surat Izin OJK No. S-332/PB.12/2016, tanggal 26-10-2016.	-
	KCP Summarecon Serpong	Done, 05 Desember 2016	Surat Izin OJK No. S-332/PB.12/2016, tanggal 26-10-2016.	-
	KCP Pos Pengumben	Done, 05 Desember 2016	Surat Izin OJK No. S-332/PB.12/2016, tanggal 26-10-2016.	-

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Keterangan Description	Status Januari s/d Desember 2016 Disetujui Bank Indonesia/OJK		Proses Persetujuan Approval Process	Belum Dapat Disetujui Waiting for Approval
	Business Plan	Realisasi Realization		
Penutupan Kantor Office Closing	KCP Pluit Karang Timur	Done, 05 Desember 2016	Surat Izin OJK No. S-332/ PB.12/2016, tanggal 26-10-2016.	
	KCP Pantai Indah Kapuk	Done, 05 Desember 2016	Surat Izin OJK No. S-332/ PB.12/2016, tanggal 26-10-2016.	
	KCP Jatinegara	Done, 05 Desember 2016	Surat Izin OJK No. S-332/ PB.12/2016, tanggal 26-10-2016.	
	KCP Tangerang	Done, 05 Desember 2016	Surat Izin OJK No. S-332/ PB.12/2016, tanggal 26-10-2016.	
	KCP Green Ville	Done, 05 Desember 2016	Surat Izin OJK No. S-332/ PB.12/2016, tanggal 26-10-2016.	
	KCP Bali - Kuta	Done, 05 Desember 2016	Surat Izin OJK No. S-94/ KR.081/2016, tanggal 27-10-2016.	
	KCP Surabaya – RMI	Done, 05 Desember 2016	Surat Izin OJK No. S-513/ KR.041/2016, tanggal 01 November 2016.	
	KCP Surabaya – CitraLand	Done, 05 Desember 2016	Surat Izin OJK No. S-513/ KR.041/2016, tanggal 01 November 2016.	
	KK Cempaka Mas	Done, 05 Desember 2016	RBB Bank JTrust 2016 No. 12.03/S-Dir -PPD/JTRUST/X/ 2016, tanggal 12 Oktober 2016.	
	KK Mangga Dua Pasar Pagi	Done, 05 Desember 2016	RBB Bank JTrust 2016 No. 12.03/S-Dir -PPD/JTRUST/X/ 2016, tanggal 12 Oktober 2016.	
Peningkatan/ Penurunan Status Upgrade/ Downgrade Status	KK Solo - Urip Sumoharjo	Done, 05 Desember 2016	RBB Bank JTrust 2016 No. 12.03/S-Dir -PPD/JTRUST/X/ 2016, tanggal 12 Oktober 2016.	
	Nihil None	-	-	-

Sampai dengan periode akhir Desember 2016 jumlah jaringan kantor menjadi sebanyak 41 kantor dengan perincian sebagai berikut:

Up to December 2016 the number of branch network of 41 offices is as follows:

Jenis Kantor	Jumlah Total		Type of Office
	Sampai dengan Juni 2016 Up to June 2016	Sampai dengan Desember 2016 Up to December 2016	
Kantor Wilayah	4	4	Regional Office
Kantor Cabang	21	21	Branch Office
Kantor Cabang Pembantu	37	20	Sub Branch Office
Kantor Kas	3	-	Cash Office
Total	61	41	Total

3. 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.
4. 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.
5. Mensosialisasikan kesadaran kepatuhan untuk seluruh jajaran insan JTrust Bank dalam rangka pengembangan Budaya Kepatuhan (*Compliance Culture*) dengan:
 - 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, GCG, Kepatuhan, dan lain-lain.
 - 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.
3. 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.
4. 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. Socialization for awareness of compliance to all level of employees of J Trust Bank in order to embed Compliance Culture with:
 - 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, GCG, compliance, and others.
 - 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.

Tata Kelola Perusahaan

Good Corporate Governance

- 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 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 *Good Corporate Governance*.
 - c. Memantau dan menjaga/memastikan kepatuhan Bank terhadap seluruh perjanjian dan komitmen yang dibuat oleh Bank kepada Bank Indonesia 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 mandatori 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.
- 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 Bank Indonesia 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. 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.

Risiko Kepatuhan yang dihadapi

- Ratio NPL Gross di atas 5% yaitu 6,98%.
- Pelampaunan BMPK debitur PT SCS sebesar 3,53% dari total modal.
- Bank dikenakan sanksi diakibatkan ketidakpatuhan terhadap penyampaian Laporan kepada Regulator selama periode Semester II/2016, dengan data pengenaan sanksi kewajiban membayar sebagai berikut

Periode Period	Frekwensi Frequency	Keterangan Sanksi Sanction Description	Nominal Denda Nominal of Sanction
Juli July	1	Sanksi karena kurang GWM DPK SGB tanggal 04 Juli 2016 Sanction for the lack of GWM DPK SGB on 4 July 2016	Rp2.006.855,-
Juli July	1	Sanksi karena kurang GWM DPK SGB tanggal 12 Juli 2016 Sanction for the lack of GWM DPK SGB on 12 July 2016	Rp2.241.899,-
Agustus August	1	Sanksi pembatalan setelmen transaksi Term Deposit Valas <i>Overnight BI</i> Sanction for BI Overnight Foreign Exchange Deposit Term transaction settlement cancellation	USD 666,67 (eq. Rp8.700.710)
Oktober October	1	Sanksi administrative karena terlambat melaporkan transaksi efek periode Juli 2016 Administrative sanction due to delay in the reporting of July 2016 securities transactions	Rp10.000,-
November November	1	Keterlambatan penyampaian koreksi LBU secara Online yang seharusnya tanggal 01-5 Oktober 2016, namun baru dilaporkan tanggal 06 Oktober 2016 Delay on online LBU correction submission, supposedly submitted on 1-5 October 2016, but reported on 6 October 2016	Rp100.000,-
Desember December	1	Sanksi keterlambatan penyampaian Laporan Surat-Surat Berharga (SSB) selama 1 hari Sanction for the delay in the submission of Marketable Securities Report (SSB) for 1 day	Rp1.000.000,-
TOTAL	6		Rp14.059.464,-

Ketentuan regulator yang dipenuhi posisi Desember 2016 adalah ratio NPL (Nett), CAR, GWM, PDN.
Regulatory requirements complied as at December 2016 are NPL (Net), CAR, Minimum Statutory Reserves and NOP.

- 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* di bawahnya telah memenuhi ketentuan.

Compliance Risk faced

- Gross NPL Ratio that is over 5%, namely 6.98%.
- LLL exceedance by the debtor PT SCS, amounting to 3.53% of the total capital.
- The Bank is penalized for non-compliance to the submission of Reports to Regulators during the 2nd Semester/2016, with the following imposition of a financial penalty data:

Mitigasi Risiko Kepatuhan yang Telah Dilaksanakan

- 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 GCG.
- 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.
- Untuk pelampaunan BMPK, Bank telah menyusun *Action Plan* dalam menyelesaikan permasalahan pelampaunan BMPK tersebut.

- 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.

Implemented Compliance Risk Mitigation

- 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 GCG Report.
- 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.
- For the exceedance of the LLL, the Bank has formulated the Action Plan to resolve the LLL exceedance issue.

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- d. Denda yang diakibatkan keterlambatan atau koreksi pelaporan, sebaiknya setiap unit kerja terkait lebih memperhatikan tata cara dan *schedule* laporan berkala maupun laporan tahunan kepada regulator, yang dipantau dan sudah diingatkan oleh Compliance Division melalui mekanisme *Compliance Report Monitoring*.

Pengukuran Profil Risiko untuk Risiko Kepatuhan

Hasil dari penilaian/Assessment OJK atas *Compliance Risk* yang menjadi bagian dari Laporan *Risk Profile* Bank tahun 2016 telah disampaikan sebagai berikut:

No	Periode/Posisi Penilaian Period/Assessment Position	Peringkat Risiko Inheren Inherent Risk Rating	Trend	Peringkat Kualitas Manajemen Risiko Risk Management Quality Rating	Trend
				Fair (Maret 2016 = Fair)	
1	Triwulan 2/Juni 2016 2nd Quarter/June 2016	Moderate (Maret 2016 = Moderate)	Tetap Fixed	Fair (Maret 2016 = Fair)	Tetap Fixed
2	Triwulan 4/Desember 2016 4th Quarter/December 2016	Moderate (September 2016 = Moderate)	Tetap Fixed	Fair (September 2016 = 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 yang berlaku. 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.
8. Untuk meningkatkan efektivitas penerapan program APU dan PPT sesuai dengan PBI No.14/27/PBI/2012 tanggal 28 Desember 2012 dan SE BI No.15/21/DPNP tanggal 14 Juni 2013, Bank telah melakukan hal sebagai berikut:
- Revisi Kebijakan dan Prosedur internal disesuaikan dengan POJK Tentang Penerapan Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme Di Sektor Jasa Keuangan*), berupa:
- d. Fines resulting from delays or correction of reporting, the relevant work units should pay more attention to the procedures and schedule of the periodic reports as well as the annual report to the regulator, which is monitored and have been reminded by the Compliance Division through the Compliance Monitoring Report mechanism.
- Assessing the Risk Profile for Compliance Risk**
Results of the Assessment on Compliance Risk as part of the Bank's Risk Profile Reports 2016 has been submitted as follows:
- | No | Periode/Posisi Penilaian
Period/Assessment Position | Peringkat Risiko Inheren
Inherent Risk Rating | Trend | Peringkat Kualitas
Manajemen Risiko
Risk Management Quality
Rating | Trend |
|----|--|--|----------------|---|----------------|
| 1 | Triwulan 2/Juni 2016
2nd Quarter/June 2016 | Moderate
(Maret 2016 = Moderate) | Tetap
Fixed | Fair
(Maret 2016 = Fair) | Tetap
Fixed |
| 2 | Triwulan 4/Desember 2016
4th Quarter/December 2016 | Moderate
(September 2016 = Moderate) | Tetap
Fixed | Fair
(September 2016 = Fair) | Tetap
Fixed |
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.
8. To improve the effectiveness of the implementation of the AML and PFT program in accordance with PBI No.14/27/PBI/2012 dated 28 December 2012 and BI Circular Letter No.15/21/DPNP dated 14 June 2013, the Bank has conduct the following:
- Revision of internal policies and procedures adapted to the POJK on the Application of the Anti-Money Laundering and Combating the Financing of Terrorism in the Financial Services Sector Program*), in the form of:

- Revisi Kebijakan APU dan PPT Bank PT Bank JTrust Indonesia Tbk disesuaikan dengan POJK Tentang Penerapan Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme di Sektor Jasa Keuangan *
- Penyusunan Prosedur Pengidentifikasi dan Pengkategorian Nasabah Berdasarkan Risiko mengacu pada POJK Tentang Penerapan Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme di Sektor Jasa Keuangan*
- Menyusun Laporan Rencana Pengkinian data nasabah tahun 2017 dan membuat Laporan Realisasi Pelaksanaan pengkinian data nasabah pada tahun 2016, yang berfokus pada pembukaan rekening nasabah periode tahun 2014 dan 2015.
- Sosialisasi Kebijakan dan Prosedur dalam penerapan program APU dan PPT bagi Bank Umum kepada karyawan JTrust Bank, melalui metode tatap muka dan media *Electronic Learning (e-learning)* mengenai materi dan *resume* dari Kebijakan dan Prosedur APU dan PPT.
- Melakukan *review* dan perbaikan terhadap efektivitas fungsi Aplikasi Sistem Informasi dalam mendukung kegiatan pemantauan tingkat risiko nasabah berdasarkan profil dan/atau transaksi nasabah.
- Melakukan *review* dan evaluasi dalam penerapan APU dan PPT di Cabang, melalui metode kunjungan ke cabang dan/atau metode *self assessment* melalui pengisian kuesioner.
- Persiapan dalam implementasi kewajiban pelaporan informasi nasabah asing melalui Sistem Informasi Pelaporan Nasabah Asing (SIPINA), berkaitan dengan rencana perjanjian kerjasama antara pemerintah Indonesia dan Amerika Serikat dalam penerapan FATCA.*)
- Revision on the AML and PFT Policy of PT Bank JTrust Indonesia Tbk adjusted to the POJK on the Application of the Anti-Money Laundering and Combating the Financing of Terrorism in the Financial Services Sector Program *
- Preparation of Risk Based Customer Identification and Categorization procedures referring to POJK on the Application of Anti-Money Laundering and Combating the Financing of Terrorism in the Financial Services Sector Program *
- Develop the 2017 Customer Data Update Report and making the 2016 Customer Data Update Realization Report, which focuses on customer account opening in the 2014 and 2015 period.
- Dissemination of Policies and Procedures in the implementation of the AML and PFT program for Commercial Banks to JTrust Bank employees, through the face-to-face method and Electronic Learning (e-learning) media on the material and resume of the AML and PFT Policy and Procedure.
- Conduct a review and improvement on the effectiveness of the Information System Application function to support the monitoring of the client's risk level based on the customer profile and/or transactions.
- Conduct a review and evaluation on the implementation of AML and PFT in the Branch, through the methods of visits to the branch and/or the self assessment method through questionnaires.
- Preparations in the implementation of information reporting requirements of foreign customers through the Foreign Customer Reporting Information System (SIPINA), related to the planned cooperation agreement between the Indonesian government and the United States in the application of FATCA.*)

* Otoritas Jasa Keuangan, berencana menerbitkan POJK tentang penerapan APU & PPT untuk menggantikan PBI No. 14/27/PBI tahun 2012, dan saat ini OJK telah menyampaikan rancangan POJK yang dimaksud kepada seluruh Penyedia Jasa Keuangan untuk di review dan memberi masukan atas rancangan POJK tersebut.

*) Pelaporan akan efektif dilaksanakan setelah penandatanganan perjanjian kerjasama oleh kedua negara, dan penerbitan peraturan oleh Otoritas Jasa Keuangan (OJK) yang mengatur mengenai kebijakan dan prosedur pelaporan.

* The Financial Services Authority plans to issue POJK on the application of AML & PFT to replace PBI No. 14/27/PBI of 2012, and currently OJK has submitted the referred POJK draft to the entire Financial Services Provider to be reviewed and provide input on the POJK draft.

*) Reporting would be effectively implemented after the signing of the cooperation agreement between the two countries, and the issuance of regulations by the Financial Services Authority (OJK), which regulates the reporting policies and procedures

4.2. Fungsi Audit Intern

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 di atas, 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 Sdri. Nanny Tjahjarijadi, Warga Negara Indonesia, berdomisili di Jl. Kelapa Puan Timur VII Blok NB No.16, RT. 007/12, Jakarta Utara. Beliau mulai ditunjuk Direksi sebagai Kepala SKAI, berdasarkan Surat Keputusan (SK) Direksi No.12.05/S.Kep-Dir-HCMD/Mutiara/IX/2014 tanggal 12 September 2014, berpendidikan S1 lulus tahun 1999 dari Fakultas Hukum (Perdata) Universitas Tarumanegara. Adapun riwayat karir beliau sebagai berikut:

- **PT Bank J Trust Indonesia Tbk (dh PT Bank Mutiara Tbk.):**
 - Kepala Divisi Internal Audit (SKAI) (2014 – Saat ini)
 - Deputy/Wakadiv Operation Division (2013-2014)
 - Department Head Internal Audit Division (2012-2013)
 - Departement Head kredit Internal Audit Division (2011-2012)
 - Section Head Bidang Kredit Internal Audit Division (2009-2011)
 - Ketua Tim II Audit (setingkat Kepala Bagian Kantor Pusat) (2005-2009)
 - Staf SKAI (2000-2005)
- **Bank Bahari:**
 - Staf pada Divisi Audit Intern (1992 – 1999)
- **Bank Central Asia (BCA):**
 - Staf pada Administrasi Kredit (1991-1992)

Adapun beberapa pendidikan/pelatihan yang diikuti oleh Sdri. Nanny Tjahjarijadi selama periode tahun 2016, antara lain:

- Identifikasi Transaksi Keuangan Mencurigakan (TKM), tanggal 17-18 Februari 2016
- Pembukuan COA & Pengendalian STR, tanggal 17 & 24 September 2016

4.2. Internal Audit Function

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 Ms. Nanny Tjahjarijadi, Indonesian citizen, domiciled in Jl. Kelapa Puan Timur VII Blok NB No. 16, RT.007/12, North Jakarta. She was appointed by the Board of Directors as the Head of Internal Audit pursuant to the Board of Directors Decree (SK) No. 12.05/S.Kep-Dir-HCMD/Mutiara/IX/2014 dated 12 September 2014, has a Bachelors Degree, graduated in 1999 from the Faculty of Law (Civil) of Universitas Tarumanegara. The following is her career highlights:

- **PT Bank J Trust Indonesia Tbk (previously PT Bank Mutiara Tbk.):**
 - Head of the Internal Audit Division (SKAI) (2014 – Present)
 - Deputy Head of the Operations Division (2013-2014)
 - Department Head of the Internal Audit Division (2012-2013)
 - Credit Department Head of the Internal Audit Division (2011-2012)
 - Credit Section Head of the Internal Audit Division (2009-2011)
 - Audit Team II Leader (equivalent to Division Head at the Head Office) (2005-2009)
 - Internal Audit Unit staff (2000-2005)
- **Bank Bahari:**
 - Internal Audit Division staff (1992 – 1999)
- **Bank Central Asia (BCA):**
 - Credit Administration Staff (1991-1992)

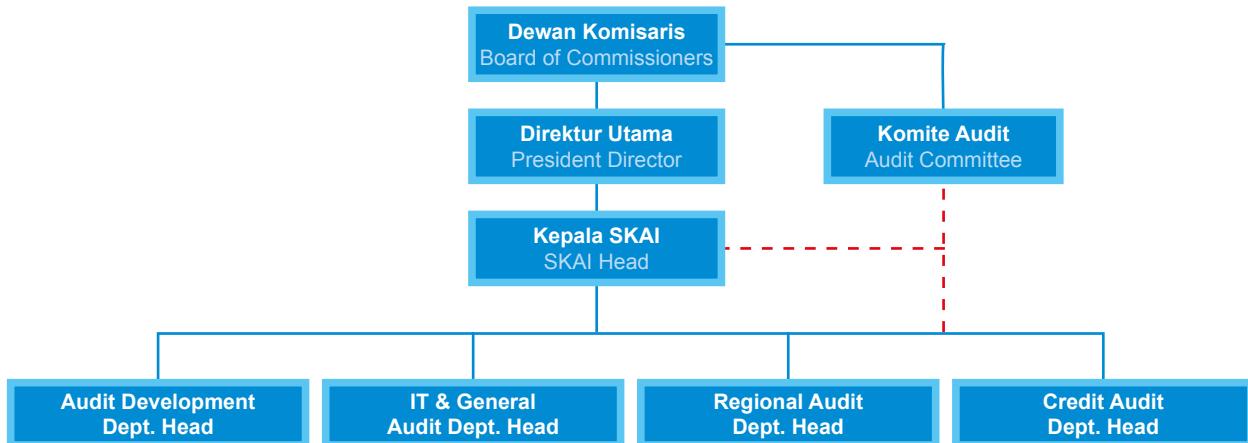
A number of education/training attended by Ms. Nanny Tjahjarijadi during the 2016 period are, among others:

- Identification of Suspicious Financial Transaction (TKM), 17-18 February 2016
- COA Bookkeeping & STR Control, 17 & 24 September 2016

- Sosialisasi Review Proses Aplikasi & Persetujuan Kredit, tanggal 18 November 2016
- Refreshment SMR Level 3, tanggal 19 November 2016.
- Training IFRS 9/ED PSAK 71, tanggal 08 Desember 2016

Dalam rangka menjaga independensi fungsi audit intern, posisi SKAI berada di bawah langsung dan melapor kepada Direktur Utama, dan mempunyai garis koordinasi dengan Dewan Komisaris melalui Komite Audit. SKAI berperan sebagai mata dan telinga Direktur Utama terhadap penegakan Sistem Pengendalian Intern (SPI) serta pengamanan kegiatan operasional Bank terkait dengan aktivitas penghimpunan dana, kredit, biaya dan *fee based income*. 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.

