bank victoria

GROWING THROUGH **EFFECTIVENESS**

2014
Laporan Tahunan
Annual Report

GROWING THROUGH **EFFECTIVENESS**

Bank Victoria berkomitmen untuk mendorong *reengineering* proses kerja menjadi semakin lebih efektif, baik dari sisi bisnis maupun dari segi *supporting*. Berkaitan dengan hal tersebut, Bank memprioritaskan kepada proses/pekerjaan/pengadaan barang yang *"must have"* daripada yang *"nice to have"*, serta mengoptimalkan sumber daya yang ada.

Bank Victoria is committed to drive work process reengineering to become increasingly more effective, both form the business and supports' perspectives. In this regard, the Bank prioritizes the "must have" goods process/work/procurement rather than the "nice to have" goods while optimizing existing resources.

Dengan memfokuskan pada efektivitas proses, maka diharapkan pertumbuhan sisi *balance sheet* dan *income statement* selalu dapat dipertahankan. Kualitas senantiasa ditingkatkan secara menyeluruh, tidak hanya sebatas pada kualitas portofolio saja, namun melibatkan peningkatan kualitas pada aspek proses, produk, *people*, promosi, serta sebaran jumlah *customer*.

By focusing on the process effectiveness, it is expected that the balance sheet and income statement growth can always be maintained. The overall quality was continuously improved, not only in the portfolio quality, but also improving the quality of the process, products, people, promotion, and the customer distribution aspects.

KESINAMBUNGAN **TEMA**

Theme Continuity

2014	***Growing Through Effectiveness***	**Fokus pada efektifitas proses.** **Focus on the process effectiveness.**
2013	*Corporate Governance for Sustainable Growth*	Pengelolaan perbankan yang sehat mendorong pertumbuhan bisnis yang berkelanjutan. Healthy banking governance drives sustainable business growth.
2012	*Growing Sustainably Through Excellent Service*	Pengembangan usaha yang berpijak pada tiga landasan utama, yaitu layanan yang personal, inovasi produk, dan manajemen yang pruden. The business development rests on three primary foundations, which are personalized service, product innovation and prudent management.
2011	*Accelerate Change*	Bersaing di tengah kompetisi usaha yang semakin ketat melalui percepatan perubahan. Competing in the increasingly fierce business competition by accelerating changes.
2010	*Embracing The Challenge for Success*	Menyambut tantangan perubahan demi mengejar pertumbuhan. Embracing the challenge of changes to pursue more growth.

JEJAK **LANGKAH**

Milestones

1992

PT Bank Victoria International Tbk. didirikan di Jakarta.

PT Bank Victoria International Tbk. was established in Jakarta.

1994

Mulai beroperasi sebagai Bank Umum secara komersial berdasarkan ijin dari Menteri Keuangan Republik Indonesia.

Beginning to operate as a Commercial Bank based on the license from the Finance Minister of the Republic of Indonesia.

1997

Memperoleh ijin dari Bank Indonesia sebagai Pedagang Valuta Asing.

Obtained a license from Bank Indonesia to operate as the Foreign Exchange Trader.

1999

- Menjadi perusahaan publik *(listed company)* dengan melakukan penawaran umum saham perdana sejumlah 250.000.000 saham dengan nilai nominal Rp100,-/saham dan sejumlah 80.000.000 Waran Seri I.

- Became a public listed company by conducting an initial public offering of 250,000,000 shares with a nominal value of Rp 100,-/share and 80,000,000 Series I Warrants.

- Menerbitkan Obligasi Bank Victoria I Tahun 2000 Dengan Tingkat Bunga Tetap Dan Mengambang sejumlah Rp100.000.000.000,- yang terbagi dalam 2 seri Obligasi, yaitu Seri A sejumlah Rp75.000.000.000 dan seri B sejumlah Rp25.000.000.000.

- Issued Bank Victoria Bonds I in 2000 with Fixed And Floating Interest Rate amounting to Rp100,000,000,000 which was divided into two series of Bonds: Series A amounting to Rp75,000,000,000 and Series B amounting to Rp25,000,000,000.

2000

Melakukan penawaran umum terbatas (PUT) I sejumlah 614.000.000 saham dengan nilai nominal Rp100,-/saham yang ditawarkan dengan harga Rp115,-/saham dan sejumlah 85.960.000 Waran Seri II.

Conducted a limited public offering (LPO) I amounting to 614,000,000 shares with a nominal value of Rp 100,-/share offered at Rp115,-/share and 85,960,000 Series II Warrants.

2003

Melakukan PUT II sejumlah 705.243.360 saham dengan nilai nominal Rp100,-/saham dan sejumlah 423.146.016 Waran Seri III.