Struktur Organisasi Satuan Kerja Audit Intern (SKAI) PT Bank JTrust Indonesia Tbk Tahun 2016



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.

Audit Charter adalah dokumen formal yang mendefinisikan: Tujuan, Aktivitas SKAI, Kewenangan dan Tanggung Jawab SKAI dalam Organisasi, termasuk hubungannya

- Socialization of Loan Application & Approval Process Review, 18 November 2016
- SMR Level 3 Refreshment, 19 November 2016.
- IFRS 9/ED PSAK 71 training, 08 December 2016

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 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 20 September 1999 on the Assignment of Compliance Director and the Implementation of Internal Audit Standards for Commercial Banks.

Organizational Structure of the 2016 Internal Audit Unit (SKAI) of PT Bank JTrust Indonesia Tbk

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.

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

Tata Kelola Perusahaan

Good Corporate Governance

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.

Dalam melaksanakan audit, SKAI membuat analisa dan penelitian di bidang keuangan, akuntansi, operasional dan kegiatan lainnya melalui pemeriksaan/audit secara *on-site* 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 kehandalan/efektivitas dari SPI untuk dapat meminimalisir risiko, disamping 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 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 dan Tim Leader, *Level 1* dan *2* untuk Department Head dan *Level 1,2* dan *3* untuk Kepala SKAI.
- Selain itu, untuk mendukung kompetensi teknis, SKAI telah mempunyai 5 (lima) orang auditor yang mempunyai *Certified Bank Internal Audit* dari LSPP.

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:

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 performing the audit, SKAI formulates analysis and research in the fields of finance, accounting, operations and other activities through on-site inspection/audit and 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 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 and Team Leader, Level 1 and 2 for the Department Head and Level 1,2 and 3 for the Head of the Internal Audit Unit.
- In addition, to support technical competence, SKAI has five (5) auditors with the Certified Bank Internal Audit from LSPP.

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. 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.
- 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 ekstern, yang terakhir telah dilakukan pada tahun 2013 untuk periode audit 2011–2013 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) telah dilaksanakan pada tahun 2016.

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 8 (delapan) komponen SPI.

- a. Have adequate knowledge of general and technical tasks in relevant to the field of specialty.
- b. Independent, honest, objective, diligent, and loyal.
- 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 2013 for the 2011-2013 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 2016.

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 saran dari *Regional Head/General Audit Head* dan hasil pra audit.

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 *summary report* ke Direktur Utama dan atas kelemahan SPI akan ditindaklanjuti dengan pembuatan *corrective action*.

4.2.1. Pelaksanaan 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

Pada tahun 2016, SKAI telah melaksanakan pemeriksaan umum (*General Audit*) sebanyak 73 obyek pemeriksaan, yang terdiri dari 21 Kantor Cabang, 32 Kantor Cabang Pembantu, 14 Unit Kerja/Divisi Kantor Pusat, dan 6 Penugasan khusus.

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 summary reports to the President Director and the weakness of the SPI will be followed-up through corrective actions.

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 2016, SKAI has performed the General Audits on 73 objects, consisting of audits on 21 Branch Offices, 32 Sub-Branch Offices, 14 Work Units/ Head Office Divisions, and 6 Special Assignments.

Adapun pencapaian terhadap Rencana Audit dengan Realisasi Audit sebagai berikut:

The achievement and realization of the audit plan are as follows:

Obyek Audit Audit Object	2016			2015		
	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	22	22	100
Kantor Cabang Pembantu Sub Branch Office	37	32	87	31	31	100
Kantor Kas Cash Office *)	-	-	-			
Unit Kerja/Divisi Kantor Pusat Work Unit/Head Office Division	17	14	82	16	16	100
Penugasan Khusus Special Assignment	-	6	-	-	-	-
Total Audit	75	73	97	69	69	100
Loan Review	108	147	136	40	30	75
Audit Thematik	-	-	-	-	-	-

Keterangan | Note:

Audit Capem tidak tercapai karena ada Capem yang ditutup yaitu Sumarecon, Muara Karang Timur, Pangeran Jayakarta dan Jatinegara. Divisi yang belum di Audit thn 2016 yaitu *Financial Control Division*, *Planing & Performance Division* dan *Credit Risk Review Division* akan diperiksa pada tahun 2017. Audit Khusus terkait dengan efektivitas Bank Notes, COA, Investigasi denda Swift, GWM, Investigasi Debitur MUN dan SA.

Sub-Branch Audit was not achieved because there were closed Sub-Branhes, namely Sumarecon, Muara Karang Timur, Pangeran Jayakarta, and Jatinegara. Divisions that have not been audited in 2016 are the Financial Control Division, Planing & Performance Division and Credit Risk Review Division, which will be examined in 2017.

Special audit related to the effectiveness of Bank Notes, COA, Investigation of Swift fines, GWM, Debtor Investigation MUN and SA

4.2.3. Temuan Pemeriksaan Audit Intern

Berikut ini kesimpulan temuan penting 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 tidak menjalankan SOP secara konsisten dan berkesinambungan terhadap transaksi harian pada hari H+1, masih kurangnya control otomasi (IT), dengan *Audit Rating* 74,99 (*Fair*).

2. Bidang Kredit

Dari hasil audit Divisi-Divisi Kredit, 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* 69,90 (*Fair*).

3. Pemeriksaan pada seluruh 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 Divisi dan pengkinian SOP dengan *Audit Rating* 75,48 (*Satisfactory*).

4.2.3. Internal Audit Investigation Findings

The following is a summary of 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 74,99 (*Fair*).

2. Loan Sector

Based on the results of audits on Credit Divisions, audit findings are mostly due to the less than comprehensive credit control processes as well as inadequate post-loan disbursement monitoring process, with an Audit Rating of 69,90 (*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 of operational activities at the divisions as well as updated SOPs, with an Audit Rating of 75,48 (*Satisfactory*).

4.3. Fungsi Audit Ekstern

Pengawasan terhadap PT Bank JTrust Indonesia Tbk selain dilaksanakan oleh auditor internal, juga dilaksanakan oleh auditor eksternal, diantaranya 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 penting dalam pelaksanaan *Good Corporate Governance* (GCG) adalah tersedianya laporan keuangan yang memadai serta kecukupan proses pelaporan keuangan, sesuai dengan prinsip-prinsip keterbukaan (*transparency*), akuntabilitas (*accountability*), pertanggungjawaban (*responsibility*), independensi (*independency*), dan kewajaran dan kesetaraan (*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 melalui Bank Indonesia, Media Cetak, YLKI, LPPI, dan sebagainya serta ditampilkan pada *Home Page* atau *WebSite* PT Bank JTrust Indonesia Tbk, dengan alamat www.jtrustbank.co.id.

Transparansi kondisi keuangan bank diatur dalam:

1. Peraturan Bank Indonesia Nomor 14/14/PBI/2012 tanggal 18 Oktober 2012 tentang "Transparansi dan Publikasi Laporan Bank", sebagaimana telah diubah dalam POJK Nomor 6/POJK.03/2015 tanggal 31 Maret 2015 tentang "Transparansi dan Publikasi Laporan Bank".
2. Surat Edaran Otoritas Jasa Keuangan Nomor 11/SEOJK.03/2015 tanggal 17 April 2015 tentang "Transparansi dan Publikasi Laporan Bank Umum Konvensional".
3. Peraturan Bank Indonesia Nomor 3/22/PBI/2001 tanggal 13 Desember 2001 tentang "Transparansi Kondisi Keuangan Bank", sebagaimana telah diubah dengan Peraturan Bank Indonesia Nomor 7/50/PBI/2005 tanggal 29 November 2005 perihal

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 Bank Indonesia, 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. Bank Indonesia Regulation No. 14/14/PBI/2012 dated 18 October 2012 on "Transparency and Publication of the Bank Reports", as amended in POJK No. 6/POJK.03/2015 dated 31 March 2015 on "Transparency and Publication of the Bank Reports".
2. Circular of the Financial Services Authority No. 11/SEOJK.03/2015 dated 17 April 2015 on "Transparency and Publication for Conventional Commercial Bank Reports".
3. Bank Indonesia Regulation No. 3/22/PBI/2001 dated 13 December 2001 on "Transparency of Bank's Financial Condition", as amended by Bank Indonesia Regulation No. 7/50/PBI/2005 dated 29 November 2005 on "Changes in the Regulation of Bank Indonesia No.

"Perubahan Atas Peraturan Bank Indonesia Nomor 3/22/PBI/2001 tentang Transparansi Kondisi Keuangan Bank".

4. Surat Edaran Bank Indonesia Nomor 13/30/DPNP tanggal 16 Desember 2011 perihal "Perubahan Ketiga atas Surat Edaran Bank Indonesia Nomor 3/30/DPNP tanggal 14 Desember 2001 perihal Laporan Keuangan Publikasi Triwulan dan Bulanan Bank Umum serta Laporan Tertentu yang disampaikan kepada Bank Indonesia".

Implementasi penyajian dan penyusunan laporan keuangan PT Bank JTrust Indonesia Tbk disampaikan dalam bentuk dan cakupan sebagaimana telah ditetapkan dalam Peraturan Bank Indonesia yang terdiri dari:

- Laporan Tahunan
- Laporan Keuangan Publikasi Triwulan
- Laporan Keuangan Bulanan
- Laporan Keuangan Konsolidasi

Informasi yang tercantum dalam Laporan Keuangan Tahunan yang disajikan kepada masyarakat luas terdiri dari

- 1) Informasi umum, yang meliputi:
 - a. Kepengurusan;
 - b. Kepemilikan;
 - c. Perkembangan usaha Bank dan kelompok usaha Bank;
 - d. Strategi dan kebijakan manajemen;
 - e. Laporan manajemen.
- 2) Laporan Keuangan tahunan, yang meliputi:
 - a. Laporan Posisi Keuangan (Neraca);
 - b. Laporan Laba Rugi Komprehensif;
 - c. Laporan Perubahan Ekuitas;
 - d. Laporan Arus Kas;
 - e. Catatan atas laporan keuangan, termasuk informasi tentang komitmen dan kontinjensi.
- 3) Opini dari Akuntan Publik.
- 4) Jenis risiko dan potensi kerugian (*risk exposures*) yang dihadapi Bank serta praktik manajemen risiko yang diterapkan Bank.
- 5) Seluruh aspek transparansi dan informasi yang diwajibkan untuk Laporan Keuangan Publikasi Triwulan.
- 6) Aspek pengungkapan (*disclosure*) lain sebagaimana diwajibkan dalam Standar Akuntansi Keuangan yang berlaku, dalam hal belum tercakup dalam angka (1) sampai dengan angka (5) di atas.
- 7) Informasi lainnya.

Dalam menjalankan fungsi *Good Corporate Governance* (GCG) yaitu fungsi transparansi kondisi keuangan, Bank telah menyusun dan menyajikan Laporan Keuangan untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2016 (***Audited***) dan tanggal 31 Desember 2015 (***Audited***).

3/22/PBI/2001 on Transparency of Bank's Financial Condition".

4. Bank Indonesia Circular Letter No. 13/30/DPNP dated 16 December 2011 on the "Third Amendment to Bank Indonesia Circular Letter No. 3/30/DPNP dated 14 December 2001 on Financial Statements Condensed Quarterly and Monthly Commercial Banks and Certain Reports submitted to Bank Indonesia".

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 Bank Indonesia which consists of:

- Annual Report
- Quarterly Condensed Financial Statements
- Monthly Financial Reports
- Consolidated Financial Statements

Information contained in the Annual Financial Report is presented to the public through:

- 1) General information, which includes:
 - a. Management;
 - b. Ownership;
 - c. The Bank's business development and the Bank's business groups;
 - d. Management strategy and policy;
 - e. Management report.
- 2) Annual Financial Report, 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.
- 3) Opinion of Certified Public Accountant.
- 4) The risks and potential losses (*risk exposures*) facing the Bank as well as risk management practices applied by the Bank.
- 5) All aspects of transparency and information required for the Quarterly Condensed Financial Statements.
- 6) Other aspects of disclosures as required by the applicable Financial Accounting Standards in the case it has not been included in the above item (1) to item (5).
- 7) Other information.

In conducting Good Corporate Governance (GCG) on transparency of financial conditions, the Bank has prepared and presented the Financial Statements for the years ended 31 December 2016 (Audited) and dated 31 December 2015 (Audited).

Tata Kelola Perusahaan

Good Corporate Governance

Sesuai dengan hasil keputusan RUPS Tahunan PT Bank JTrust Indonesia Tbk yang telah diselenggarakan pada tanggal 30 Juni 2016, 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 2016.

Untuk Laporan Keuangan tahun buku 2016 dan 2015 telah disusun dan diaudit oleh Kantor Akuntan Publik (KAP) Kosasih, Nurdyaman, Mulyadi, Tjahjo & Rekan (*An Crowe Horwath*), yang berdasarkan Laporan Auditor Independen No.KNMT&R-C-28.02.2017/01 tanggal 28 Februari 2017 menyatakan opini "WAJAR" dalam segala hal yang material.

Informasi ringkas Laporan Keuangan Tahunan posisi 31 Desember 2016 (**Audited**) dan 31 Desember 2015 (**Audited**) dapat kami sampaikan sebagai berikut:

Laporan Keuangan

Aset (Audited) | Asset (Audited)

No	Pos-Pos Tertentu	31-12-2016	31-12-2015	Items
1	Giro pada Bank Indonesia	1.018.931	880.957	Current Account with Bank Indonesia
2	Giro pada Bank Lain - Neto	425.076	423.925	Current accounts with Other Bank - Net
3	Penempatan pada Bank Indonesia & Bank Lain - Neto	319.929	462.095	Placements with Bank Indonesia and Other Banks
4	Surat-Surat Berharga - Neto	2.341.932	1.240.069	Marketable Securities - Net
5	Tagihan Derivatif – Neto	1.391	2.839	Derivative Receivable - Net
6	Kredit yang Diberikan – Neto	10.698.065	9.176.579	Loan - Net
7	Agunan yang Diambil Alih - Neto	399.204	71.932	Foreclosed Assets - Net

LIABILITAS dan EKUITAS

Liabilitas (Audited) | Liabilities (Audited)

No	Pos-Pos Tertentu	31-12-2016	31-12-2015	Items
1	Simpanan Nasabah: - Pihak Berelasi - Pihak Ketiga	53.254 11.611.635	121.133 10.899.646	Deposits from Customers: - Related Parties - Third Parties
2	Simpanan dari Bank lain	1.758.015	378.494	Deposits from Other Banks
3	Liabilitas Derivatif	2.052	53	Derivative Payables

Ekuitas (Audited) | Equity (Audited)

No	Pos-Pos Tertentu	31-12-2016	31-12-2015	Items
1	Modal Saham yg ditempatkan & disetor penuh	11.223.155	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	147.095	99.269	Revaluation Surplus of Fixed Assets - Net

In accordance with the decision of the Annual GMS of PT Bank JTrust Indonesia Tbk, which was held on 30 June 2016, 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 31 December 2016.

The Financial Statements for the 2016 and 2015 fiscal year have been prepared and audited by Public Accounting Office (KAP) Kosasih, Nurdyaman, Mulyadi, Tjahjo & Rekan (*An Crowe Horwath*), which is based on the Independent Auditor's Report No. KNMT&R-C-28.02.2017/01 dated February 28, 2017 expressed an opinion "fairly" in all material respects.

Concise information of the Annual Financial Report on the 31 December 2016 (Audited) and 31 December 2015 (Audited) positions are disclosed as follows:

Financial Statements

(dalam jutaan Rupiah | in million Rupiah)

Laba (Rugi) (Audited) | Profit (Loss) (Audited)

(dalam jutaan Rupiah | in million Rupiah)

No	Pos-Pos Tertentu	31-12-2016	31-12-2015	Items
1	Laba (Rugi) Bersih	(718.722)	(676.010)	Net Profit (Loss)
2	Laba (Rugi) Per Saham Dasar	(0,0008)	(0,0008)	Basic Loss per Share

Rasio-Rasio Keuangan Yang Penting (Audited)**Key Financial Ratios (Audited)**

	Pos-Pos Tertentu	Items	31-12-2016	31-12-2015
Permodalan Capital	<ul style="list-style-type: none"> Rasio KPMM yang tersedia untuk Risiko Kredit dan Risiko Operasional Rasio KPMM yang tersedia setelah memperhitungkan Risiko Kredit, Risiko Pasar, dan Risiko Operasional Aset Tetap terhadap Modal 	<ul style="list-style-type: none"> Capital Adequacy Ratio with Credit and Operational Risk Capital Adequacy Ratio with Credit, Market and Operational Risk Fixed Asset to Capital 	15,34% 15,28% 20,00%	15,74% 15,49% 20,81%
Aset Produktif Earning Assets	<ul style="list-style-type: none"> Aset Produktif bermasalah NPL – Gross NPL – Neto PPAP terhadap Aset Produktif Pemenuhan PPAP 	<ul style="list-style-type: none"> Non Performing Earning Assets NPL – Gross NPL – Net Allowance for Possible Losses (PPAP) on Earning Assets PPAP Compliance 	8,84% 6,98% 2,91% 6,81% 116,94%	7,82% 3,71% 2,19% 5,69% 89,06%
Rentabilitas Rentability	<ul style="list-style-type: none"> ROA ROE NIM BOPO 	<ul style="list-style-type: none"> ROA (Return on Assets) ROE (Return on Equity) NIM (Net Interest Margin) BOPO (Operating Expenses to Operating Revenues Ratio) 	(5,02)% (65,76)% 2,26% 128,26%	(5,37)% (59,03)% 0,93% 143,68%
Likuiditas Liquidity	LDR	LDR (Loans to Deposits Ratio)	96,33%	85,00%
Kepatuhan Compliance	Giro Wajib Minimum (GWM) <ul style="list-style-type: none"> GWM Primer Rupiah GWM Sekunder Rupiah GWM Valas PDN (Per posisi Neraca terhadap Modal Akhir Tahun)	Minimum Statutory Reserves <ul style="list-style-type: none"> Primary Reserve in Rupiah Secondary Reserve in Rupiah Reserve in Foreign Currencies NOP (Per Balance Sheet Position to Capital at Year End)	8,18% 6,21% 11,41% 2,01%	7,82% 11,00% 8,87% 7,13%

4.4. Sekretaris Perusahaan

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. Dasar Acuan Ketentuan pembentukan Sekretaris Perusahaan pada PT Bank JTrust Indonesia Tbk merujuk pada Peraturan Otoritas Jasa Keuangan No. 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), dimana Penunjukan dan Penetapan Jabatan sebagai Sekretaris Perusahaan di PT Bank JTrust Indonesia Tbk telah ditunjuk Sdr. Hasiholan E. Sitorus pada Januari 2017 berdasarkan surat keputusan Direksi Perseroan No. 05.12/S.Kep.Dir-HCD/JTRUST/I/2017.

Untuk profil Corporate Secretary dapat dilihat pada bab Profil Perusahaan.

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 the Position Appointment and Determination as the Corporate Secretary at PT Bank JTrust Indonesia Tbk has appointed Mr. Hasiholan E. Sitorus in January 2017, based on the Decree No. 05.12/S.Kep.Dir-HCD/JTRUST/I/2017.

Corporate Secretary Profile could be viewed at Corporate Profile chapter.

4.4.2. Pelaksanaan tugas Sekretaris Perusahaan

Dalam melaksanakan kegiatannya, Sekretaris Perusahaan berpedoman pada POJK. 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*).

4.4.2. Task Implementation of the Corporate Secretary

In conducting its activities, Corporate Secretary complies to POJK. 35/POJK.04/2014 and SOP for Corporate Secretary.

During the 2016 period, the corporate secretary of PT Bank JTrust Tbk. Indonesia 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 jawaban 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.

V. Penerapan Manajemen Risiko Dan Sistem Pengendalian Intern

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 Bank Indonesia (SE BI) Nomor 5/21/DPNP tanggal 29 September 2003 perihal Penerapan Manajemen Risiko bagi Bank Umum, dengan perubahannya dalam SE BI Nomor 13/23/DPNP tanggal 25 Oktober 2011.

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 di atas, maka diperlukan adanya budaya sadar risiko (*risk awareness*) dan kemampuan teknis yang memadai daripada seluruh unit kerja di JTrust Bank, dimana 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 Dewan Komisaris dan Direksi sebagai bagian dari pengawasan manajemen

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;
- (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.

V. Risk Management and Internal Control System Implementation

5.1. Risk Management Implementation

JTrust Bank Indonesia has implemented risk management based on OJK Regulation No. 18/POJK.03/2016 dated 16 March 2016 on the application of Risk Management for Commercial Banks, and Bank Indonesia Circular Letter (SE BI) No. 5/21/DPNP dated 29 September 2003 on Risk Management Implementation for Commercial Banks, with the amendment in the Circular Letter No. 13/23/DPNP dated 25 October 2011.

The sound and appropriate implementation of the Bank's risk management and corporate governance (GCG) would have a role in increasing the added value and provides a comprehensive overview of the potential risks and future losses of the Bank in the future, adjusted to the complexity as well as the internal condition 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 and involving the entire working units in Bank JTrust Indonesia.

The effectiveness of the governance and risk management framework implementation by PT Bank JTrust Indonesia includes four (4) pillars, namely:

a. Active supervision of the Board of Commissioners and Board of Directors as part of management supervision

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. The supervision of the Board of Commissioners include, among others:

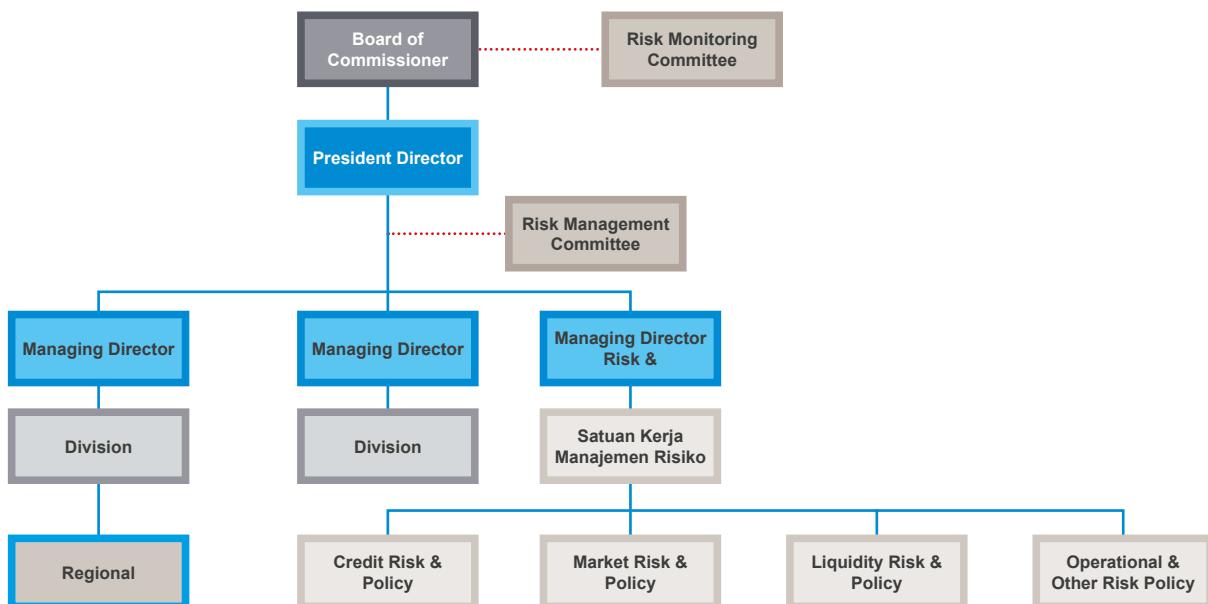
- (1) To approve the risk management policy, including strategies and risk management framework established in accordance with the level of risk taken (*risk appetite*) and risk tolerance of the Bank;
- (2) To evaluate the policies and the implementation of risk management performed by the Board of Directors.
- (3) 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.

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 bertanggung jawab untuk menumbuhkembangkan budaya dan kesadaran akan risiko di seluruh jajaran unit kerja. Pengawasan aktif Direksi, diantaranya 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 pelaksanaan *Good Corporate Governance*, 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*).

Berikut adalah Struktur Organisasi Manajemen Risiko pada PT Bank JTrust Indonesia Tbk:



Struktur Organisasi Manajemen Risiko | Organization Risk Management Structure

While 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.

The following is the Organizational Structure of Risk Management at PT Bank JTrust Indonesia Tbk:

Struktur Organisasi Manajemen Risiko

1. Komite Pemantau Risiko

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

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)

SKMR berada di bawah Direktur Risiko & 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, unit Kerja risiko likuiditas, dan unit kerja risiko operasional.

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.

Risk Management Organizational Structure

1. Risk Monitoring Committee

Description on the Risk Monitoring Committee can be viewed at Chapter III Auxiliary 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 Auxiliary and Implementation of Committee's Duties of PT Bank JTrust Indonesia Tbk.

3. Risk Management Work Unit (SKMR)

The SKMR is under the Director of Risk & 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.

The SKMR organizational structure consists of 4 (four) work units, namely the credit risk unit, market risk unit, liquidity risk unit, and operational risk 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 (OJK).
- 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 OJK.

b. Kecukupan kebijakan, prosedur, dan penetapan limit sebagai pedoman dalam penerapan manajemen 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.

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 ke delapan risiko yaitu risiko kredit, risiko pasar, risiko likuiditas, risiko operasional, risiko kepatuhan, risiko strategik, 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 triwulan 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*.

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 as 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. 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) Assessment

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. Sistem pengendalian internal yang efektif dalam pelaksanaan kegiatan operasional Bank

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, diantaranya 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.
- b. Melakukan pengukuran Tingkat Kesehatan Bank dengan pendekatan *Risk Based Bank Rating* (RBRR), dengan menggunakan 4 cakupan penilaian yaitu Laporan Profil Risiko, Laporan Good Corporate Governance, 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 2017-2019.
- e. Pemenuhan CAR ICAAP (*Internal Capital Adequacy Assessment Process*) dan melakukan perhitungan ATMR sesuai dengan Regulasi terbaru.

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 Bank Indonesia Nomor 13/23/DPNP tanggal 25 Oktober 2011 perihal Perubahan atas Surat Edaran Nomor 5/21/DPNP perihal Penerapan Manajemen Risiko Bagi 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.

d. Effective internal control system in the implementation of the Bank's operations

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 as 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. Assessing the Bank Soundness Level through the Risk Based Bank Rating (RBRR) 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.

Risk Profile Assessment

Risk Profile Assessment in accordance with the Regulation of the Financial Services Authority No. 4/POJK.3/2016 dated 27 January 2016 on the Soundness Level Assessment of Commercial Banks and Circular Letter No. 13/23/DPNP dated 25 October 2011 on the Amendment to Circular Letter No. 5/21/DPNP 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.

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 triwulan oleh Satuan Kerja Manajemen Risiko sesuai dengan ketentuan Bank Indonesia.

Berikut ini hasil pengukuran atas Profil Risiko PT Bank JTrust Indonesia Tbk berdasarkan Risiko Inheren dan Kualitas Penerapan Manajemen Risiko periode triwulan IV Desember 2016 dibandingkan dengan periode triwulan III September 2016:

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 2016, compared to the 3rd Quarter in September 2016:

Profil Risiko Risk Profile	Desember 2016 (OJK) December 2016 (FSA)			September 2016 September 2016		
	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	Moderate to High	Fair	4	Moderate	Fair	3
Risiko Pasar Market Risk	Moderate	Satisfactory	2	Low To Moderate	Fair	2
Risiko Likuiditas Liquidity Risk	Low to Moderate	Satisfactory	2	Low To Moderate	Fair	2
Risiko Operasional Operational Risk	Moderate	Fair	3	Low To Moderate	Fair	2
Risiko Hukum Legal Risk	Moderate to High	Fair	4	Moderate	Fair	3
Risiko Strategik Strategic Risk	Moderate	Fair	3	Low To Moderate	Fair	2
Risiko Kepatuhan Compliance Risk	Moderate	Fair	3	Moderate To High	Fair	4
Risiko Reputasi Reputation Risk	Moderate	Fair	3	Low To Moderate	Fair	2
Peringkat Komposit Composite Rating	Moderate	Fair	3	Moderate	Fair	3

Setelah dilakukan pengukuran atas Profil Risiko periode triwulan IV Desember 2016 dihasilkan peringkat komposit risiko adalah *Moderate* yang mempunyai *trend* risiko tetap dibandingkan peringkat komposit periode triwulan sebelumnya periode September 2016.

Dengan melihat peringkat komposit risiko inheren berada pada posisi *Moderate* dan Kualitas Penerapan Manajemen Risiko pada posisi *Fair*, maka peringkat Profil Risiko per Desember 2016 adalah peringkat 3 (tiga).

Berdasarkan Laporan Profil Risiko Bank periode Desember 2016 (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 diantaranya:

a. Organisasi manajemen risiko kredit

Dalam organisasi manajemen risiko kredit, Bank telah menerapkan *Four Eye Principle* merupakan prinsip utama yang mendasari pengambilan keputusan kredit dengan melibatkan unit Bisnis dan unit *Commercial Credit Risk* 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 *Commercial Credit Risk* adalah unit yang melakukan *review proposal*/Nota Analisa Kredit dan dilengkapi kewenangan dalam batas limit tertentu untuk menyetujui atau menolak *proposal* yang diusulkan oleh Divisi Bisnis.
- Divisi Compliance & Legal, dan Divisi Operasi sebagai *Non Voting Member* dalam pemberian opini kepatuhan, legal, dan operasional dalam mekanisme komite kredit.
- Special Asset Management (SAM) berfungsi melakukan penanganan debitur kualitas kredit 2 agar tidak berpotensi menjadi Non Performing Loan (NPL) dan penyelesaian aset bermasalah serta restrukturisasi.
- Satuan Kerja Manajemen Risiko (SKMR) berfungsi sebagai unit independen yang melakukan identifikasi, pengukuran, memantau risiko kredit dengan berpegang pada *prudential banking*.

After the assessment of the Risk Profile in the 4th Quarter in December 2016, a composite rating of Moderate was generated, with improved risk trend, compared to the composite rating in the previous quarter in September 2016.

Referring to the inherent risk rating, which is in the Moderate position, and the Quality of Risk Management Implementation in the Fair position, the Risk Profile Rating as of December 2016 is in rank 3 (three).

Based on the December 2016 Bank Risk Profile Report (qualitative data), the following 8 types of 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 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;
- Commercial Credit Risk 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.
- Compliance & Legal Division and Operations Division as Non-Voting Member in giving opinions in compliance, legal, and operational in the credit committee mechanisms.
- Special Asset Management (SAM) functions in handling the credit quality debtors 2 so as not to potentially become Non Performing Loan (NPL) and the settlement of troubled assets and restructuring.
- Risk Management Work Unit (SKMR) functions as an independent unit to identify, measure, and monitor credit risk by adhering to 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:
 - Melakukan penyusunan Portofolio Kredit per Sektor Industri yang digunakan untuk menyusun JTrust Indonesia *Industry Code & Catalogues*, dan rekomendasi *Approved Industries* dan *Target Market* sebagai limit penyaluran kredit pada sektor-sektor ekonomi tertentu sesuai dengan Rencana Bisnis Bank.
 - Penetapan *inhouse limit* dalam penyediaan pihak terkait, grup, individu (BMPK) dengan tidak mengabaikan ketentuan regulator.
- d. Mekanisme pengukuran dan pengendalian risiko kredit
 - Melakukan *Me-review* dan menyempurnakan Kebijakan Perkreditan JTrust Bank dan Pedoman Pelaksanaan Kredit secara berkala, dan terus melengkapi dan menyempurnakan *Standard Operation Procedure* bidang perkreditan sebagai pengendalian risiko kredit.
 - 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 *prudential banking*.
 - 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.
 - 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.

- Credit Committee is a mechanism of loan approval process according to the Limit and Authority of Credit Approval set by the Board of Directors.

- b. Credit risk management strategy for activities that have significant credit risk exposure adheres to the provisions of Bank Indonesia/Financial Services Authority, the Bank's Business Plan, and the prudence principles.

c. Credit concentration risk management policy

The management of credit concentration risk includes:

- Composing Loan Portfolio per Industrial Sector used to compile JTrust Indonesia Industry Code & Catalogues, and Approved Industries and Target Market Recommendations as the lending limit to certain economic sectors in accordance with the Bank's Business Plan.
- Setting inhouse limit in provisions to related parties, groups, individuals (LLL) in compliance with regulatory provisions.

d. Credit risk assessment and control mechanisms

- Reviewing and refining Bank JTrust Indonesia 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.
- 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.
- 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.
- 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. Risiko Pasar

Risiko yang timbul akibat pergerakan variabel pasar dari portfolio 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 jenis risiko pasar 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.
- 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 & Institutional Banking secara harian dan melaporkannya ke Direksi.

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. 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 Division and Institutional Banking on a daily basis and reporting to the Board of Directors.

Sementara itu, sebagai bank devisa, JTrust Bank tentunya 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 diantaranya adalah portofolio surat berharga yang diperdagangkan.

Strategi Bank untuk memitigasi risiko ini adalah sebagai berikut:

- a. Senantiasa melakukan *monitoring* pergerakan harga dari portofolio investasi Bank, sehingga dapat segera diambil tindakan sedini mungkin jika terjadi indikasi merugikan melalui Market to Market.
- b. Mengelola dan melakukan mitigasi risiko konsentrasi dengan membuat aturan yang lebih jelas mengenai batas transaksi mulai dari batas pemutus, batas limit antarbank, *limit dealer*, batas per sektor ekonomi, geografi, dan lain-lain.
- c. Melakukan analisa yang mendalam (*rating, maturity, issuer, underlying transaction, listed & market price*) sebelum melakukan investasi.

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:

- a. Melakukan portofolio investasi ke arah investasi yang lebih likuid.
- b. Menurunkan konsentrasi deposan inti dan mengganti dengan dana retail sehingga menjadi lebih *sustainable* (berkesinambungan).
- c. Mendorong bertumbuhnya jumlah investasi dana-dana murah atau nasabah kategori *low cost fund*.

Meanwhile, as a foreign exchange bank, JTrust 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:

- a. 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.
- b. 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.
- c. Conducting in-depth analysis (*rating, maturity, issuer, underlying transaction, listed and market price*) prior to investing.

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:

- a. Setting investment portfolio toward more liquid investments.
- b. Lowering concentration of core depositors and replacing it with a more sustainable retail funding.
- c. Encouraging growth of number of low cost investment funds or customer funds in low cost category.

- d. Meningkatkan efektivitas pengelolaan *gap* likuiditas (*maturity gap, proyeksi cash flow*) untuk mengantisipasi risiko likuiditas sedini mungkin.
- e. Meningkatkan kerjasama dengan Bank Lain agar dapat memanfaatkan fasilitas Call Money maupun Repo Surat Berharga intern bank.

PT Bank JTrust 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 JTrust 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.

Seiring dengan pertumbuhan Bank, pengelolaan risiko operasional juga menjadi perhatian Bank. Untuk mencegah kerugian karena adanya risiko operasional maka Bank melakukan hal-hal sebagai berikut:

- a. Setiap adanya produk ataupun aktivitas baru Bank selalu dilakukan kajian risiko sesuai dengan ketentuan dari regulator.
- b. Melakukan peninjauan ulang dan penyempurnaan atas *Standard Operation Procedure (SOP)* masing-masing unit kerja secara berkala.
- c. Memastikan ketersediaan *Disaster Recovery Plan (DRP)* yang diuji secara berkala sebagai antisipasi jika terjadi gangguan IT.
- d. Pengelolaan risiko operasional juga dilakukan dengan memperkuat keamanan dan kehandalan teknologi informasi, sehingga kegagalan sistem maupun *human error* dapat ditekan.
- e. Melakukan peningkatan pada *IT Security System* untuk seluruh sistem yang ada pada PT Bank JTrust Indonesia Tbk.
- f. Melakukan penetapan batas kewenangan dalam melakukan transaksi operasional.

- d. Improving the effectiveness of managing liquidity gap (*maturity gap, projected cash flow*) in anticipating liquidity risk early.
- e. Increasing cooperation with other banks for securing facility of Call Money and Securities Repo internal bank.

The Bank 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 JTrust 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.

In line with the growth of the Bank, operational risk management is also a concern of the Bank. To prevent losses due to operational risk, the Bank conduct the following:

- a. For every new product or activity of the Bank, risk assessment is always performed in accordance with provisions of the regulator.
- b. Conducting review and improvement on the Standard Operational Procedures on each work unit periodically.
- c. Ensuring the availability of Disaster Recovery Plan (DRP) which is tested periodically in case of IT interruption.
- d. Operational risk management is also performed by enhancing the IT security and reliability, to minimize system failure or human error.
- e. Upgrading the IT Security System for all available system in PT Bank JTrust Indonesia Tbk.
- f. Establishing limits of authority in performing operational transactions.