Conducted a LPO II of 705,243,360 shares with a nominal value of Rp 100,-/ and 423,146,016 Series III Warrants.

2006

Melakukan PUT III sejumlah 670.363.760 saham dengan nilai nominal Rp100,-/saham yang ditawarkan dengan harga Rp115,-/saham dan sejumlah 469.277.676 Waran Seri IV.

Conducted a LPO III of 670,363,760 shares with a nominal value of Rp 100,-/share offered at at Rp115,-/share and 469,277,676 Series IV Warrant.

2007

- Menerbitkan Obligasi Bank Victoria II Tahun 2007 Dengan Tingkat Bunga Tetap dan Obligasi Subordinasi I Bank Victoria Tahun 2007 Dengan Tingkat Bunga Tetap, masing-masing sejumlah Rp200.000.000.000,-.
- Issued Bank Victoria Bonds II in 2007 with Fixed Interest Rate and Bank Victoria Subordinated Bond in 2007 with Fixed Interest Rate, each amounting to Rp200,000,000,000.
- Akuisisi PT Bank Swaguna sebagai entitas anak Bank Victoria.
- Acquired PT Bank Swaguna as a subsidiary of Bank Victoria.

2008

Melakukan PUT IV sejumlah 1.167.498.560 saham dengan nilai nominal Rp100,-/saham dan sejumlah 630.449.220 Waran Seri V.

Conducted a LPO IV amounting to 1,167,498,560 shares with a nominal value of Rp 100,-/share and 630,449,220 Series V Warrants.

2010

Konversi PT Bank Swaguna menjadi PT Bank Victoria Syariah.

Convertion of PT Bank Swaguna to PT Bank Victoria Syariah.

2011

Melakukan PUT V sejumlah 1.954.919.259 saham dengan nilai nominal Rp100,-/saham dan sejumlah 1.448.939.990 Waran Seri VI.

Conducted a LPO V amounting to 1,954,919,259 shares with a nominal value of Rp 100,-/share and 1,448,939,990 Series V Warrants.

2012

Menerbitkan Obligasi Bank Victoria III Tahun 2012 Dengan Tingkat Bunga Tetap sejumlah Rp200.000.000.000,-. dan Obligasi Subordinasi Bank Victoria II Tahun 2012 Dengan Tingkat Bunga Tetap sejumlah Rp300.000.000.000,-.

Issued Bank Victoria Bonds III 2012 with Fixed Interest Rate amounting to Rp200,000,000,000 and Bank Victoria Subordinated Bonds II in 2012 with Fixed Interest Rate amounting to Rp300,000,000,000.

2013

Menerbitkan Obligasi Bank Victoria IV Tahun 2013 Dengan Tingkat Bunga Tetap sejumlah Rp200.000.000.000,-. dan Obligasi Subordinasi Bank Victoria III Tahun 2013 Dengan Tingkat Bunga Tetap sejumlah Rp300.000.000.000,-.

Issued Bank Victoria Bonds IV in 2013 with Fixed Interest Rate amounting to Rp200,000,000,000 and Bank Victoria Subordinated Bonds III in 2013 with Fixed Interest Rate amounting to Rp300,000,000,000.

FOKUS PADA PENETRASI **PASAR JABODETABEK**

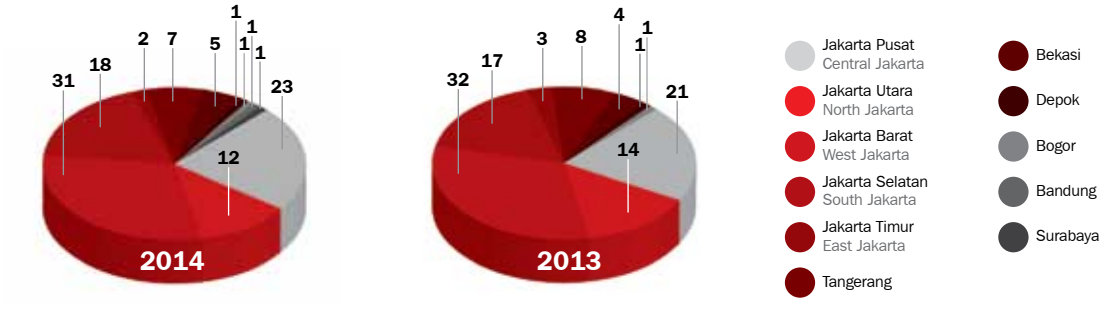
Focus on Market Penetration in Jabodetabek

Memberikan peluang bagi Bank untuk fokus dalam ekspansi usaha yang terpusat di wilayah Jakarta, Bogor, Depok, Tangerang, dan Bekasi dengan fokus pada segmen pasar *corporate* dan *retail customer*. Hal ini antara lain dibuktikan dengan diperolehnya anugerah sebagai Bank Dengan Pertumbuhan Bisnis Terekspansif oleh Economic Review dalam Anugerah Perusahaan Tbk. Indonesia 2014.