- g. Meningkatkan fungsi pengawasan internal melalui Satuan Kerja Audit Internal (SKAI). Selain itu membentuk *Anti Fraud Desk* di bawah Direktur Utama langsung sebagai upaya memperkuat sistem pengendalian intern.
- h. Peningkatan kualitas sumber daya manusia dengan meningkatkan frekuensi pelatihan internal maupun eksternal di bidang perkreditan, pemasaran produk dan motivasi kerja.
- i. Untuk melakukan identifikasi kejadian risiko yang terjadi di Cabang serta memiliki dampak kerugian, maka pemantauan dilakukan menggunakan *Operational Risk Report*.
- j. Melakukan pencatatan atas data kerugian, dimana data tersebut digunakan sebagai salah satu parameter dalam pengukuran Profil Risiko Operasional.
- k. Bank telah melakukan *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 tersebut akan diterapkan pada seluruh unit kerja secara bertahap.
- l. 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.
- g. Improving the internal control functions through the Internal Audit Work Unit. In addition, establishing the Anti Fraud Desk directly under the President Director as an effort to strengthen the Internal control system.
- 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. To identify risk events that occur at branches and their impact on losses, the monitoring is conducted using the Operational Risk Report.
- j. To keep records on data of losses, in which the data will be used as a parameter in the Operational Risk Profile assessment.
- k. The Bank has performed the Risk and Control Self Assessment (RCSA), which is a methodology to identify sources of risks, which will be used to assess the high and low risks, monitor the trend of risk level, as well as control and mitigate risks. The identification implementation through the RCSA will be gradually applied to all work units.
- l. The Bank already has Business Continuity Plan (BCP) which is aimed to minimize risk, address the impact of disruption/disaster, and accelerate the recovery process, allowing operational activities and services to customers to continue to run well.

Business Continuity Plan (BCP)

Dalam rangka meminimalkan potensi kerugian finansial maupun non finansial yang diakibatkan faktor eksternal seperti bencana alam, kebakaran, kerusuhan, yang berdampak pada kemampuan teknologi Bank dan kegiatan operasional bisnis Bank terutama pelayanan kepada nasabah, Bank telah menerapkan Kebijakan maupun *Standard Operational 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 *scenario* yang telah ditetapkan ke seluruh cabang.

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. 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 di dalamnya 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 Compliance & Legal Division yang memiliki peranan penting dalam memberikan 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.

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 2017-2019 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.

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 legal cases that occurred, including monitoring the development of each existing legal case. Legal case is handled based on priorities, where its progress is monitored, followed up, always with solution that contains the least potential legal risk and reported to the Management on a regular basis.
- c. The Compliance & Legal Division function has an important role in providing analysis/review from the legal standpoint related to new product or activity Bank, providing input from the legal perspective, which may occur due to regulatory changes, reviewing the agreements made between the Bank and third parties, while also addressing legal issues related to litigation.

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 2017-2019 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. *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 realistik 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 Bank Indonesia, dimana PT Bank JTrust Indonesia Tbk secara rutin melakukan sosialisasi kepada unit-unit terkait melalui Compliance & Legal 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.

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 Product & Networking Management Division guna menangani keluhan dengan segera, serta melakukan optimalisasi fungsi *Call Center* dalam penanganan keluhan nasabah.

- 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. 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 (decreased?).

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.

Tata Kelola Perusahaan

Good Corporate Governance

- 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 JTrust Bank* melalui penyempurnaan *website* Bank dan melaksanakan *press release* dengan media.
- 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 JTrust Bank, by improving the Bank's website and issue press releases to the media.

PT Bank JTrust Indonesia Tbk menyakini bahwa setiap aspek efektivitas pelaksanaan manajemen Perseroan yang baik (termasuk manajemen risiko dan sistem pengendalian internal) dalam kaitannya dengan *Good Corporate Governance* (GCG) akan memperbaiki reputasi.

Evaluasi Efektivitas Sistem Manajemen Risiko

Dewan Komisaris senantiasa melakukan evaluasi kebijakan Manajemen Risiko dan Strategi Manajemen Risiko paling kurang satu kali dalam satu tahun, atau dalam frekuensi yang lebih sering dalam hal terdapat perubahan faktor-faktor yang mempengaruhi kegiatan usaha Bank secara signifikan. Dalam menjalankan fungsi tersebut, Komite Pemantau Risiko secara rutin tiap bulan melakukan rapat dengan Satuan Kerja Manajemen Risiko (SKMR) untuk membahas profil risiko yang meliputi *inherent risk* dan kualitas penerapan manajemen risiko dari 8 (delapan) jenis risiko.

Dewan Komisaris mengevaluasi hasil paparan profil risiko dari Komite Pemantau Risiko dan Satuan Kerja Manajemen Risiko (SKMR), dan memberikan arahan perbaikan atas pelaksanaan kebijakan Manajemen Risiko secara berkala kepada Direksi. Evaluasi dilakukan dalam rangka memastikan bahwa Direksi mengelola aktivitas dan risiko-risiko Bank secara efektif.

5.2. Sistem Pengendalian Intern

Untuk dapat mengelola Bank secara efektif dan efisien serta sebagai dasar kegiatan operasional yang sehat dan aman, diperlukan adanya Sistem Pengendalian Intern (SPI).

Peraturan Otoritas Jasa Keuangan No.18/POJK.03/2016 tanggal 16 Maret 2016 tentang Penerapan Manajemen Risiko bagi Bank Umum, Peraturan Bank Indonesia Nomor 9/15/PB1/2007 tanggal 30 November 2007 tentang

PT Bank JTrust Indonesia 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

The Board of Commissioners constantly evaluates the Risk Management Policy and Risk Management Strategy at least once a year or more frequently in the event of changes in the factors significantly impacting the Bank's business activities. In carrying out these functions, the Risk Monitoring Committee meets every month with the Risk Management Unit to discuss the risk profile, which includes the inherent risks and the quality of managing the Bank's 8 (eight) types of risk.

The Board of Commissioners evaluates the risk profile prepared by the Risk Monitoring Committee and the Risk Management Unit, and provides direction to the Board of Directors in improving the implementation of Risk Management policy on a regular basis. This evaluation is carried out to ensure the Board of Directors manages the Bank's risks and activities effectively.

5.2. Internal Control System

An Internal Control System (ICS) is required to manage the Bank effectively and efficiently, and as a basis for a safe and sound operations.

Regulation of the Financial Services Authority No. 18/POJK.03/2016 dated 16 March 2016 on the Application of Risk Management for Commercial Banks, Bank Indonesia Regulation No. 9/15/PB1/2007 dated 30 November 2007

Penerapan Manajemen Risiko dalam Penggunaan Teknologi Informasi oleh Bank Umum, dan Surat Edaran Bank Indonesia Nomor 5/22/DPNP tanggal 29 September 2003 perihal Pedoman Standar 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 Intern (*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 Intern secara efektif akan membantu Bank dalam:

- a. Menjaga dan mengamankan harta kekayaan Bank.
- b. Menjamin tersedianya informasi dan laporan yang lebih akurat.
- c. Meningkatkan kepatuhan Bank terhadap ketentuan dan peraturan perundang-undangan yang berlaku.
- d. Mengurangi dampak keuangan/risiko terjadinya kerugian, penyimpangan termasuk kecurangan/*fraud*, dan pelanggaran terhadap prinsip kehati-hatian.
- e. Meningkatkan efektivitas organisasi dan efisiensi biaya.

Untuk keperluan di atas PT Bank JTrust Indonesia Tbk telah mengadopsi prinsip Pengendalian Intern 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 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

on Risk Management in the Utilization of Information Technology by Commercial Banks and Bank Indonesia Circular Letter No. 5/22/DPNP dated 29 September 2003 on the Guidelines for Internal Control Standards for Commercial Banks, requiring the Bank to implement the Internal Control System effectively to all business activities and operations at all organizational levels Bank.

The Internal Control System is a control mechanism established by the Board of Directors with the approval of the Board of Commissioners in an ongoing basis in order to achieve the company's goals.

An effective implementation of the Internal Control System will assist the Bank in:

- a. Maintaining and securing the Bank's assets.
- b. Ensuring the availability of a more accurate reports and information.
- c. Improving the Bank's compliance towards the prevailing provisions and regulations.
- d. Reducing the financial impacts/risk of losses, irregularities including fraud, and violations of the prudence principles.
- e. Enhancing the effectiveness of the organization and cost efficiency.

For the above objectives, PT Bank JTrust Indonesia Tbk has adopted Internal Control principles based on the COSO Model with 5 (five) components that must be controlled as follows:

1. Control Environment (CE)

CE is the set of standards, rules, processes and organizational structures that provide the basis for implementing ICS for the whole organization. The BOD and the Management implement Tone At The Top on the importance of ICS including the standard of behavior. CE consists of integrity values and organizational ethics, parameters that may allow BOD and Management to implement operational control of the company, the effectiveness of organizational structure, individual tasks, performance bottleneck, incentives and penalties to encourage performance accountability, the results of CE will have broad impact on ICS comprehensively.

2. Risk Assessment (RA)

RA involves a dynamic and repetitive process to identify and assess risks that may affect the achievement of corporate objectives, therefore RA creates the basis for determining how risks will be managed. RA also requires the management to consider the impact of potential changes in external environment and business model that can make ICS ineffective. Risk is defined

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 dimana 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.

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.

as the possibility that an event will occur and affect the achievement of corporate goals.

3. **Information Communication (IC)**

IC is required by the company for ICS implementation in order to support the achievement of corporate goals. Management acquires or generates and uses a relevant form and quality information, both internal and external resources to support the other components of SPI. Communication should be carried out continuously, by giving, sharing and obtaining the required information. Internal Communication is a medium where information is disseminated throughout the organization, communicated to all levels which allow individuals to receive a clear message from management and vice versa. External Communication consists of two activities, which are enabling to receive relevant external information, and providing information to external parties.

4. **Monitoring Activities**

Monitoring consists of Ongoing Evaluation, Separate Evaluation, or a combination of both used to determine whether each of the five components of ICS, is Present and Functioning. Ongoing Evaluation is built into business process at different levels that provide information related to errors/omissions at the earliest opportunity. Separate Evaluation performed periodically will vary in scope and frequency depending on the results of risk assessment, effectiveness of Separate Evaluation and other management considerations. The findings of Evaluation results are recorded and communicated to the Management.

5. **Control Activities (CA)**

CA is the management direction set by Policies and Procedures to reduce risks related to the achievement of corporate objectives. CA is conducted at all levels of the organization, at different stages in business process, and all Information Technology (IT). CA can be either preventive or detective control which can be done manually and automatically such as authorization, approval, verification, reconciliation, and business performance reporting. Segregation of Duties can be used for construction and development of CA. When Segregation of Duties can not be performed, management must select and develop alternative control activities.

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.

Selama tahun 2016 rata-rata *Audit Rating* secara *bank wide* sebagai berikut:

No	Risk Owner	Audit Rating			Penjelasan Explanation
		2015	2016	Rating	
1	Cabang Branch	74,83	74,99	FAIR	SPI pada Cabang masih terdapat kelemahan di komponen SPI (5 Komponen) dan harus dilakukan penyempurnaan/ <i>corrective action</i> terhadap SOP, Sistem dan SDM. SPI of Branches. Weaknesses were found in various components of SPI (5 Components) and corrective action should be performed to the SOP, systems and human resources.
2	Divisi Division	75,06	75,48	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	74,58	69,90	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 corrective action should be performed to the SOP, systems and human resources.

Penjelasan penyebab penurunan peringkat audit (*audit rating*):

1. Penurunan kualitas kontrol dari personal Cabang akibat kurangnya *risk awareness*.
2. SOP (*manual control*) dan IT (*authomatic control*) yang belum lengkap.
3. Implementasi SOP yang tidak dilaksanakan secara konsisten.

Upaya yang telah dilakukan untuk meningkatkan Sistem Pengendalian Intern antara lain:

1. Melengkapi SOP dan Otomasi Control.
2. Melakukan mutasi *Operation Officer* dan *Account Officer*.
3. Menerapkan *reward & punishment*.
4. Pembentukan Verifikator dan *Credit Risk Reviewers*
5. *Training* untuk *Operation Officer* dan AO

Each of the components is related to each other, must be controlled in an integrated way and the responsibility of its implementation becomes the responsibility of all working units with implementation purpose as follows:

1. **Strategic**, the Bank's Business Plan is understandable, consistent and supported by all working units.
2. **Operation**, runs effectively and efficiently in using human resources and infrastructure.
3. **Reporting, accurate and reliable**.
4. **Compliance**, activities and transactions are subject to provisions and laws.

During 2016, the following is the bank wide average Audit Rating:

Explanation on the causes of the decline in audit rating:

1. Declining quality of control from Branch personnel due to lack of risk awareness.
2. Incomplete SOP (*manual control*) and IT (*automatic control*).
3. Inconsistencies in the implementation of SOPs.

Efforts conducted to improve Internal Control System are, among others:

1. Completing the SOP and Automation Control.
2. Performing transfers to Operation Officer and Account Officer.
3. The application of reward & punishment.
4. Establishment of Verifiers and Credit Risk Reviewers
5. Training for Operation Officer and AO

VI. Penyediaan Dana, Rencana Strategis Bank, Transparansi Dan Pengungkapan Aspek Lainnya

A. Penyediaan Dana Kepada Pihak Terkait (Related Party) dan Penyediaan Dana Besar (Large Exposures)

Penyediaan dana kepada pihak terkait (*Related Party*) dan debitur/group inti per posisi tanggal 31 Desember 2016, 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	32.514
2.	Kepada Debitur Inti To Key Debtors: - Individu Individual - Group	25 19 6	3.958.972 3.307.975 650.997

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 18 debitur, total plafond yang diberikan sebesar Rp10.031 juta.
- Pinjaman kepada PT Group Lease Finance Indonesia dengan *plafond* sebesar Rp100.000 juta dan *outstanding* per 31 Desember 2016 = Rp22.483 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 18 debtors, with given loan limit as much as Rp10,031 million,-.
- Loans to PT Group Lease Finance Indonesia with loan limit of 100,000 million, with an outstanding of Rp22,483 million,- as of 31 December 2016.

Kredit diberikan kepada Debitur Inti terdiri dari pemberian kredit kepada 19 (sembilan belas) debitur individu sejumlah total Rp3.307.975 juta dan 6 (enam) group debitur sejumlah total Rp650.997 juta.

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 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* dimana 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.

VI. Provision of Funds, Strategic Plan of the Bank, Transparency, and the Disclosure of Other Aspects

A. Provision of Funds to Related Party and Large Exposures

The provision of funds to Related Party and core debtor/group position as of 31 December 2016 in the following table:

No.	Penyediaan Dana Provision of Funds	Jumlah Total	
		Debitur Debtor	Nominal (jutaan million rupiah)
1.	Kepada Pihak Terkait To Related Party *)	18	32.514
2.	Kepada Debitur Inti To Key Debtors: - Individu Individual - Group	25 19 6	3.958.972 3.307.975 650.997

The loan provided for the key debtors consists of loans for 19 (nineteen) individual debtors with a total amount of Rp3,307,975 million and 6 (six) debtors group with a total amount of Rp650,997 million.

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.

The Bank already has the internal policy on monitoring fund provision mechanism, which consider the diversification of

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:

1. BMPK kepada Pihak Tidak Terkait ditentukan sebesar setinggi-tingginya 20% dari Modal Bank untuk 1 (satu) peminjam secara individu, dan setinggi-tingginya sebesar 25% dari Modal Bank untuk 1 (satu) kelompok peminjam.
2. BMPK kepada Pihak Terkait ditetapkan setinggi-tingginya sebesar 10% dari Modal Bank.
3. BMPK kepada Kelompok Peminjam (Debitur Group) ditetapkan paling tinggi sebesar 80% dari BMPK (*Inhouse Limit*).

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

JTrust Co sebagai pemegang saham PT Bank JTrust Indonesia Tbk berkomitmen untuk mengembangkan Bank J Trust untuk lebih maju lagi di masa yang akan datang. Adapun realisasi dari komitmennya selama ini antara lain telah dilaksanakannya RUPSLB pada tanggal 30 Desember 2014, tanggal 30 Maret 2015, dan 29 September 2015 dengan agenda penyetoran modal baru masing-masing sebesar Rp300 miliar, lalu Rp300 miliar, dan Rp400 miliar sehingga penyetoran modal baru menjadi sebesar setara Rp1 triliun, serta dengan tambahan modal melalui pinjaman subordinasi Rp342 miliar, serta telah juga melakukan penambahan modal baru kembali yaitu pada bulan November 2016 dan Desember 2016 masing-masing Rp500 miliar, serta pengangkatan dan penambahan susunan manajemen untuk memperkuat pertumbuhan bisnis ke depan.

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 20 January 2005 as well as amendment to Bank Indonesia Regulation No.8/13/PBI/2006 dated 5 October 2006 on Maximum Limit of Credit Disbursement, and based on the Memorandum of Procedure No. 31.12/M.Dir-MRD/JTRUST/VIII/2015 dated 31 August 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:

1. BMPK to Unrelated Parties is determine at a maximum of 20% of the Bank's Capital for 1 (one) individual lender, and maximum of 25% of the Bank's Capital for 1 (one) lender group.
2. BMPK to Related Parties is determine at a maximum of 10% of the Bank's Capital.
3. BMPK to Debtor Group is determine at a maximum of 80% of the BMPK (inhouse Limit).

Fund provision to Related Parties is re-emphasized through the Memorandum of Procedure No. 31.13/M. Dir-MRD/JTRUST/VIII/2015 dated 31 August 2015 on the Provision of Funds to Related Parties.

B. Bank's Strategic Plan

JTrust Co as the shareholder of PT Bank JTrust Indonesia Tbk is a financial company from Japan that is committed to develop Bank J Trust to go even more advanced in the future. The realization of its commitment is among others through the implementation of the Extraordinary GMS on 30 December 2014, 30 March 2015, and 29 September 2015 with the agenda of new capital deposit of Rp300 billion, Rp300 billion and Rp400 billion respectively, hence in total the new capital deposit is approximately Rp1 trillion, as well as additional capital through subordinate loan in the amount of Rp342 billion, also the addition of new capital in November 2016 and December 2016 amounting to Rp500 billion each time, as well as the appointment and addition of the management composition in order to strengthen the business growth in the future.