Provided opportunities for the Bank to focus on business expansion centralized in Jakarta, Bogor, Depok, Tangerang, and Bekasi with focus on corporate and retail customers market segments. This was proven by getting the Bank with Most Expansive Business Growth award from Economic Review in Perusahaan Tbk. Indonesia Award in 2014.

Jumlah Kantor Bank Victoria

Number of Bank Victoria's Office

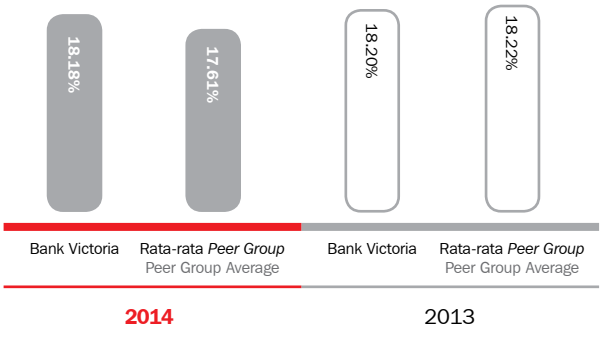


MEMILIKI TINGKAT
KECUKUPAN MODAL YANG KUAT
Have a Strong Capital Adequacy

Tingkat kecukupan modal (*Capital Adequacy Ratio*/CAR) yang kuat yang dimiliki Bank Victoria mampu menopang pertumbuhan portofolio kredit yang berkualitas. Nilai CAR Bank Victoria di 2014 lebih besar dibandingkan rata-rata *peer group* (Buku II Perusahaan Terbuka dengan modal inti Rp1 triliun sampai Rp5 Triliun). Selain itu, rasio kewajiban penyediaan modal minimum untuk risiko kredit dan risiko operasional serta rasio kewajiban penyediaan modal minimum untuk risiko kredit, risiko operasional, dan risiko pasar mencapai 18,35%, jauh lebih besar dari yang diwajibkan sebesar 8,00%.

A strong Capital Adequacy Ratio/CAR owned by Bank Victoria has been able to sustain the growth of quality loan portfolio. Bank Victoria's CAR in 2014 was higher than the peer group average (Book II of Public Company with core capital of Rp 1 trillion to Rp 5 trillion). In addition, the minimum capital adequacy requirement ratio for credit risk and operational risk as well as the minimum capital adequacy requirement ratio for credit risk, operational risk, and market risk reached 18.35%, far greater than the required ratio of 8.00%.

Rasio Kecukupan Modal
Capital Adequacy Ratio



Sumber: Data Keuangan Publikasi Bank Victoria (induk saja) dan Peer Group *Posisi September 2014
Source: Financial Data Published by Bank Victoria (parent only) and Peer Group * Position as of September 2014

MEMILIKI POTENSI SINERGI
YANG SALING MENGUNTUNGKAN DENGAN SELURUH GRUP USAHA DAN ANAK PERUSAHAAN
Have the Potential of Mutual Benefit Synergy with All of the Business Groups and Subsidiaries

Bank Victoria memiliki grup usaha yang mendukung perkembangan bisnis Bank sehingga dapat dilakukan *cross selling* terhadap nasabah yang ada. Bank telah menyusun rencana sinergi dengan grup usaha, diantaranya adalah sinergi dengan Bank Victoria Syariah untuk menyediakan Layanan Syariah Bank serta sinergi dengan PT Victoria Securities Indonesia melalui pembukaan *outlet* baru. Ke depan, Bank Victoria secara bertahap akan melakukan sinergi dengan seluruh grup usaha yang dimiliki. Adapun perusahaan yang menjadi grup usaha Bank adalah PT Victoria Investama Tbk., PT Victoria Securities Indonesia, PT Victoria Insurance, PT Bank Victoria Syariah, dan PT Victoria Manajemen Investasi.

Bank Victoria has a business group that supports the development of the Bank's business, so it can offer cross-selling to the existing customers. The Bank has drawn up a synergy plan with its business groups, including the synergies with Bank Victoria Syariah to provide Sharia Bank Services and synergies with PT Victoria Securities Indonesia through the opening of new outlets. Going forward, Bank Victoria will gradually build synergy with the whole owned group businesses. The Bank's group business are consists of PT Victoria Investama Tbk., PT Victoria Securities Indonesia, PT Victoria Insurance, PT Bank Victoria Syariah, and PT Victoria Manajemen Investasi.

MEMILIKI STRUKTUR ORGANISASI **YANG PROFESIONAL SERTA FOKUS PADA BIDANG SEGMENTASI USAHA YANG ADA**

Have a Professional Organization Structure and Focus on Existing Business Segmentation

Struktur organisasi dirancang sedemikian rupa sehingga pengelolaan usaha menjadi lebih profesional. Bank memisahkan pengelolaan dana pihak ketiga dan pengelolaan pinjaman. Dengan terpisahnya pengelolaan dana pihak ketiga dan pinjaman, maka pengelolaannya menjadi lebih fokus dan profesional. Selain itu, Bank memiliki Komite-Komite profesional di bawah Dewan Komisaris dan Direksi yang berperan secara profesional dalam meningkatkan kinerja Bank. Pencapaian yang diperoleh Bank dengan fokus pengelolaan usaha tersebut antara lain dibuktikan dengan diraihnya penghargaan sebagai Gold Champion Kategori Mortgage (BUKU I+II) dalam Indonesia WOW Brand 2014 oleh Mark Plus, Inc dan Mark Plus Insight.

The organizational structure was designed so that the business management became more professional. The Bank separated the third parties funds and loan management. With the separation of the third parties funds and loans management, the management became more focused and professional. In addition, the Bank has several professional Committees under the Board of Commissioners and Directors who have a professional role in improving the Bank's performance. The Bank's achievements with a focus on business management, among others, are proven by the award they won such as the Gold Champion Mortgage Category (BOOK I + II) in Indonesia WOW Brand 2014 by Mark Plus, Inc. and Mark Plus Insight.

MANAJEMEN YANG KUAT, BERPENGALAMAN, SERTA BERDEDIKASI DENGAN VISI DAN MISI BARU, **SERTA MEMILIKI KOMITMEN TINGGI PADA PENINGKATAN PENERAPAN *GOOD CORPORATE GOVERNANCE***

A Strong, Experienced, and Dedicated Management to the New Vision and Mission, and Have a High Commitment to Enhancing the Good Corporate Governance Implementation

Direksi dan manajemen yang *solid* dan berpengalaman di bidangnya masing-masing merupakan kunci untuk mendukung tercapainya visi "Menjadi Bank pilihan nasabah yang terpercaya, sehat dan efisien". Untuk mencapai visi tersebut, Direksi dan manajemen Bank berkomitmen penuh untuk menerapkan *Good Corporate Governance* secara berkesinambungan sesuai dengan prinsip-prinsip GCG dan peraturan yang berlaku. Komitmen tersebut ditunjukkan dengan pencapaian hasil *assessment* GCG pada kategori "BAIK" dan mendapatkan peringkat 2 untuk bidang *Good Corporate Governance* kategori BUKU II – Perusahaan Tbk, Modal Inti Rp1 Triliun – Rp5 Triliun dalam ajang Anugerah Perbankan Indonesia 2014 yang diselenggarakan oleh Economic Review.

A solid and experienced Board of Directors and management in their respective fields was key to support the achievement of the Bank's vision "To become the customers' preferred Bank which is trustworthy, sound and efficient". To achieve this vision, the Board of Directors and the Bank's management was fully committed in implementing good corporate governance on an ongoing basis in accordance with the principles of good corporate governance and prevailing regulations. This commitment was demonstrated by the achievement of corporate governance assessment which falls into the category "GOOD" and received the second position for Good Corporate Governance category BOOK II – Perusahaan Tbk, core capital of Rp 1 trillion - Rp 5 trillion in the Indonesian Banking Award 2014 organized by the Economic Review.

MEMILIKI ANAK USAHA BANK VICTORIA SYARIAH **UNTUK MENGAKOMODASI KEBUTUHAN PERBANKAN SYARIAH DENGAN FOKUS TARGET PENETRASI PASAR MIKRO**

Have the Subsidiary, Bank Victoria Syariah, to Accomodate the Sharia Banking Needs with Focus on Micro Market Penetration Target

Bank Victoria Syariah merencanakan untuk lebih memprioritaskan pengembangan *target market* Usaha Kecil dan Menengah (UKM) dan Komersial untuk mendukung pengembangan usaha kecil dan menengah serta pengembangan infrastruktur. Berdasarkan jumlah nasabah pembiayaan Bank Victoria Syariah, nasabah segmen UKM di tahun 2014 tercatat sebesar 6,62% dari total nasabah pembiayaan, meningkat 3,92% dari tahun 2013 sebesar 2,70%. Sedangkan, besarnya nasabah segmen mikro sebesar 42,98% di tahun 2014 dan 48,08% di tahun 2013.