Tata Kelola Perusahaan

Good Corporate Governance

Perumusan kebijakan dan strategi perusahaan dapat juga mengacu pada pendekatan analisis posisi dengan menggunakan analisis SWOT (*S= Strengths, W= Weakness, O= Opportunity, T=Threat*), sebagai berikut:

S - Strengths

1. Memiliki akses yang baik terhadap jaringan bisnis UKM untuk pelaku bisnis dari etnik tertentu.
2. Memiliki keunggulan *relationship* dengan nasabah-nasabah dana.
3. Pemilik baru adalah J Trust, perusahaan keuangan dari Jepang sehingga memperkuat image perusahaan dan memiliki jaringan yang luas internasional.
4. Memiliki *channel distribution* yang memadai
5. Memiliki tenaga marketing dana yang cukup handal
6. Merupakan perusahaan publik, sehingga memungkinkan mendapatkan dana dari pasar modal untuk tujuan ekspansi di masa mendatang
7. Keunggulan produk *treasury* dan *money changer*

W- Weaknesses

1. Struktur pendanaan didominasi oleh *high cost fund* khususnya deposito.
2. Produk dana belum didukung oleh teknologi sistem perbankan yang memadai.
3. Masih terdapat 1 (satu) debitur yang melampaui BMPK.
4. Penerapan teknologi sistem perbankan dan *electronic channel* yang masih kurang memadai sehingga belum mendorong pertumbuhan dana murah dan belum adanya *product champion*.
5. Efektivitas dan penyebaran jaringan kantor yang masih belum optimal.
6. Sesuai POJK No.11/POJK.03/2016 tanggal 29 Januari 2016 yang telah dirubah dengan POJK No.34/POJK.03/2016 tanggal 22 September 2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum maka ditetapkan Bank J Trust harus menjaga posisi CAR minimum 14%. Hal ini membatasi kemampuan ekspansi aset dan jaringan kantor Bank, dan ketentuan tersebut juga mewajibkan pemenuhan modal tambahan sebagai *Capital conservation buffer*, yang harus dipenuhi secara bertahap hingga tahun 2019 sebesar 2,5% tambahan modal.
7. Bank saat ini beroperasi di bawah skala yang memadai, dan tidak sesuai dengan profil struktur biaya tetap *overhead*, sehingga sulit mencapai kinerja yang setara dengan *best performer* industri dan *peer group*.

The formulation of the company's policy and strategy can also refer to the position analysis approach through the utilization of the SWOT analysis (*S= Strengths, W= Weakness, O= Opportunity, T=Threat*), as follow:

S - Strengths

1. Having good access on SME business network for business players from certain ethnicities.
2. Having relationship advantage with fund customers.
3. The new owner of J Trust, a Japanese financial firm which strengthens the company's image with strong international network.
4. Having adequate channel distribution
5. Having reliable fund marketing resources
6. Is a public company, so it is able to get funding from the stock market for future expansions
7. Advantage of treasury and money changer products

W- Weaknesses

1. Funding structure is dominated with high cost fund especially deposits.
2. Funding products are not supported with an adequate banking technology.
3. There is still 1 (one) debtor surpassing the LLL.
4. The implementation of banking technology system and electronic channel has not been sufficient so it has not boosted the growth of low-cost funds and there is no product champion.
5. Effectiveness and distribution of office network has not been optimal.
6. In accordance with POJK No. 11/POJK.03/2016 dated 29 January 2016 which has been amended to POJK No. 34/POJK.03/2016 dated 22 September 2016 on Bank's Minimum Capital Requirement, Bank J Trust is stipulated to maintain its CAR position at a minimum of 14%. This limits the Bank's ability to expand its assets and office network, this regulation also requires additional capital as Capital conservation buffer, which must be fulfilled gradually up to 2019 amounting to 25% additional capital.
7. The Bank currently operates below the sufficient scale, and is not in line with the structure profile of overhead fixed cost, making it difficult to achieve an equal performance with the industry's best performer and peer group.

8. Perkembangan lingkungan industri dengan CAR rata-rata 17-18% menempatkan kekuatan keuangan JTrust Bank berada pada posisi yang inferior terhadap pesaing.
9. *Corporate brand* belum mampu menjadi pendukung kemudahan akuisisi bisnis yang efisien.
10. Infrastruktur bisnis belum mampu mendukung pembentukan portfolio yang mendukung percepatan penyetaraan kinerja
11. Produktivitas belum sebanding dengan jumlah cabang dan biaya tenaga kerja
12. Perlunya perbaikan kualitas kredit
13. *Cost of Fund* yang masih tinggi
14. MIS yang terintegrasi belum optimal

O- Opportunities

1. Adanya kesempatan optimalisasi pengembangan jaringan.
2. Pasar transaksi valuta asing dan *Bank Notes* masih dapat dioptimalkan ditambah dengan transaksi Devisa Umum yang belum optimal, disamping peluang bisnis di dalam JTrust *network*.
3. Potensi pertumbuhan aset khususnya segmen UKM dari pelaku bisnis etnik tertentu masih dapat ditingkatkan.
4. Peluang sektor *consumer & retail* masih terbuka.
5. Peluang pembiayaan yang belum terjamah bank masih sangat terbuka.
6. Bank telah menjalin kerjasama dengan beberapa institusi yang memiliki *customer based* dan jaringan distribusi yang luas untuk pengembangan usaha di beberapa bidang seperti *funding*, kredit dan *fee based income*.
7. Dengan loan-to-GDP ratio terendah sebesar 25%, Indonesia diharapkan menghadapi perubahan struktural dalam siklus kredit.
8. Dengan adanya pemilik baru dari investor Jepang, telah memberikan kesempatan untuk memperluas *customer based* dari nasabah Jepang.
9. Segmen UMK tetap merupakan segmen kredit yang tumbuh paling cepat.

T- Threats

1. Persaingan yang ketat dalam penghimpunan dana murah dengan memanfaatkan *e-banking* dan *electronic channel* lainnya.
2. Masih terdapat potensi gugatan hukum dari nasabah maupun *counterparty* terkait dengan masalah-masalah manajemen lama.
3. Kegagalan *recovery* atas aktiva produktif bermasalah dan AYDA.
4. Terjadi pemburukan portfolio aset kredit dalam jumlah material terutama dari dampak makro ekonomi yang berdampak menurunnya CAR.

8. The development of industry environment with an average CAR of 17-18% places JTrust Bank's financial power in inferior position against its competitors.
9. Corporate brand has not been able to become the supporter of simple efficient business acquisition.
10. Business infrastructures has not been able to support portfolio establishment that supports performance equality acceleration
11. Productivity is not equal to the number of branches and cost of workers
12. The need for credit quality improvement
13. Cost of Fund remains high
14. Integrated MIS is not optimal

O- Opportunities

1. Opportunity to optimize network distribution.
2. Foreign exchange transaction market and Bank Notes can still be optimized in addition to Common Foreign Exchange market which is still not optimal, in addition to business opportunities in the JTrust network.
3. Asset growth potential, particularly in the SME segment from certain ethnic business players can still be increased.
4. Opportunities for the consumer & retail sectors remain open.
5. Opportunities for financing which have not been tapped by banks are very much open.
6. The Bank has cooperated with several institutions with extensive customer base and distribution network for business development in several sectors such as funding, loans, and fee based income.
7. With the lowest loan-to-GDP ratio of 25%, Indonesia is expected to face structural change in credit cycle.
8. With new owner of Japanese investor, allows for the opportunity to expand the customer base from Japanese customers.
9. SME segment is still the fastest growth loan segment.

T- Threats

1. Tight competition in collecting low-cost funds by utilizing e-banking and other electronic channels.
2. There are still lawsuit potentials from customers or counterparties related with old management issues.
3. Recovery failure on non-performing productive assets and AYDA.
4. Worsening credit asset portfolio in significant amounts particularly due to macroeconomic impact which affects the decline in CAR.

5. Meningkatkan tingkat suku bunga dapat mengencangkan likuiditas bank.
6. Bank berskala kecil lebih *sensitive* pada ancaman reputasi

a. Kebijakan Manajemen (*Policy Statement*)

Searah dengan upaya pencapaian target bisnis, JTrust Bank telah menetapkan dan terus menjalankan 4 fokus target prioritas yang dibentuk dari tahun 2014 hingga tahun 2019 kedepan sebagai landasan bagi pertumbuhan bisnis, sebagai berikut:

1. Pengembangan Bisnis:
 - Evaluasi dan Pengembangan bisnis *lending & funding*
 - Pengembangan bisnis yang berbasis teknologi untuk memperluas nasabah ritel, meraih *fee based income* dan memberikan pelayanan yang terbaik bagi nasabah
 - KPI & Financial model yang terukur
 - MIS yang terintegrasi
 - *Early Warning System* yang kuat
 - Pinjaman Luar negeri (*Crossborder transaction*) menambah dana dan menurunkan biaya
 - Monitoring penggunaan *Budget Penyelesaian NPL* secara *intensive*.
2. Business Process
 - *Mapping potensial customer* dan competitor
 - Menyusun proses bisnis yang efektif dan efisien
 - Program promosi yang terintegrasi
 - Monitoring *sales process discipline*
 - Revitalisasi kantor cabang
3. Sumber Daya Manusia
 - Pemenuhan SDM yang kompeten
 - Program *Training* berkelanjutan
 - Jenjang karir yang menarik
 - Skema insentif
 - Budaya perusahaan yang kuat
 - Menyusun *individual goal setting*.
 - Review dan perbaikan struktur organisasi yang mengakomodir dinamika bisnis yang cepat dan efisien
4. Infrastruktur
 - Optimalisasi jaringan kantor
 - Pengembangan IT yang mendukung bisnis dengan penggantian *core banking system*
 - Membangun IT yang terintegrasi

5. Increasing interest rates can tighten bank liquidity.
6. Small-scale banks are more sensitive on reputation threats

a. Policy Statement

In line with business target achievements, J Trust Bank has set and implemented 4 priority target focuses set from 2014 to 2019 as foundation for business growth, as follows:

1. Business Development:
 - Evaluation and development of the lending & funding business
 - Technology-based business development to expand retail customers, attract fee based income, and provide best service for customers
 - Measured KPI & Financial model
 - Integrated MIS
 - Strong Early Warning System
 - Crossborder transaction adds funds and reduces cost
 - Budget Control and NPL settlement in an intensive manner.
2. Business Process
 - Mapping potential customer and competitor
 - Preparing effective and efficient business processes
 - Integrated promotion program
 - Monitoring of sales process discipline
 - Revitalization of branch offices
3. Human Resources
 - Fulfillment of competent HR
 - Continuous Training Program
 - Attractive career path
 - Incentive schemes
 - Strong corporate culture
 - Formulating individual goal setting.
 - Reviewing and improving the organizational structure that accommodates business dynamics in a fast and efficient manner
4. Infrastructure
 - Optimization of office network
 - IT development which supports the business with the replacement of the core banking system
 - Developing integrated IT

b. Kebijakan Manajemen Risiko dan Kepatuhan

1. Penguatan implementasi *dual control* dan peningkatan kualitas melalui:
 - Penerapan RCSA (*Risk Control Self Assessment*)
 - Penerapan JSOX Based Komponen
2. Pengembangan dan perbaikan 8 jenis profil risiko manajemen yang terpisah dengan pengelola bisnis
3. Penyempurnaan *early warning system*
4. Penerapan *four eye principles*
5. Peningkatan kualitas implementasi komite kredit (NAK dibantu oleh konsultan, *training* kredit & LK oleh tenaga internal Bank)
6. Peningkatan kualitas pelaksanaan ALCO untuk mendapatkan penetapan suku bunga produk bank yang kompetitif
7. Peningkatan kualitas advis/rekomendasi manajemen terkait pengelolaan risiko, Kebijakan Umum Manajemen Risiko (KUMR)

Penguatan kualitas bidang kepatuhan (GCG) dan budaya perusahaan:

1. Penguatan kualitas kebijakan manajemen maupun keputusan mengenai produk, jasa dan layanan, serta pengelolaan perusahaan yang tertuang dalam surat keputusan, surat edaran, SOP baik internal bank maupun eksternal dengan cara memberikan masukan kepada divisi-divisi, mensosialisasikan, melakukan *assessment*, dan lain-lain.
2. Penguatan implementasi program budaya perusahaan sesuai standar yang ditetapkan.

c. Strategi Pengembangan Bisnis

Dengan adanya kebijakan yang baru dimana sesuai dengan Peraturan Otoritas Jasa Keuangan No.6/POJK.03/2016 tanggal 26 Januari 2016 tentang Kegiatan Usaha dan Jaringan Kantor Berdasarkan Modal Inti Bank untuk saat ini dimana bank sedang berupaya menguatkan permodalan. Untuk kemudian pada fase selanjutnya bank berupaya melakukan penguatan implementasi *dual control* dan peningkatan kualitas bisnis kembali ditahun kedepan melalui: rencana pengembangan bisnis yang lebih terfokus pada bidang *commercial loan*, dan *SME* serta produk yang berbasis teknologi sehingga dapat memperbaiki komposisi pendanaan pada CASA, perolehan *fee based income* yang lebih baik. Selain itu penurunan biaya bunga (*cost of fund*) juga terus diupayakan,

b. Risk Management and Compliance Policy

1. Strengthening the implementation of dual control and quality improvement through:
 - Implementation of RCSA (Risk Control Self Assessment)
 - Implementation of JSOX Based Component
2. Development and improvement of 8 types of risk profile management that are separated from business management
3. Improvement of the early warning system
4. Implementation of the four eye principles
5. Improving the implementation quality of the credit committee (Credit Application assisted by consultants, credit and financial institutions training by the Bank's internal employee)
6. Improving the implementation quality of ALCO to provide competitive interest rate for the Bank's products
7. Improving the quality of advice/management's recommendation related to the risk management, the Risk Management General Policy (KUMR)

Strengthening the quality of compliance (GCG) and corporate culture:

1. Strengthening the quality of management policies and decisions on products, services, as well as the management of the company as stipulated in decrees, circulars, SOP both internally and externally by providing input to the divisions, disseminations, conducting assessments, etc.
2. Strengthening the implementation of corporate culture in accordance with the set standard.

c. Business Development Strategy

With the new policy which is in accordance with the Regulation of the Financial Services Authority No. 6/ POJK.03/2016 dated 26 January 2016 on Business Activities and Office Network Based on the Bank's Core Capital, in which the bank is currently trying to strengthen the capital. Then, on the next phase the bank seeks to strengthen the implementation of the dual control and quality improvement business in the following year through: business development plan that is more focused on the field or segment of commercial loan and SME, as well as technology-based products, allowing an improvement in CASA funding composition, obtaining a better fee based income. In addition, reduction in the cost of fund is continuously being pursued, as well as efficiency in overhead cost plan through organizational

serta rencana effisiensi biaya *overhead* juga terus dilakukan melalui restrukturisasi organisasi dengan penutupan cabang dan *early retirement program* (ERP) guna menciptakan struktur organisasi yang lebih ramping.

Pada bulan November 2016 telah dilakukan penyetoran modal sebesar Rp500.000.000.000,- (lima ratus miliar) dan akan dilakukan penambahan setoran modal sebesar Rp500.000.000.000,- (lima ratus miliar) pada bulan Desember 2016. Penambahan setoran modal tersebut kemuadian akan digunakan untuk kegiatan ekspansi bisnis bank dan memperkuat likuiditas sehingga di kemudian hari diharapkan bank dapat meningkatkan daya saingnya terhadap *peer bank*.

Selain itu setelah menjalin kerjasama melalui "Bancassurance" juga akan lebih banyak mengembangkan produk guna mendukung dana murah, serta lebih mengoptimalkan jaringan yang telah ada. Bank juga akan mulai melakukan perbaikan pada *upgrading core system* guna mendukung dan mengembangkan "*E-Banking*" dan "*M-Banking*" untuk lebih memberikan kemudahan bagi Nasabah primanya, disamping untuk dapat bersaing dengan produk liabilitas bank lainnya.

d. Strategi Pengembangan SDM

Strategi Pengembangan Sumber Daya Manusia (SDM) dan Kebijakan Remunerasi (*Remuneration Policies*) dapat dilihat pada Bab Tinjauan Operasional - Sumber Daya Manusia.

1. Rencana Bisnis

Adalah rencana kegiatan usaha Bank jangka pendek (1 tahun) dan jangka menengah (3 tahun) termasuk strategi untuk merealisasikan rencana tersebut, rencana untuk memperbaiki kinerja usaha, dan rencana pemenuhan ketentuan kehati-hatian sesuai penetapan target dan waktu.

Rencana Bisnis yang disusun harus memperhatikan faktor eksternal/internal, prinsip kehati-hatian, penerapan manajemen risiko dan azas perbankan yang sehat. Rencana Bisnis harus disusun secara matang, realistik dan komprehensif sehingga lebih mencerminkan kompleksitas usaha dan dapat menjadi arah kebijakan dan pengembangan usaha Bank juga dapat meningkatkan fleksibilitas operasional Bank dalam menghadapi persaingan usaha yang semakin

restructuring with closing of branches and early retirement program (ERP) to create a more streamlined organizational structure.

In November 2016 a capital injection of Rp500,000,000,000 (five hundred billion) and an additional capital injection in the amount of Rp500,000,000,000 (five hundred billion) in December 2016 were conducted. The increase in investment will be utilized for the bank's business expansion activities and strengthen liquidity so that in the future the bank is expected to improve its competitiveness against peer banks.

Furthermore, after forming collaboration through "Bancasurance", more products will be developed to support low cost fund as well as optimizing the existing network. Bank also will start to improve and upgrade its core system to support and develop "*E-Banking*" and "*M-Banking*" to better provide convenience for the prime customers, as well as to be able to compete with liability products of other banks.

d. HR Development Strategy

Human Resource Development (HRD) strategy and the Remuneration Policy that have been conducted can be viewed at Operational Review chapter - Human Resource.

1. Business Plan

Business plan is the short-term (1 year) and medium-term (3 years) business plans of the Bank, including the strategy to realize the plan, the plan to improve business performance, and the plans to fulfill the prudential requirements in accordance with the set target and time.

Business plans must take into account the external/internal factors, the prudence principles, the application of risk management and sound banking principles. Business plans should be prepared in a mature, realistic, and comprehensive manner, reflecting the complexity of the business better, and can be the business direction and development policy of the Bank that will increase the operational flexibility of the Bank in addressing the increasingly competitive business. The

tinggi. Rencana Bisnis disusun oleh Direksi dan harus memperoleh persetujuan Dewan Komisaris dan dikomunikasikan kepada pemegang saham dan pegawai pada semua jenjang organisasi yang ada.

Penyusunan Rencana Bisnis Bank (RBB) mengacu kepada Peraturan Otoritas Jasa Keuangan Nomor 5/POJK.03/2016 tanggal 26 Januari 2016 tentang Rencana Bisnis Bank Umum dan Surat Edaran Otoritas Jasa Keuangan Nomor 25/SEOJK.03/2016 tanggal 14 Juli 2016 perihal Rencana Bisnis Bank Umum, yang paling kurang mencakup ringkasan eksekutif, kebijakan dan strategi manajemen, penerapan manajemen risiko dan kinerja Bank saat ini, proyeksi laporan keuangan beserta asumsi yang digunakan, proyeksi rasio-rasio dan pos-pos tertentu lainnya, rencana pendanaan, rencana penanaman dana, rencana permodalan, rencana pengembangan organisasi dan SDM, rencana penerbitan produk dan/atau pelaksanaan aktivitas baru, rencana pengembangan dan/atau perubahan jaringan kantor, dan informasi lainnya.