Bank Victoria Syariah planned to give more priority to the development of Small and Medium Enterprises (SME) and Commercial target market to support the development of small and medium enterprises as well as infrastructure development. Based on the number of customers in Bank Victoria Syariah financing, SME customers in 2014 amounted to 6.62% from total financing customer, increased 3.92% from 2013 amounted to 2.70%. Meanwhile, the amount of micro customers amounted to 42.98% in 2014 and 48.08% in 2013.

MENERAPKAN *GOOD PERSONAL CUSTOMER RELATION APPROACH (RELATIONSHIP BANKING)* **SEHINGGA MEMPUNYAI *CUSTOMER BASE* YANG LOYAL**

Applies Good Personal Customer Relation Approach (Relationship Banking) to Have a Loyal Customer Base

Fokus peningkatan kualitas pelayanan kepada nasabah dilakukan dengan membentuk Unit Kerja *Customer Experience* untuk menangani, memantau dan meningkatkan kualitas pelayanan dengan berpedoman pada *Customer Experience Manual* untuk menghasilkan keseragaman pelayanan di setiap cabang Bank. Hal ini dibuktikan dengan peningkatan jumlah rekening dana pihak ketiga yang dibuka nasabah di Bank Victoria yang mencapai 27,79%.

The focus in improving the customer service quality was done by forming a Customer Experience working Unit to manage, monitor and improve the services quality based on the Customer Experience Manual to produce uniformity of service in any branch. This was proven by the increasing number of third parties fund opened at Bank Victoria that reached 27.79%.

Tabel Jumlah Rekening Dana Pihak Ketiga
Table of Total Third Parties Funds

(dalam unit rekening) (in account units)

KETERANGAN	2014	2013	REMARKS
Tabungan	37,822	27,715	Saving Deposits
Giro	2,187	2,141	Demand Deposits
Deposito Berjangka	16,570	14,420	Time Deposits
TOTAL	**56,579**	**44,276**	**TOTAL**

KILAS
KINERJA 2014
A Glimpse of 2014 Performance

IKHTISAR KEUANGAN
Financial Highlights

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	2012	2011	2010	DESCRIPTION
POSISI KEUANGAN KONSOLIDASIAN / CONSOLIDATED FINANCIAL POSITION						
ASET						**ASSETS**
Kas	58,857	53,249	36,624	32,141	28,921	Cash
Giro pada Bank Indonesia	1,524,951	1,120,641	975,766	711,466	656,873	Current Accounts with Bank Indonesia
Giro pada Bank Lain - neto	12,317	10,997	6,899	4,516	2,130	Current Accounts with Other Banks
Penempatan pada Bank Indonesia dan Bank Lain - neto	2,310,712	1,403,927	1,438,492	1,986,318	2,367,964	Placements with Bank Indonesia and Other Banks - net
Efek-efek - neto	4,758,264	5,101,660	3,951,593	3,208,374	3,690,205	Marketable Securities - net
Kredit yang Diberikan - neto	12,245,677	11,057,798	7,580,958	5,558,636	3,187,219	Loans - net
Tagihan Akseptasi - neto	-	397	-	-	-	Acceptance Receivables - net
Penyertaan Saham - neto	60	60	29	29	29	Investments in Shares - net
Aset Tetap - neto	227,702	230,698	197,375	158,519	146,428	Fixed Assets - net
Aset Tidak Berwujud - neto	5,646	2,319	2,250	1,576	1,364	Intangible Assets - net
Aset Lain-lain	194,076	157,920	161,770	140,581	190,785	Other Assets
Aset Pajak Tangguhan	26,620	13,465	1,084	407	32,935	Deferred Tax Assets
TOTAL ASET	**21,364,882**	**19,153,131**	**14,352,840**	**11,802,563**	**10,304,853**	**TOTAL ASSETS**
LIABILITAS, DANA SYIRKAH TEMPORER, DAN EKUITAS						**LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY**
Liabilitas Segera	4,225	2,511	48,579	39,264	31,987	Obligation Due Immediately
Simpanan Nasabah	16,177,978	14,153,082	11,515,732	9,249,008	8,896,067	Deposits from Customers
Simpanan dari Bank Lain	1,067,844	1,157,510	720,450	818,451	140,690	Deposits from Other Banks
Liabilitas Akseptasi	-	397	-	-	-	Acceptance Payable
Efek-efek yang Diterbitkan	991,653	990,843	493,737	399,816	398,517	Securities Issued
Utang Pajak	32,736	39,350	44,272	39,176	39,244	Taxes Payable
Estimasi Kerugian Komitmen dan Kontijensi	-	-	-	-	28,395	Estimated Losses on Commitments and Contingencies
Liabilitas Lain-lain	160,187	135,701	60,878	44,734	27,263	Other Liabilities
TOTAL LIABILITAS	**18,434,623**	**16,479,394**	**12,883,648**	**10,590,449**	**9,562,163**	**TOTAL LIABILITIES**
DANA *SYIRKAH* TEMPORER	**1,170,430**	**1,047,182**	**-**	**-**	**-**	**TEMPORARY SYIRKAH FUNDS**

URAIAN	2014	2013	2012	2011	2010	DESCRIPTION
Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk	1,759,802	1,626,526	1,469,164	1,212,087	742,663	Equity Attributable to Equity Holders of The Parent Entity
Ekuitas yang Dapat Diatribusikan Kepada Kepentingan Non Pengendali	27	29	28	27	27	Equity Attributable to Non-Controlling Interest
TOTAL EKUITAS	**1,759,829**	**1,626,555**	**1,469,192**	**1,212,114**	**742,690**	**TOTAL EQUITY**
TOTAL LIABILITAS, DANA *SYIRKAH* TEMPORER, DAN EKUITAS	**21,364,882**	**19,153,131**	**14,352,840**	**11,802,563**	**10,304,853**	**TOTAL LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY**
LABA (RUGI) KOMPREHENSIF KONSOLIDASIAN / CONSOLIDATED COMPREHENSIVE INCOME (LOSS)						
Pendapatan Bunga dan Syariah	2,031,299	1,512,739	1,117,272	850,906	726,443	Interest and Sharia Income
Beban Bunga dan Syariah	(1,693,679)	(1,097,475)	(778,518)	(679,074)	(607,796)	Interest and Sharia Expenses
Pendapatan Bunga dan Syariah - neto	337,620	415,264	338,754	171,832	118,646	Interest and Sharia Income - net
Pendapatan Operasional Lainnya	131,954	106,500	85.051	108,112	341,368	Other Operating Income
Beban Operasional Lainnya	(366,089)	(225,775)	(187,817)	(48,259)	(330,743)	Other Operating Expenses
Laba Operasional	103,485	295,989	235,987	231,684	129,271	Income from Operation
Pendapatan (Beban) Non Operasional - neto	18,048	15,962	16,607	7,554	2,386	Non-Operating Income (Expenses) - net
Laba Sebelum Pajak Penghasilan	121,533	311,950	252,594	239,239	131,657	Income Before Income Tax
Beban Pajak Penghasilan	(15,833)	(67,535)	(47,023)	(51,836)	(24,856)	Income Tax Expense
Laba Tahun Berjalan	105,699	244,415	205,571	187,402	106,802	Profit for The Year
Yang Diatribusikan Kepada Pemilik Entitas Induk	105,703	244,415	205,569	187,399	106,801	Attributable to Equity Holders of The Parent Entity
Yang Diatribusikan Kepada Kepentingan Non Pengendali	(4)	1	2	3	1	Attributable to Non-Controlling Interest
Pendapatan (Kerugian) Komprehensif Lain	11,683	(89,645)	45,840	23,185	(23,617)	Other Comprehensive Income (Losses)
Jumlah Laba Komprehensif Tahun Berjalan	117,382	154,770	251,411	210,587	83,185	Total Comprehensive Income for The Year
Yang Diatribusikan Kepada Pemilik Entitas Induk	117,385	154,769	251,410	210,584	83,184	Attributable to Equity Holders of The Parent Entity
Yang Diatribusikan Kepada Kepentingan Non Pengendali	(2)	1	2	3	1	Attributable to Non-Controlling Interest
Laba per Saham*						Earnings per Share*
Dasar	15.26	36.95	31.29	35.25	27.61	Basic
Dilusian	13.53	30.52	25.50	27.30	26.37	Diluted

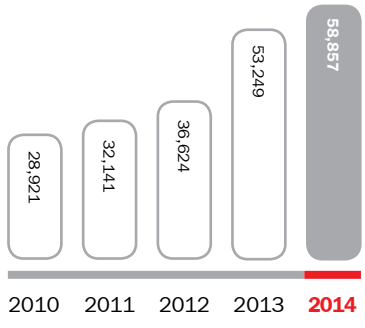
* dinyatakan dalam nilai Rupiah penuh

* expressed in full Rupiah amount

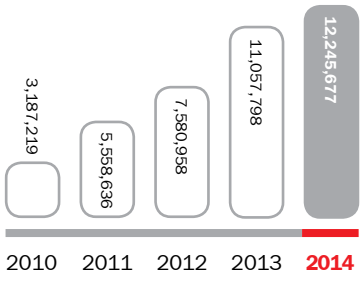
RASIO KEUANGAN (%) / FINANCIAL RATIO (%)