Rencana Bisnis Bank ini harus disampaikan kepada Bank Indonesia paling lambat setiap akhir Nopember sebelum tahun Rencana Bisnis dimulai.

Perubahan Rencana Bisnis hanya dapat dilakukan 1(satu) kali, paling lambat pada akhir semester pertama tahun berjalan apabila:

- Terdapat faktor eksternal dan internal yang secara signifikan mempengaruhi operasional Bank, dan/ atau
- Terdapat faktor yang secara signifikan mempengaruhi kinerja Bank berdasarkan pertimbangan Bank Indonesia.

PT Bank JTrust Indonesia Tbk telah menyusun RBB secara realistik, komprehensif, terukur (*achievable*) dengan memperhatikan prinsip kehati-hatian dan responsif terhadap perubahan internal dan eksternal. Terkait dengan hal ini dapat disampaikan:

- RBB telah disusun berdasarkan kepada asumsi perkembangan ekonomi makro kedepan dan kemampuan Bank sendiri disertai dengan penerapan prinsip kehati-hatian sehingga tercipta RBB yang realistik, komprehensif dan terukur (*achievable*). Bank juga cukup responsif terhadap perkembangan kondisi internal dan eksternal dengan melakukan Revisi RBB tahun 2017-2019 pada tanggal 30 Nopember 2016 melalui Surat ke OJK No.30.05/S-Dir-PPD/JTRUST/XI/2016.

Business Plan is prepared by the Board of Directors and must be approved by the Board of Commissioners and communicated to the shareholders and employees at all levels of the organization.

Preparation of the Bank's Business Plan (RBB) refer to the Regulation of the Financial Services Authority No. 5/ POJK.03/2016 dated 26 January 2016 on Commercial Bank Business Plan and the Circular of the Financial Services Authority No. 25/SEOJK.03/2016 dated 14 July 2016 on Business Plan of Commercial Bank, which at least includes an executive summary, management policy and strategy, risk management practices and the current performance of the Bank, projected financial statements and the underlying assumptions, projections of ratios and other certain items, funding plan, investment plan funds, capital plan, organization and HR development plan, the plan of product launch and/or implementation of new activities, development plans and/or changes in the office network, and other information.

The Bank's Business Plan must be submitted to Bank Indonesia no later than the end of November prior to the Business Plan year commences.

Changes to the Business Plan can only be conducted 1 (one) time, at the latest by the end of the first half of the current year if:

- There are external and internal factors that significantly affect the operations of the Bank, and/ or
- There are factors that significantly affect the Bank's performance, based on the consideration of Bank Indonesia.

PT Bank JTrust Indonesia Tbk. has prepared a realistic, comprehensive, measurable (*achievable*) RBB by observing the prudence principles and responsive to internal and external changes. The following can be said regarding the matter:

- The Bank's Business Plan has been prepared based on the assumption of future macroeconomic developments and the ability of the Bank accompanied by the implementation of the prudence principles so as to create a realistic, comprehensive and measurable (*achievable*) Business Plan. The Bank was also quite responsive with the development of internal and external condition by performing revision on its 2017-2019 Business Plan on 30 November 2016 a letter to OJK No. 30.05/S-Dir-PPD/JTRUST/XI/2016.

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- Direksi telah melaksanakan RBB secara efektif. Hal ini dilakukan Direksi, antara lain dengan cara melakukan pemantauan efektivitas pelaksanaan RBB, sebagai berikut:
 - Pemantauan pencapaian realisasi RKAP/RBB kepada pemegang saham secara bulanan (*performance review*).
 - Pemantauan pencapaian realisasi RBB disampaikan ke Bank Indonesia secara rutin per Triwulan.
 - Pemantauan pencapaian realisasi terhadap RBB dilakukan secara langsung setiap akhir bulan dengan melakukan "rapat prognosis bulanan" agar pencapaian sesuai target yang telah ditetapkan.
 - Komisaris telah melaksanakan pengawasan terhadap pelaksanaan RBB. Terkait dengan hal ini dapat disampaikan:
 - Komisaris telah melaksanakan pengawasan terhadap pelaksanaan RBB melalui penyusunan laporan pengawasan rencana bisnis (rutin per semesteran) yang disampaikan kepada OJK dan rapat bulanan Direksi-Komisaris. Dalam laporan dan rapat tersebut, selain bertindak sebagai pengawas, Komisaris juga memberikan arahan dan masukan strategi kedepan Bank.
- The Directors have implemented the Bank's Business Plan effectively. The Directors, among others, performed monitoring on the effectiveness of Business Plan implementation, as follows:
- Monitoring the realization of the Company's Budget Work Plan/Business Plan to the shareholders on a monthly basis (*performance review*).
 - Monitoring of the realization of Bank Business Plan, which is submitted to Bank Indonesia regularly every quarter.
 - Monitoring the realization of the Bank's business plan is carried out directly at end of each month by holding a "monthly prognosis meeting", ensuring the achievement is in accordance with the set targets.
- Commissioners have supervised the implementation of the Business Plan. The following can be stated regarding this matter:
- The Commissioners have supervised the implementation of the Bank's Business Plan by preparing business plan monitoring report (routinely every semester) which is submitted to OJK and in monthly meetings between Directors and Commissioners. In the report and the meeting, in addition to acting as a watchdog, the Commissioners also provide direction and input for the future strategy of the Bank.

C. Transparansi Kondisi Keuangan dan Non Keuangan Bank yang Belum Diungkap Dalam Laporan Lainnya

Sebagai perusahaan terbuka, PT Bank JTrust Indonesia Tbk telah memberikan informasi 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. 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.

Disamping mempublikasikan Laporan Keuangan yang dimaksud, PT Bank JTrust Indonesia Tbk juga menyusun dan menyampaikan laporan publikasi dalam bentuk Laporan Tahunan (*Annual Report*).

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 (OJK) and the Indonesian Stock Exchange (BEI) as well as other stakeholders in accordance with the applicable regulations. 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

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*) wajib disampaikan kepada Pemegang Saham, Bank Indonesia (BI), Otoritas Jasa Keuangan (OJK), Yayasan Lembaga Konsumen Indonesia (YLKI), Lembaga Pemeringkat Indonesia, Asosiasi Perbankan di Indonesia (PERBANAS), Institut Bankir Indonesia (IBI), 2 (dua) Lembaga Penelitian di Bidang Ekonomi dan Keuangan yang kompeten, 2 (dua) Majalah Ekonomi dan Keuangan yang terkenal, dan Kementerian Industri.

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 Laporan Keuangan Tahunan adalah laporan keuangan akhir tahun yang merupakan laporan keuangan yang telah diaudit oleh Kantor Akuntan Publik (KAP) beserta opininya.

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

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 must be submitted to the Shareholders, Bank Indonesia (BI), Financial Services Authority (OJK), Indonesian Consumers Foundation (YLKI), Indonesian Rating Agency, Indonesian Banks Association (PERBANAS), Indonesian Banking Institute (IBI), two (2) competent Research Institutes in Economics and Finance, two (2) prominent Economics and Finance Magazine, and the Ministry of Industry.

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 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 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.

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produk tersebut disampaikan dengan jelas, benar, dan jujur serta dengan menggunakan media yang mudah dibaca dan diakses oleh nasabah.

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.

Bank harus 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 triwulan harus dilaporkan kepada Otoritas Jasa Keuangan (OJK)/Bank Indonesia (BI).

D. Jumlah Penyimpangan Internal (*Internal Fraud*) dan Upaya Penyelesaian Oleh Bank

Internal Fraud adalah penyimpangan/kecurangan yang dilakukan oleh pengurus, pegawai tetap dan tidak tetap (*honorar* dan *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 2016 terdapat 4 (empat) kasus internal fraud yang dilakukan oleh pegawai tetap dan pegawai tidak tetap namun tidak mempengaruhi kondisi

Information regarding the products is conveyed clearly, truthfully, and honestly using media that is easy to read and accessible to customers.

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.

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 (OJK)/Bank Indonesia (BI).

D. The Number of Internal Fraud and Settlement Efforts by the Bank

Internal Fraud is irregularity/fraud committed by management, permanent and temporary employees (*honorarium* and *outsourcing*) 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 2016, there were 4 (four) internal fraud cases conducted by permanent and non-permanent employees, however it did not affect the Bank's financial

keuangan Bank secara signifikan karena dampak kerugiannya kurang dari Rp1,5 miliar. Adapun rincian jumlah *fraud* sebagaimana tabel berikut:

conditions significantly as the impact of loss mounted to less than Rp1.5 billion. Details on the number of fraud is as follows:

(satuan)

Internal Fraud Dalam 1 tahun Internal Fraud in 1 Year	Jumlah kasus yang dilakukan oleh The number of cases involving						Keterangan Description	
	Pengurus Management		Pegawai tetap Permanent Employee		Pegawai tidak tetap Non Permanent Employee			
	Thn sblm-nya Preceding Year	Thn berjln 2016 Running Year	Thn sblm-nya Preceding Year	Thn berjln 2016 Running Year	Thn sblm-nya Preceding Year	Thn berjln 2016 Running Year		
Total kejadian <i>fraud</i>	-	-	2	4	-	-	1. Penerimaan gratifikasi 2. Pelanggaran kredit mikro, Penggelapan dana pelunasan, angsuran debitur, kredit fiktif, kredit tanpa agunan, mark up by notaris dan penggelapan by akta notaris. 3. Penggelapan Kas Valas Bank dan Penggelapan Dana Nasabah Tabungan. 4. Indikasi Penggelapan/Pencurian Dana Tabungan Nasabah. 1. Gratification related to loan disbursement. 2. Violation on the micro business, Embezzlement of settlement funds, debtors' installments, fictitious loans, unsecured loans, mark up by a notary, and embezzlement of notarial deed. 3. Embezzlement of the Bank's Foreign Exchange Cash and Embezzlement of Customer's Savings Fund. 4. Indication of embezzlement/theft of customer savings fund.	
Telah selesai Settled	-	-	2	4	-	-		
Dalam proses penyelesaian di internal Bank In the process of settlement at internal Bank	-	-	-	-	-	-		
Belum diupayakan penyelesaiannya Settlement not yet commenced	-	-	-	-	-	-		
Telah ditindaklanjuti melalui proses hukum Followed up by legal proceedings	-	-	-	-	-	-		

Terhadap 4 (empat) kasus *fraud* internal yang terjadi selama tahun 2016, Bank telah melakukan upaya penyelesaiannya melalui proses internal bank sesuai ketentuan yang berlaku.

On the 4 (four) internal fraud cases that occurred in 2016, the Bank has made settlement efforts through the bank's internal processes in accordance with the applicable regulations.

E. Penerapan Strategi *Anti Fraud*

Bank telah menerapkan Strategi *Anti Fraud* berdasarkan Surat Edaran Bank Indonesia No.13/28/DNPNP tanggal 9 Desember 2011 perihal Penerapan Strategi *Anti Fraud* Bagi Bank Umum, yang antara lain

E. Anti Fraud Strategy Implementation

The Bank has implemented the Anti-Fraud Strategy based on Bank Indonesia Circular No.13/28/DNPNP dated 9 December 2011 on the Anti-Fraud Strategy Implementation for Commercial Banks, which includes

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meliputi implementasi 4 (empat) Pilar strategi *anti fraud* JTrust Bank yaitu Pencegahan, Deteksi, Investigasi, dan Pelaporan & Monitoring tindak lanjut.

Manajemen JTrust 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* JTrust 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*, implementasi *whistleblowing system*, program surprise *audit*, program *surveillance audit*, investigasi kasus, dan evaluasi serta *monitoring* tindak lanjut penyelesaian kasus *fraud*.

Whistleblowing System

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/.

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*).

WBS JTrust Bank dikelola oleh *Desk Anti Fraud* yang langsung di bawah pengendalian Direktur Utama sehingga setiap pengaduan yang masuk dalam WBS Bank akan dibuka oleh pejabat *anti fraud* dan diteruskan kepada Direktur Utama untuk mendapatkan tindak lanjut.

the implementation of 4 (four) Pillars of anti-fraud strategy of JTrust Bank, namely Prevention, Detection, Investigation, and Reporting &

Management of JTrust Bank has established a zero tolerance policy towards fraud by setting the Anti Fraud Charter and the “No Fraud Tolerance” slogan on 19 April 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 JTrust 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, investigation of cases, and evaluation as well as follow-up monitoring for the settlement of fraud cases.

Whistleblowing System

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/.

The Bank's management is committed to protect 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.

J Trust Bank WBS is managed by the Anti Fraud Desk directly under the control of President Director 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.

Selama tahun 2016 terdapat 2 (dua) laporan indikasi pelanggaran yang masuk ke dalam WBS JTrust Bank dan telah ditindaklanjuti oleh Bank dengan melakukan investigasi khusus.

F. Jumlah Permasalahan Hukum dan Upaya Penyelesaian oleh Bank

- 1) Permasalahan hukum adalah permasalahan hukum perdata dan 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 2016 jumlah permasalahan hukum yang dihadapi JTrust Bank dan telah diajukan melalui proses hukum sebagaimana tabel berikut:

a. Bank Sebagai Tergugat/Terlapor

Permasalahan Hukum Litigation Case	Jumlah Total (satuan)	
	Perdata Civil	Pidana Criminal
Telah selesai (telah mempunyai kekuatan hukum yang tetap) Settled (with binding legal force)	4	-
Dalam proses penyelesaian Bank sebagai Tergugat In settlement process with the Bank as Defendant	28	-
Total	32	-

b. Bank Sebagai Penggugat/Pemohon/Pelapor

During 2016 there were two (2) reports of indicated violations that went into WBS JTrust Bank and have been followed up by the Bank by conducting a special investigation.

F. Total Legal Issues and Settlement Efforts by the Bank

- 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 2016, the number of civil and criminal cases faced by PT Bank JTrust Indonesia Tbk, which has been filed through legal process, as the following table:

a. Bank as Defendant/Reported

(satuan)

Permasalahan Hukum Litigation Case	Jumlah Total (satuan)	
	Perdata Civil	Pidana Criminal
Telah selesai (telah mempunyai kekuatan hukum yang tetap) Settled (with binding legal force)	4	-
Dalam proses penyelesaian Bank sebagai Tergugat In settlement process with the Bank as Defendant	28	-
Total	32	-

b. Bank as Plaintiff/Applicant/Reporting Party

(satuan)

Permasalahan Hukum Litigation Case	Jumlah Total (satuan)	
	Perdata Civil	Pidana Criminal
A. Perkara Bank sebagai Penggugat (Gugatan Perlawanan) Case(s) with the Bank as Plaintiff (Counter charges)	-	-
Telah selesai (telah mempunyai kekuatan hukum yang tetap) Settled (with binding legal force)	-	-
Dalam proses penyelesaian In settlement process	1	-
Total	1	-
B. Perkara Bank sebagai Pemohon tentang Kepailitan Case(s) with the Bank as Bankruptcy Applicant	-	-
Telah selesai (telah mempunyai kekuatan hukum yang tetap) Settled (with binding legal force)	4	-
Dalam proses penyelesaian In settlement process	-	-
Total	4	-
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 mempunyai kekuatan hukum yang tetap) Settled (with binding legal force)	-	-
Dalam proses penyelesaian In settlement process	-	5
Total	-	5

Tata Kelola Perusahaan

Good Corporate Governance

Permasalahan hukum yang umumnya dihadapi oleh Bank adalah:

- Gugatan Perdata
- Penundaan Kewajiban Pembayaran Utang (PKPU)
- Laporan Pidana

Upaya penyelesaian permasalahan hukum oleh Bank antara lain:

- Memastikan penanganan kasus, baik yang ditangani oleh internal maupun eksternal lawyer sesuai dengan ketentuan hukum yang berlaku.
- Memonitor perkembangan penanganan kasus-kasus hukum baik yang ditangani oleh internal maupun eksternal lawyer.

G. Penggunaan Pihak Penyedia Jasa Teknologi Informasi/Vendor TI

Berdasarkan POJK No.38/POJK.03/2016 tanggal 1 Desember 2016, dan SE BI No.9/30/DPNP tanggal 12 Desember 2007 Perihal 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.

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 kerjasama 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.

Legal issues commonly faced by the Bank are:

- Civil Action
- Suspension of Payment (PKPU)
- Criminal Reports

Efforts to resolve legal issues by the Bank include:

- Ensure the handling of cases, both handled by internal and external lawyers are in accordance with the provisions of applicable law.
- Monitoring the progress of legal cases handled by both internal and external lawyers.

G. Use of Information technology Vendor

Based on POJK No.38/POJK.03/2016 dated 1 December 2016, and BI Circular No. 9/30/DPNP dated 12 December 2007 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. 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.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).
- 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 Corporate Secretary (membawahi Bagian Procurement).
- Penilaian calon *vendor* TI dibahas dalam rapat Komite IT (jika proyek bersifat strategis).
- Komite IT sesuai kewenangannya memberikan rekomendasi kepada Direksi.

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).
- 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.

- Direksi memberikan persetujuan atau menolak terhadap rekomendasi Komite IT.
- Setelah disetujui Direksi berdasarkan batas kewenangan limit yang berlaku, maka Divisi *Corporate Secretary* menindaklanjuti proses *engagement vendor TI* selanjutnya, yaitu: Proses *Purchase Order/pembuatan Surat Perintah Kerja, Kontrak dan lain-lain.*
- 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. 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 kerjasama 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*.