URAIAN	2014	2013	2012	2011	2010	DESCRIPTION
PERMODALAN						**EQUITY**
KPMM Dengan Memperhitungkan Risiko Kredit, Operasional	18.25	18.50	18.54	16.28	15.78	CAR with Credit, Operational Risks
KPMM Dengan Memperhitungkan Risiko Kredit, Risiko Operasional, dan Risiko Pasar	18.25	18.45	18.53	16.21	13.00	CAR with Credit, Operational, Market Risks
Aktiva Tetap Terhadap Modal	17.81	19.02	18.46	18.02	35.44	Fixed Assets to Capital
ASET PRODUKTIF						**PRODUCTIVE ASSETS**
Aset Produktif dan Non Produktif Bermasalah Terhadap Total Aset Produktif dan Non Produktif	2.07	0.49	1.28	1.57	1.98	Productive and Non-Productive Non-Performing Assets to Total Productive and Non-Productive Assets
Aset Produktif Bermasalah Terhadap Total Aset Produktif	2.25	0.45	1.37	1.33	1.98	Non-Performing Productive Assets to Total Productive Assets
CKPN Aset Keuangan Terhadap Aset Produktif	0.85	0.94	1.96	2.41	4.14	Impairment Losses to Productive Assets
Pemenuhan CKPN Aset Produktif	100.46	104.82	182.08	206.22	437.96	Fulfilment for Impairment Allowance of Productive Assets
Pemenuhan CKPN Aset Non Produktif	0.00	0.00	0.00	16.09	274.94	Fulfilment of Impairment Allowance of Non-Productive Assets
NPL Gross	3.52	0.70	2.30	2.38	5.04	Gross Non Performing Loan (NPL)
NPL Nett	2.61	0.32	1.76	0.22	0.00	Net Non Performing Loan (NPL)
PROFITABILITAS						**PROFITABILITY**
ROA	0.80	1.97	2.17	2.65	1.71	Return on Assets (ROA)
ROE	7.62	16.72	16.48	24.91	18.41	Return on Equity (ROE)
NIM	1.88	2.33	3,12	1,86	1.77	Net Interest Margin (NIM)
BOPO	93.25	81.35	78,82	78.33	88.21	Operating Expenses to Operating Income (BOPO)
Rasio Laba (Rugi) Terhadap Jumlah Aset	0.49	1.28	1.43	1.59	1.04	Income (Loss) to Total Assets Ratio
Rasio Laba (Rugi) Terhadap Jumlah Ekuitas	6.01	15.03	13.99	15.46	14.38	Income (Loss) to Total Equity Ratio
Rasio Liabilitas Terhadap Jumlah Aset	91.76	91.51	89.76	89.73	92.79	Liabilities to Total Assets Ratio
Rasio Liabilitas Terhadap Ekuitas	1,114.03	1,077.53	876.92	873.72	1,287.50	Liabilities to Equity Ratio
LIKUIDITAS						**LIQUIDITY**
LDR	70.25	73.39	67.59	63.62	40.22	Loan to Deposit Ratio (LDR)
KEPATUHAN						**COMPLIANCE**
Persentase Pelanggaran BMPK	0.00	0.00	0.00	0.00	0.00	Percentage of LLL Violation
Pihak Terkait	0.00	0.00	0.00	0.00	0.00	Related Parties
Pihak Tidak Terkait	0.00	0.00	0.00	0.00	0.00	Third Parties
Persentase Pelampauan BMPK	0.00	0.00	0.00	0.00	0.00	Percentage of LLL Excess
Pihak Terkait	0.00	0.00	0.00	0.00	0.00	Related Parties
Pihak Tidak Terkait	0.00	0.00	0.00	0.00	0.00	Third Parties
GWM Rupiah	8.86	8.06	9.13	8.94	8.63	Minimum Reserve Requirements
Posisi Devisa Netto	0.00	0.00	0.00	0.00	0.00	Net Open Position

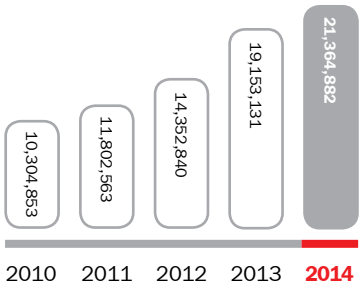
Kas
Cash
(dalam juta Rp / in million Rp)