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 proyek IT dan vendor yang bekerjasama dengan Bank JTrust selama tahun 2016:

The following is a list of IT projects and vendors that work with JTrust Bank during 2016:

No	Nama Vendor Vendor Name	Nama Proyek/Aplikasi Name of Project/Application	Tujuan Penggunaan Proyek Project Objective	Status Status
1	PT EDI Indonesia	MPN Gen 2	Mengikuti ketentuan Pajak Complying to tax provisions	Selesai Completed
2	PT Mitra Integrasi Informatika	Chip card (NSICCS)	Mengikuti ketentuan BI Complying to BI provisions	Selesai Completed
3	PT Aristi Jasadata	Fixed Asset	Mengadministrasikan data inventaris Administering inventory data	Selesai Completed
4	PT KPSG	Human Resource System	Mengintegrasikan HR Payroll, Administrasi, Planning dan Development Integrating HR Payroll, Administration, Planning and Development	Selesai Fase 1 Completion of Phase I
5	PT MultipolarTechnologi dan PT Mitra Integrasi Informatika	Virtual Account	Implementasi virtual account lewat Teller dan ATM Implementation of virtual account through Teller and ATM	Selesai,Menunggu izin dari OJK Completed, waiting for authorization from OJK
6	PT DTEX Indonesia	IT Internal Security	Monitoring IT security internal	Selesai Completed
7	PT Visionet Data Internasional	Active Directory dan DNS Enhancement	Sebagai syarat untuk menjalankan IT internal risk assesment As requirement to implement IT internal risk assessment	Selesai Completed
8	JTrust System Co Ltd	Garoon	Scheduler, workflow dan portal informasi internal Scheduler, workflow, and internal information portal	Selesai Completed
9	PT Tri Daya Asira	Interface SKN dengan Core Banking System	Otomasi SKN sehingga tidak perlu double input Automation of SKN to avoid double input	Selesai Completed
10	PT Anabatic Technologies	Central Bank Reporting	Otomasi pelaporan ke Bank Indonesia Automation of reporting to Bank Indonesia	Selesai Completed
11	PT Anabatic echnologies	Modul SLIK	Pelaporan Sistem Layanan Informasi Keuangan Repoptring of Financial Information Services System	On Progress
12	PT Anabatic Technologies	Modul JGAAP	Pelaporan ke Holding JTrust Reporting to the Holding JTrust	On Progress
13	PT Tri Daya Asira	Interface RTGS dengan Core Banking System	Otomasi RTGS sehingga tidak perlu double input Automation of RTGS to avoid double input	On Progress
14	PT AQ Business Consulting Indonesia	Website	Penyempurnaan websiteJ Trust Bank Improvement of J Tsut Bank website	On Progress
15	PT Mitra Integrasi Informatika	Enhancement Switching	Pengembangan kerjasama channel: Debit Bersama, JCB Issuer, JCB Acquirer, Prismalink, China Union Pay, Auto Debit PLN Development of cooperation channel: Debit Bersama, JCB Issuer, JCB Acquirer, Prismalink, China Union Pay, Auto Debit PLN	On Progress
16	Infosys Limited	Core Banking System	Penggantian Core Banking System Replacement of the Core Banking System	On Progress

Revisi Laporan Hasil Penilaian Sendiri (*Self Assessment*) Pelaksanaan GCG Bank

- Implementasi GCG membutuhkan penilaian untuk melihat sejauh mana perkembangan terhadap prinsip-prinsip GCG yang telah dilaksanakan oleh PT Bank JTrust Indonesia Tbk. Penilaian tersebut juga bermanfaat untuk melihat sejauh mana kualitas penerapan GCG secara berkesinambungan ke dalam proses bisnis.
- PT Bank JTrust Indonesia Tbk secara rutin/periodik telah melaksanakan Penilaian Sendiri (*Self Assessment*) Pelaksanaan GCG sesuai dengan ketentuan Bank Indonesia yang mengharuskan bahwa Bank melakukan penilaian sendiri secara internal (*internal self assessment*) terhadap pelaksanaan GCG.
- Laporan Hasil Penilaian Sendiri (*Self Assessment*) Pelaksanaan GCG 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 GCG yang lebih baik.
- Hasil Penilaian Sendiri (*Self Assessment*) Pelaksanaan GCG Bank Tahun 2016 adalah:

Hasil Penilaian Sendiri (*Self Assessment*) Pelaksanaan GCG Semester I/Posisi Juni 2016
Result of the Self-Assessment of GCG Implementation First Semester / Position June 2016

	Peringkat Ranking	Definisi Peringkat Rank Definition
Individual Individual	2	Baik Good

Hasil Penilaian Sendiri (*Self Assessment*) Pelaksanaan GCG Semester II/Posisi Desember 2016
Result of the Self-Assessment of GCG Implementation Semester II / Position December 2016

	Peringkat Ranking	Definisi Peringkat Rank Definition
Individual Individual	2 *)	Baik Good *)

*) Berdasarkan Surat OJK No.S-117/PB.311/2017 tanggal 22 Juni 2017 Perihal Laporan Pelaksanaan *Good Corporate Governance* (GCG) Tahun 2016 PT Bank JTrust Indonesia Tbk, terdapat perbedaan hasil penilaian Peringkat Faktor GCG oleh OJK yaitu Peringkat 3 / Cukup Baik, maka Bank harus melakukan revisi terhadap Laporan Hasil Penilaian Sendiri (*Self Assessment*) Individual Pelaksanaan GCG PT Bank JTrust Indonesia Tbk untuk Posisi Desember 2016 (Ref. SE BI No.15/15/DPNP tanggal 29 April 2013 perihal Pelaksanaan GCG Bagi Bank Umum).

Based on OJK Letter No.S-117/PB.311/2017 dated June 22, 2017, on GCG Implementation Report of PT Bank JTrust Indonesia Tbk, there is a discrepancy with the assessment by OJK on GCG Factor Ranking of 3 / Fairly Good, therefore the Bank shall revise the Report of Assessment Result of GCG Implementation Individual of PT Bank JTrust Indonesia Tbk for the position at December 2016 (ref. SEBI No.15/15/DPNP dated April 29, 2013, on GCG Implementation for Commercial Banks).

- Berikut disampaikan Revisi Laporan Hasil Penilaian Sendiri (*Self Assessment*) Individual Pelaksanaan GCG PT Bank JTrust Indonesia Tbk untuk Posisi Desember 2016:

- The following is the revised Report on the Self-Assessment Results of the Bank's GCG Implementation of PT Bank JTrust Indonesia, Tbk. for the position of December 2016:

Hasil Penilaian Sendiri (*Self Assessment*) Pelaksanaan GCG
Result of the Self-Assessment of GCG Implementation

	Peringkat Ranking	Definisi Peringkat Rank Definition
Individual Individual	3	Cukup Baik Fairly Good
Konsolidasi Consolidated	(jika ada <i>subsidiary company</i>) (if any subsidiary company)

Analisis/Analysis

Revised 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 2016:

Hasil Penilaian Sendiri (Self Assessment) Pelaksanaan GCG

Result of the Self-Assessment of GCG Implementation

Berdasarkan Kertas Kerja (KK) dan data/dokumen pendukung lainnya (hasil audit internal dan eksternal, data financial/non financial), maka dapat disampaikan *self assessment* sebagai berikut:

A. Faktor Kekuatan

a. 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, antara lain:
 - Hasil Keputusan RUPS Luar Biasa tanggal 23 Desember 2016 telah menunjuk anggota Dewan Komisaris dan Direksi yang baru untuk memperkuat jajaran Direksi (dari 5 orang menjadi 7 orang) dan Dewan Komisaris (dari 5 orang menjadi 6 orang). Diharapkan kedepannya lebih memacu pertumbuhan bisnis bank yang sehat berdasarkan prinsip kehati-hatian.
 - Bank telah membentuk Komite Di bawah Direksi yaitu Komite Produk & Aktivitas Baru/PAB (Ref. SK Direksi No.SK:23.03/S.Kep-Dir-BID/JTRUST/VIII/2016 tanggal 23 Agustus 2016), serta menetapkan seorang Direktur Non Business sebagai Ketua Komite Produk & Aktivitas Baru (Ref. SK Direksi No.SK:11.01/S.Kep-Dir-BID/JTRUST/X/2016 tanggal 11 Oktober 2016).
- Komposisi dan kompetensi anggota Komite-Komite memenuhi ukuran dan kompleksitas usaha Bank, antara lain:
 - Saat ini Ketua dan Anggota: Komite Audit, Komite Pemantau Risiko, dan Komite Remunerasi dan Nominasi sudah sesuai ketentuan.
 - Jabatan Ketua Komite Remunerasi dan Nominasi yang selama ini mengalami kekosongan/Vacant telah diisi oleh 1 (satu) anggota Komisaris Independen yang juga merangkap sebagai Ketua Komite Audit (Ref. SK Direksi No.21.03/S.Kep-Dir-HCD/JTrust/ XI/2016 tanggal 21 November 2016).
- Rencana Bisnis Bank (business plan) sangat sesuai dengan visi dan misi Bank serta Rencana Korporasi (corporate plan) Bank, diantaranya J Trust sebagai Pemegang Saham Pengendali telah memenuhi komitmen untuk memperkuat permodalan JTrust Bank, yang telah dilakukan sebagai berikut:
 - Bulan November 2016 sebesar Rp500 miliar.
 - Bulan Desember 2016 sebesar Rp500 miliar.
- Telah menunjuk Kantor Akuntan Publik/KAP yang memenuhi aspek legalitas serta standar profesional akuntan publik untuk melakukan audit laporan keuangan Perseroan.

A. Strength Factor:

a. Governance Structure:

Governance structure is the structure of authority along with the requirements of the job holder existing in the Bank as required by the regulations of the existing laws.

Implementation of governance structure, can be conveyed by the following:

- Numbers, composition, integrity, and competency of Board Members is in conform with Bank size and business complexity as well as in compliance with prevailing regulations, among others:
 - EGM dated December 23 2016 result has appoint new Board of Commissioners and Board of Directors to strengthen BoD members (from 5 to 7) and BoC members (from 5 to 6). In the hope that it will accelerate a sound Bank business growth based on prudent principal.
 - Bank has form new Committee under the BOD which is New Product and Activity Committee/PAB ((Ref. BoD Decree No.SK:23.03/S.Kep-Dir-BID/JTRUST/ VIII/2016 dated August 23 2016), as well as assigning a non business Director as head of the committee (Ref. BoD Decree No.SK:11.01/S.Kep-Dir-BID/ JTRUST/X/2016 dated October 11 2016)
- Composition and competency of committee members meet the size and business complexity of the Bank, among others:
 - Currently, head and members of Audit Committee, Risk Monitoring Committee, and Remuneration and Nomination Committee is in accordance with regulation.
 - The position of Chairman of the Remuneration and Nomination Committee which has been vacant has been filled by 1 (one) Independent Commissioner concurrently serves as the Chairman of the Audit Committee (Ref. SK Direksi No.21.03/S.Kep-Dir-HCD/JTrust/XI/2016 dated 21 November 2016).
- Bank Business Plan is in accordance with Bank vision and mission as well as Bank Corporate Plan, among other is J Trust as controlling shareholder has fulfill its commitment to strengthen J Trust Bank capital as these capital injection:
 - November 2016 in amount of Rp500 billion.
 - December 2016 in amount of Rp500 billion.
- Has appointed a Public Accounting Office/KAP that meets all the legal aspects as well as professional standards of public accountant to audit the financial statements of the Company.

Tata Kelola Perusahaan

Good Corporate Governance

Hasil Penilaian Sendiri (Self Assessment) Pelaksanaan GCG Result of the Self-Assessment of GCG Implementation

- Telah dibentuk unit kerja Sistem dan Prosedur di bawah Divisi Kepatuhan & Legal sehingga selanjutnya diharapkan kelengkapan dan revisi atas Kebijakan dan Prosedur terpenuhi.
- Telah memiliki kebijakan Batas Wewenang Memutus Kredit/BWMK secara individual ataupun kolegial sesuai dengan fungsi, tugas dan tanggung jawab masing-masing dari jajaran manajemen.
- Struktur Organisasi dalam kaitannya dengan fungsi first, second, and third line of defence sudah terpenuhi termasuk kebijakan dan prosedur pendukungnya, yang senantiasa di-update sesuai kebutuhan dan ketentuan yang berlaku.
- Terus melakukan penyempurnaan struktur organisasi Bank yang disesuaikan dengan kebutuhan dan kondisi bisnis Bank saat ini.

b. 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 di bawahnya 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 di bawah Dewan Komisaris dan di bawah 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 Good Corporate Governance (GCG), telah dibentuk dan diangkat Komite Manajemen Risiko, Komite Pengaruh Teknologi Informasi, Komite ALCO, Komite Human Resources, Komite Produk & Aktivitas Baru (PAB), 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)".
- 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.

- The System and Procedure Work Unit has been established under the Compliance & Legal Division, therefore the completeness and revision on Policies and Procedures can be fulfilled.
- Loan Approval Authority (BWMK) is already in place both individually or in collegial manner in line with the functions, duties, and responsibilities of each respective management rank.
- The Organizational Structure in connection with the function of first, second, and third line of defense has been met, including its supporting policies and procedures, which is continuously updated according to the needs and applicable regulation.
- Continue to improve the Bank's organizational structure, tailored to the current needs and conditions of the Bank.

b. Governance Process

Governance process is the arrangement of duties, authorities, and responsibilities of units and bank officials in running the banking business and operations.

With respect to the implementation of governance process may be presented, among others, in the following paragraphs:

- The Board of Commissioners and Directors as well as the Committees under them have performed their duties, functions, and responsibilities, among others:
 - The Board of Commissioners supervises/provides advice and guidance to the Directors, monitors and evaluates the implementation of strategic policies, reminding the Directors to follow-up all internal and external findings, as well as not involved in the decision-making related to operational activities.
 - Committees under the Board of Commissioners and under the Directors implement their duties and responsibility optimally.
 - The Board of Commissioners and Directors have never involved in conflicts of interest, as well as serving concurrent positions as member of the Board of Commissioners, Directors, or Executive Officers at other banks, companies, and/or institutions.
- In order to implement Good Corporate Governance (GCG), the Risk Management Committee, Information Technology Steering Committee, ALCO Committee, Human Resources Committee, New Products and Activities (PAB) Committee, as well as the Credit Committee have been established.
- The Risk Management Unit and the Compliance Unit as the second line of defence, as well as Internal Audit as the third line of defence have worked independently and comply to the applicable provisions, which in practice coordinate with an established forum, namely "Governance, Risk, Compliance, & Control (GRCC)".
- The Bank strives to reduce the level of violations for the better and avoid violations in the effort to develop a Compliance Culture, as well as the operational activities of the bank have been in accordance with the applicable provisions with no interventions from the shareholders or other stakeholders.
- The appointment of the Public Accounting Office has complied with the applicable procedures, perform its duties independently, and presenting the transparencies of Financial Report Publications in an appropriate manner.

Hasil Penilaian Sendiri (Self Assessment) Pelaksanaan GCG

Result of the Self-Assessment of GCG Implementation

- Peningkatan Kompetensi SDM 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 dan penyediaan dana besar, serta pengambilan keputusannya dijalankan sesuai kebijakan dan prosedur yang berlaku.
- Penyelesaian Pelampauan BMPK atas nama PT SCS terus diupayakan sesuai action plan yang disampaikan kepada Pemegang Saham dan Pihak Regulator.
- Kebijakan dan SOP Business Continuity Plan (BCP) dan Disaster Recovery Plan (DRP) telah tersedia, serta dilengkapi pula prosedur alternatif pada masing-masing SOP di setiap unit kerja, serta telah dibentuk Tim yang melibatkan personil dari masing-masing unit kerja.
- Dilakukan parallel run terhadap aplikasi sistem Central Bank Reporting (CBR) dalam rangka otomasi beberapa pelaporan untuk mengurangi aspek human error.
- Implementasi Compliance Report Monitoring (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 enhance terhadap sistem Smart AML yang telah dimiliki oleh Bank JTrust sehingga dapat berfungsi lebih efektif dan optimal.
- Unit Kerja "Four Eyes" melakukan review terhadap kelayakan dalam pemberian kredit, antara lain terkait dengan analisis terhadap kelayakan dan laporan keuangan, risiko, kelengkapan data/dokumen dan legalitas usaha, kelayakan dan kecukupan agunan serta aspek legalitas, dan sebagainya.
- Menilai dan meningkatkan penerapan APU dan PPT sebagai berikut:
 - Pembentahan data mandatory pada core banking, berkoordinasi dengan IT Division.
 - Optimalisasi penggunaan sistem Smart AML oleh Cabang, dengan cara melakukan monitoring yang kontinyu setiap bulan kepada seluruh cabang.
 - Monitoring secara bulanan atas kelengkapan data mandatory terhadap pembukaan CIF baru.

c. Governance Outcomes

Governance Outcomes adalah hasil dari pelaksanaan GCG baik dari aspek hasil kinerja maupun cara-cara/praktek-praktek yang digunakan untuk mencapai hasil kinerja tersebut. Terkait governance outcomes antara lain dapat disampaikan beberapa hal sebagai berikut:

- Pemegang saham JTrust Co. melaksanakan komitmennya untuk menjaga/mempertkuat likuiditas permodalan JTrust Bank dengan melakukan penambahan modal yang terakhir dilaksanakan pada bulan November dan Desember 2016, dengan adanya penambahan modal tersebut Posisi CAR periode Desember 2016 sebesar 15,19% sesuai yang disarankan oleh OJK dimana JTrust Bank harus menjaga posisi CAR minimal 14%.
- Posisi NPL Nett per 31 Desember 2016 sebesar 2,74% di bawah ketentuan BI sebesar 5% dan membaik dibandingkan dengan posisi NPL Nett per 30 Juni 2016 sebesar 4,51%.

- Increase HR Competence in accordance with the policies and SOP as well as the applicable legislations, as well as supported by adequate systems and infrastructures and continue to be enhanced as needed.
- Risk management implementation, fund provisional process to related parties and the provision of fund in substantial amount, as well as the decision-makings have been carried out in accordance with the applicable policies and procedures.
- Settlement of excess BMPK in the name of PT SCS continues to be pursued in accordance with the action plan conveyed to the Shareholders and Regulators.
- The Policy and SOP of Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) are available, complemented with alternative procedures for each SOP in each work units, as well the establishment of Teams involving personnel from each work units.
- Implementation of parallel run on the Central Bank Reporting (CBR) system application for the automation of several reports to reduce human error.
- Implementation of Compliance Report Monitoring (CRM) to all report executing Work units as an effort to minimize sanctions and penalties for late reporting obligations the Regulators (OJK/BI).
- The Board of Commissioners and Directors supervise and ensure the implementation of Anti Money Laundering and Prevention of Funding on Terrorism Activities, among others by supporting the enhancement to the current Smart AML system of Bank J trust so it can function more effectively and optimally.
- The "Four Eyes" Work Unit reviews the feasibility of credit disbursements, among others relating to the analysis on the feasibility and financial statements, risks, completeness of business data/document and legality, feasibility and adequacy of collateral, as well as the legal aspects, and so forth.
- Assess and improve the APU and PPT implementation as follow:
 - Organization of mandatory data in core banking, in coordination with the IT Division.
 - Optimization of the Smart AML system in Branches, by continuous monthly monitoring on all branches.
 - Monthly monitoring on the adequacy of mandatory data in new CIF opening.

c. Governance Outcomes:

Governance Outcomes is the result of GCG implementation both from the performance aspects as well as methods/practices applied to attain the performance outcome. With respect to the governance outcome, the following matters are presented in the following paragraphs:

- The shareholders of JTrust Co. has fulfilled its duties to maintain/strengthen the capital liquidity of JTrust Bank by conducting capital injections, most recent in November and December 2016, with the addition of capital, the CAR Position for the December 2016 period stood at 15.19%, as required by OJK, in which JTrust Bank must maintain a CAR position of at least 14%.
- The position of Net NPL as of 31 December 2016 stood at 2.74%, below the BI requirement of 5% and improving compared to the Net NPL position as of 31 June 2016, which stood at 4.51%.

Tata Kelola Perusahaan

Good Corporate Governance

Hasil Penilaian Sendiri (Self Assessment) Pelaksanaan GCG Result of the Self-Assessment of GCG Implementation

- 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 di bawah 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.
- JTrust Bank meraih penghargaan GCG Terbaik kategori Perusahaan Swasta Terbuka di Indonesia Sektor Keuangan - Bank (BUKU II - Aset > Rp10T) dengan predikat "A" atau "Sangat Baik" yang diselenggarakan oleh Economic Review bekerjasama dengan IPMI International Business School, Sinergi Daya Prima, Indonesia Asia Institute, dan Ideku Group dalam Indonesia GCG Award II-2016 tanggal 7 Desember 2016. Hal ini diharapkan lebih memacu JTrust Bank untuk meningkatkan prestasi dan peran pentingnya dalam implementasi praktik GCG di Perusahaan Indonesia.
- 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 sebagian besar telah diselesaikan, dan secara berkesinambungan terus 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 triwulan 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, berimbang terhadap berjalannya kegiatan operasional dan bisnis yang memadai sesuai ketentuan, yang dijalankan berdasarkan prinsip kehati-hatian.
- Penyediaan dana kepada pihak terkait dan penyediaan dana besar telah dilakukan dengan berpedoman pada ketentuan BMPK, dimana pemberian kredit senantiasa memperhitungkan kemampuan permodalan bank.
- Informasi produk dan jasa serta informasi lainnya antara lain SBDK, Pengumuman Suku Bunga Penjaminan LPS telah disampaikan kepada nasabah secara transparan.
- Tim Penyelesaian Karyawan (TPK) dilakukan secara intensif dalam menindaklanjuti penyelidikan dan penyidikan permasalahan fraud yang dilakukan karyawan sebagai bagian dari moral enforcement, dan lebih mengintensifkan penerapan Kebijakan Anti Fraud termasuk whistleblower.
- Bank telah melaksanakan ketentuan terkait Pengelolaan Pengaduan Nasabah dan Pelaporannya kepada pihak Regulator.
- Bank telah melaksanakan peningkatan kualitas SDM melalui Training, Seminar, Workshop, juga uji kompetensi/sertifikasi manajemen risiko (berkelanjutan) dan uji kompetensi/sertifikasi kepatuhan bank.
- The Board of Commissioners performs monitoring and provides recommendations and advice to the Directors in an effort to improve the bank's performance and values while still maintaining the prudence principles, through the Meeting of the Directors and the Board of Commissioners, Committee Meetings under the Board of Commissioners, and through letter to the Management.
- The Board of Directors have accounted for the performance of its duties to the Shareholder through the General Meeting of Shareholders, and has maintained communications to all levels of the organization regarding the company's vision and mission statements.
- JTrust Bank was awarded the Best GCG in the category Private Listed Company in Indonesia in the Financial – Bank Sector (BUKU II – Assets > Rp10T) with the predicate "A" or "Very Good", which was organized by Economic Review, in collaboration with IPMI International Business School, Sinergi Daya Prima, and Ideku Group in the Indonesia GCG Award II-2016 on 7 December 2016. It is expected to further drive JTrust Bank to increase its achievement and critical role in the implementation of GCG practices in Indonesia.
- The committees provides recommendations and advices to the Board of Commissioners related to internal control, risk management, and other useful matters.
- Findings of the Internal Audit Unit as well external auditors have mostly been resolved, monitoring is continuously conducted on the follow-ups for the settlement of the Follow-up Monitoring List (DMTL) to the respective unit.
- Compliance Report and biannual Bank Soundness Level Report have been submitted to the Regulators in accordance with the prevailing provisions. Risk Profile Report has been submitted on a quarterly basis to the Regulator in line with the existing regulations. Meanwhile, reviews on internal monthly risk profile have been performed by the Risk Management Unit and reported to the Board of Directors, as well as to the Board of Commissioners and discussions have been held during Risk Monitoring Committee meetings.
- Quantity and quality fulfillment efforts of Human Resources competences as well as the fulfillment stages of policies and SOP in addition to the supporting system and infrastructure influence the adequate operational and business activities in line with the provisions, conducted based on the prudence principles.
- Provision of funds to related parties and provision of funds in substantial amount have been performed by referring to the Legal Lending Limit regulations. Provision and disbursement of credits have always considered the bank capital.
- Information of products and services as well as other information, including Prime Lending Rate, Announcement of Deposit Insurance Corporation's Insurance Interest Rate are conveyed to the customers transparently both in writing and verbally.
- Staff Investigation Team follows up inquiry and investigation on fraud issues involving staff intensively as part of moral enforcement, and intensify the application of Anti-Fraud Policies including whistleblower even more.
- The Bank has performed the regulations with respect to the Customers' Complaint Management and their Reporting to the Regulator.
- The Bank has implemented HR quality improvement, through Training, Seminar, Workshop, as well as risk management competence/certification test and compliance competence/certification test.

Hasil Penilaian Sendiri (Self Assessment) Pelaksanaan GCG

Result of the Self-Assessment of GCG Implementation

- Penerapan APU dan PPT didukung sistem SMART AML yang terus dikembangkan agar semakin terintegrasi dengan corebanking sistem 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.
- The application of Anti-Money Laundering and Prevention of Funding for Terrorism Activities supported by SMART AML system have been continuously developed in order to be more integrated with the core banking system. The purpose is to fulfill the requirements of transaction monitoring process, the integrity of Customer Information Profile (CIF), risk-based customer profile measurement, as well as reporting to the regulator in line with the existing laws and regulations.

B. Faktor Kelemahan

a. Governance Structure:

- Terdapat beberapa jabatan di unit kerja SKAI (section head, staff) yang masih kosong akibat pelaksanaan ERP.
- Bank harus melakukan pengembangan Teknologi sistem perbankan untuk meningkatkan optimalisasi electronic channel dalam mendukung kinerja Bank (terutama dalam meningkatkan CASA).
- Komite Remunerasi dan Nominasi perlu meningkatkan pengawasan dan evaluasi secara berkala terhadap penerapan kebijakan remunerasi berdasarkan kinerja dan risiko
- Dalam prosesnya *Corebanking system* Bank belum optimal mendukung proses bisnis Bank maupun MIS dan pelaporan yang akurat dan tepat waktu, sehingga Bank telah merencanakan persiapan untuk melakukan penggantian Corebanking system.
- Masih terdapat beberapa Kebijakan, Prosedur/SOP dan Manual Produk yang masih dalam proses/update sesuai ketentuan dan kebutuhan.
- Analisa kredit perlu dilakukan komprehensif termasuk pemberian kredit dalam jumlah yang signifikan dalam waktu yang relatif singkat dan perlu memperhatikan kemampuan usaha debitur.
- Masih terdapat kelemahan dalam implementasi operasional perkreditan terkait proses memutus dan monitoring kredit tercermin dari masih tingginya kredit bermasalah serta pemenuhan kelengkapan data, dimana masih terdapat beberapa hal yang tidak dicantumkan/diinformasikan antara lain:
 - Laporan Kunjungan Usaha dan nama petugasnya, tanggal penilaian agunan, biaya administrasi dan provisi, tanggal Nota Analisa Kredit (NAK), BI Checking pengurus dan pemegang saham perusahaan, penilaian ulang agunan yang melebihi 12 bulan.
 - Kelengkapan dokumen & legalitas usaha (NPWP, SIUP, TDP, SKDP/SKDU, UUG/Ijin lingkungan, TDU Pariwisata (hotel), Ijin Usaha Peternakan), serta asuransi agunan yang belum diperpanjang.

- Peran dan fungsi Divisi Kepatuhan perlu dioptimalkan dalam memastikan bahwa kebijakan, sistem dan prosedur telah dipatuhi dalam setiap kegiatan usaha yang dilakukan Bank serta telah sesuai dengan ketentuan OJK dan peraturan yang berlaku.
- Bank perlu melakukan langkah-langkah perbaikan atas temuan SKAI sehingga dapat meminimalisir masih munculnya temuan berulang, meningkatkan risk awareness dari pegawai, Sistem IT (Information Technology) yang mendukung automatic control dan implementasi SOP dilaksanakan secara konsisten.

B. Weakness Factor:

a. Governance Structure:

- A number of positions at Internal Audit (SKAI) are still vacant (section head, staff) due to ERP implementation
- The Bank should develop its banking technology systems to improve the optimization of electronic channels in supporting its performance (especially to increase CASA).

b. Governance Process:

- The Remuneration and Nomination Committee should improve the supervision and periodic evaluation on the implementation of remuneration policies based on merit and risk.
- In the process, the Bank's Corebanking system has not been optimal in supporting the Bank's business processes and MIS in accuracy and punctuality, on that account, the Bank is planning to replace the Corebanking system.
- There are still several Policies, Procedures/SOP, and Product Manuals that are still in the process/update stage, in accordance with the requirements and needs.
- Credit analyses should be conducted comprehensively and in a relatively short time, including disbursement in significant amounts, while also considering debtors' business capacity.
- There are weaknesses in credit operations related to the credit approval and monitoring process, as reflected in the high level of distressed loans as well as in the fulfillment of required data, with some aspects being left out / not informed, such as:
 - Business Visit reports and the name of the its officer, date of collateral appraisal, administration and provision cost, date of Memorandum of Credit Analysis, BI Checking of the company's management and shareholders, reassessment of collateral over 12 months.
 - Completeness of business documents & legalities (NPWP, SIUP, TDP, SKDP/SKDU, UUG/ Environmental permit, TDU for Tourism (hotel), Livestock Business License), as well as collateral insurance that has not been extended.
- Need to optimize the role and function of Compliance Division in ensuring compliance of policies, system and procedures in every activity of the Bank, as well as compliance with prevailing laws and OJK regulations.
- The Bank need to take corrective action on audit findings by Internal Audit (SKAI) to minimize recurring findings, increase employee risk awareness, IT systems in support of automatic control, and consistent implementation of SOPs.

Tata Kelola Perusahaan

Good Corporate Governance

Hasil Penilaian Sendiri (Self Assessment) Pelaksanaan GCG Result of the Self-Assessment of GCG Implementation

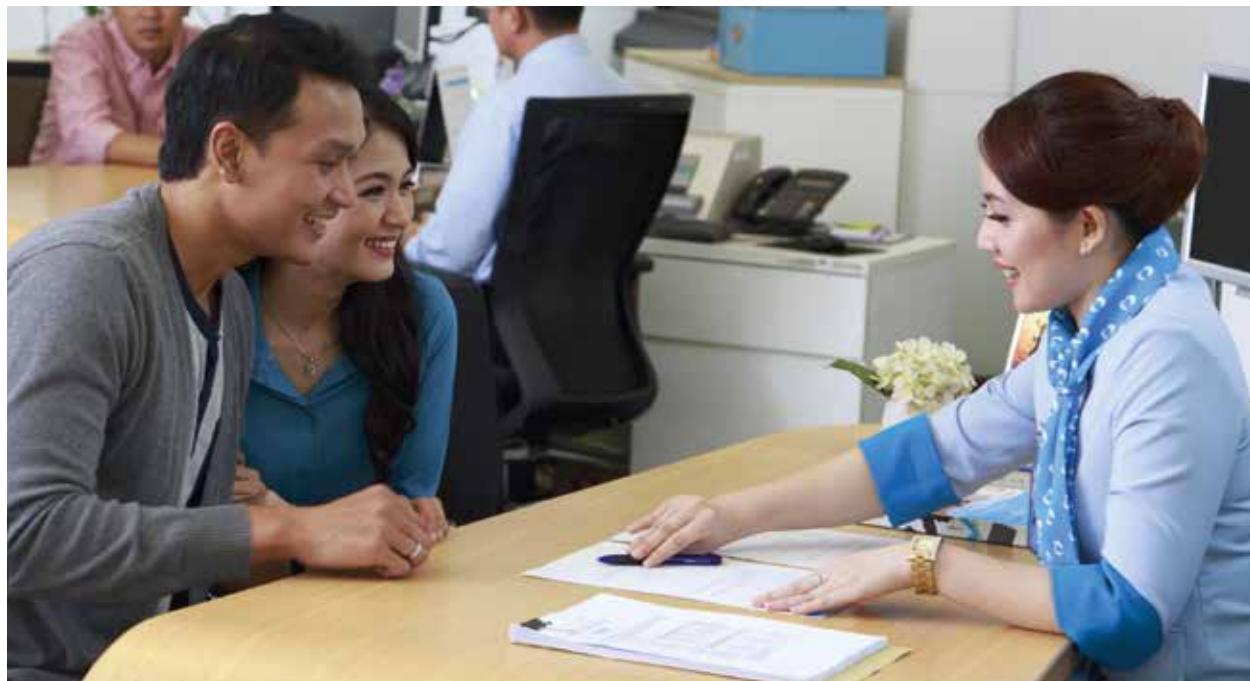
c. Governance Outcomes:

- Masih terdapat pemanfaatan rasio yang belum sesuai ketentuan yaitu pelampaunan BMPK untuk PT SCS, dalam hal ini Bank terus melakukan upaya untuk penyelesaian Pelampaunan BMPK tersebut.-
- Posisi NPL Gross per 31 Desember 2016 sebesar 6,98% meningkat dibandingkan dengan Posisi per 30 Juni 2016 sebesar 6,27%.
- Masih terdapat sanksi administrasi dan denda kewajiban membayar terhadap proses dan penyampaian Laporan Rutin Bank kepada Regulator (Otoritas Jasa Keuangan/Bank Indonesia), antara lain:

c. Governance Outcomes:

- There are still ratio requirements not in accordance with the provisions, namely exceedance of LLL for PT. SCS, in this case the Bank continues to resolve the LLL Exceedance matter.
- Position of Gross NPL as of 31 December 2016 stood at 6.98%, increasing compared to the position on 30 June 2016 at 6.27%.
- There are still administrative sanctions and fines/penalties on the process and submission of Bank Routine Reports to the Regulators (Financial Services Authority/Bank Indonesia), among others:

Waktu Pembebanan Denda Penalty Imposition Date	Periode Pelaporan Reporting Period	Jumlah Sanksi Number of Sanctions	Nominal Denda (Rp) Nominal of Penalty (Rp)
Februari 2016	Januari 2016	1	7.000.000
April 2016	Minggu kedua April 2016	1	500.000
Juni 2016	Maret 2016	1	5.000.000
Juli 2016	Mei 2016	1	100.000
Juli 2016	04 Juli 2016	1	2.006.855
14 Juli 2016	12 Juli 2016	1	2.241.899
Agustus 2016	03 Agustus 2016	1	USD 666,67 (eq. Rp8.700.710)
Oktober 2016	Juni 2016	1	10.000
Oktober 2016	Juli 2016	1	10.000
November 2016	Maret-Mei 2016	1	30.000.000
November 2016	Oktober 2016	1	100.000
Desember 2016	April 2016	1	10.000.000
Desember 2016	April 2016	1	500.000
21 Desember 2016	16 Desember 2016	1	1.000.000
TOTAL		15	67.269.464



Hasil Penilaian Sendiri (*Self Assessment*) Pelaksanaan GCG

Result of the Self-Assessment of GCG Implementation

- Masih terdapat Daftar Monitoring Tindak Lanjut (DMTL) atas temuan hasil audit OJK per 31 Januari 2015, dan audit SKAI yang belum diselesaikan sesuai target yang ditetapkan, sebagai berikut:
 - Untuk DMTL OJK hasil pemeriksaan per 31 Januari 2015 kondisinya s/d.31 Desember 2016 sudah selesai sebesar 99% (395 dari 397 temuan), dan sisanya sebesar 1% dalam proses penyelesaian.
 - Untuk DMTL internal atas temuan hasil audit SKAI pada Divisi/Unit Kerja Kantor Pusat kondisinya s/d. 31 Desember 2016 sudah selesai sebesar 94% (103 dari 109 temuan), dan sisanya sebesar 6% sedang dalam proses penyelesaian.
 - Untuk DMTL internal atas temuan hasil audit SKAI pada Kantor Cabang/Capem/Kas kondisinya s/d. 31 Desember 2016 sudah selesai sebesar 99% (473 dari 477 temuan), dan sisanya sebesar 1% sedang dalam proses penyelesaian.
- Terdapat kasus Internal Fraud yang dilakukan oleh pegawai Bank dan/atau pihak eksternal Bank yang mempengaruhi kondisi keuangan Bank secara signifikan atau dampak penyimpangan > Rp100.000.000,- (seratus juta rupiah) antara lain:
 - Penerimaan gratifikasi
 - Pelanggaran kredit mikro, Penggelapan dana pelunasan, angsuran debitur, kredit fiktif, kredit tanpa agunan, mark up by notaris dan penggelapan by akta notaris.
 - Penggelapan Kas Valas Bank dan Penggelapan Dana Nasabah Tabungan.
 - Indikasi Penggelapan/Pencurian Dana Tabungan Nasabah.

Sedangkan kasus Eksternal Fraud antara lain:

- Indikasi penipuan Break Deposito a/n. PT BPR P.D. di KC Bandung sebesar Rp1 miliar.

Bank telah menindaklanjuti kasus kecurangan tersebut sesuai dengan kebijakan dan SOP Anti Fraud. Kasus fraud tersebut telah dilaporkan kepada OJK sesuai dengan ketentuan yang berlaku.

• There are still a number of unresolved items in the Follow-up Monitoring List (DMTL) on the audit finding of OJK as of 31 January 2015, and audit of the IAU which has not been resolved in accordance with the set target, as follow:

- For DMTL of OJK assessment result as of 31 January 2015, up to 31 December 2016, 99% have been resolved (395 out of 397 findings), the rest 1% is in the settlement process.
- For internal DMTL on IAU findings in the Division/ Work Unit of the Head Office, 94% have been resolved up to 31 December 2016 (103 out of 109 findings), and the rest 6% are still in the settlement process.
- For internal DMTL on IAU findings in the Branch/Sub-BRANCH/Cash Office, 99% have been resolved up to 31 December 2016 (473 out of 477 findings), and the rest 1% are still in the settlement process.

• There are Internal Fraud cases committed by employees of the Bank and/or external parties that affect the financial conditions of the Bank significantly or impact of deviation > Rp100,000,000,- (one hundred million rupiah), among others:

- Gratification related to loan disbursement.
- Violation on the micro business, Embezzlement of settlement funds, debtors' installments, fictitious loans, unsecured loans, mark up by a notary, and embezzlement of notarial deed.
- Embezzlement of the Bank's Foreign Exchange Cash and Embezzlement of Customer's Savings Fund.
- Indication of embezzlement/theft of customer savings fund.

While External Fraud cases are, among others:

- Indication of Break Deposits embezzlement in the name of PT BPR P.D. in the Bandung Branch Office in the amount Rp1 billion.

The Bank has followed-up the fraud cases in accordance with the Anti Fraud policies and SOP. The fraud cases have been reported to OJK in accordance with the prevailing provisions.

Kesimpulan

Berdasarkan analisis Kekuatan dan Kelemahan atas 11 Faktor *Self Assessment* Pelaksanaan GCG, dan memperhatikan penilaian terhadap Kualitas Penerapan Manajemen Risiko dalam rangka Profil Risiko Bank, maka penilaian sendiri (*Self Assessment*) Pelaksanaan GCG posisi Desember 2016 adalah peringkat "3 (Cukup Baik)".

Conclusion

Based on the Strength and Weakness analysis on 11 Self Assessment Factors of GCG Implementation, and considering the assessment on the Quality of Risk Management Implementation for the Bank's Risk Profile, the GCG Implementation Self Assessment in the December 2016 position was in Rank "3 (Fairly Good)".