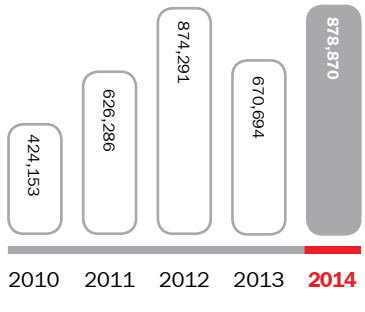
Kredit yang Diberikan - neto
Loans - net
(dalam juta Rp / in million Rp)



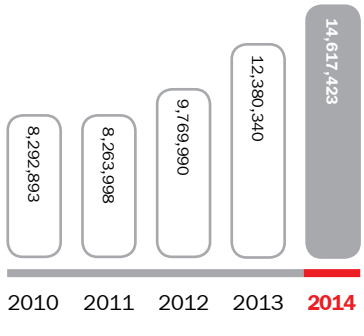
Total Aset
Total Assets
(dalam juta Rp / in million Rp)



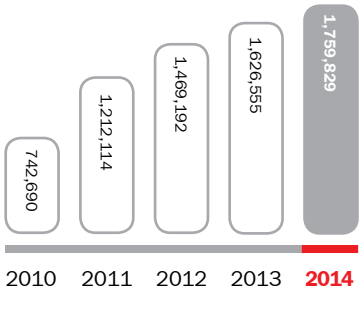
Tabungan
Saving Deposits
(dalam juta Rp / in million Rp)



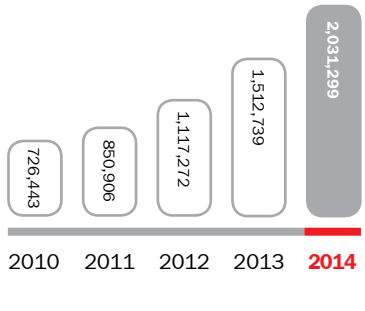
Deposito Berjangka
Time Deposits
(dalam juta Rp / in million Rp)



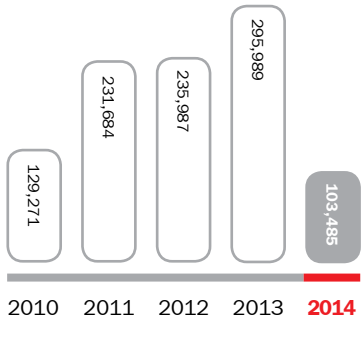
Total Ekuitas
Total Equity
(dalam juta Rp / in million Rp)



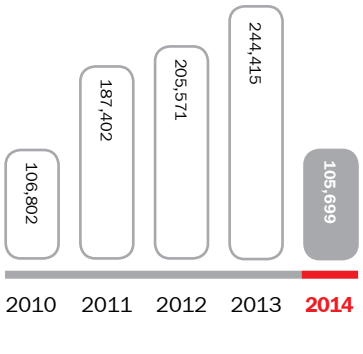
Pendapatan Bunga dan Syariah
Interest Income and Sharia
(dalam juta Rp / in million Rp)



Laba Operasional
Income from Operations
(dalam juta Rp / in million Rp)



Laba Tahun Berjalan
Profit for The Year
(dalam juta Rp / in million Rp)



IKHTISAR OPERASIONAL
Operational Highlights

(dalam juta Rp) (in million Rp)

PRODUK	2014	2013	2012	PRODUCTS
PRODUK SIMPANAN				**DEPOSIT PRODUCTS**
Tabungan	878,870	670,694	874,291	Saving Deposits
Giro	681,685	1,102,048	871,451	Demand Deposits
Deposito Berjangka	14,617,423	12,380,340	9,769,990	Time Deposits
TOTAL	**16,177,978**	**14,153,082**	**11,515,732**	**TOTAL**

(dalam juta Rp) (in million Rp)

PRODUK PINJAMAN				LOAN PRODUCTS
Pinjaman Tetap	7,800,601	6,367,391	3,564,986	Fixed Loans
Pinjaman Konsumen	542,381	465,204	353,064	Consumer Loans
Pinjaman Rekening Koran	1,139,861	1,212,714	1,236,635	Overdraft Loans
Pinjaman Tetap Dengan Angsuran	1,713,609	2,129,128	2,011,106	Fixed Loans with Instalments
Pinjaman Serba Guna	157,441	184,703	181,206	Multipurpose Loans
Pinjaman Tanpa Agunan	1,073	1,314	0	Unsecured Loans
Pembiayaan Syariah	1,075,424	859,945	476,870	Sharia Financing
TOTAL	**12,430,390**	**11,220,399**	**7,823,867**	**TOTAL**

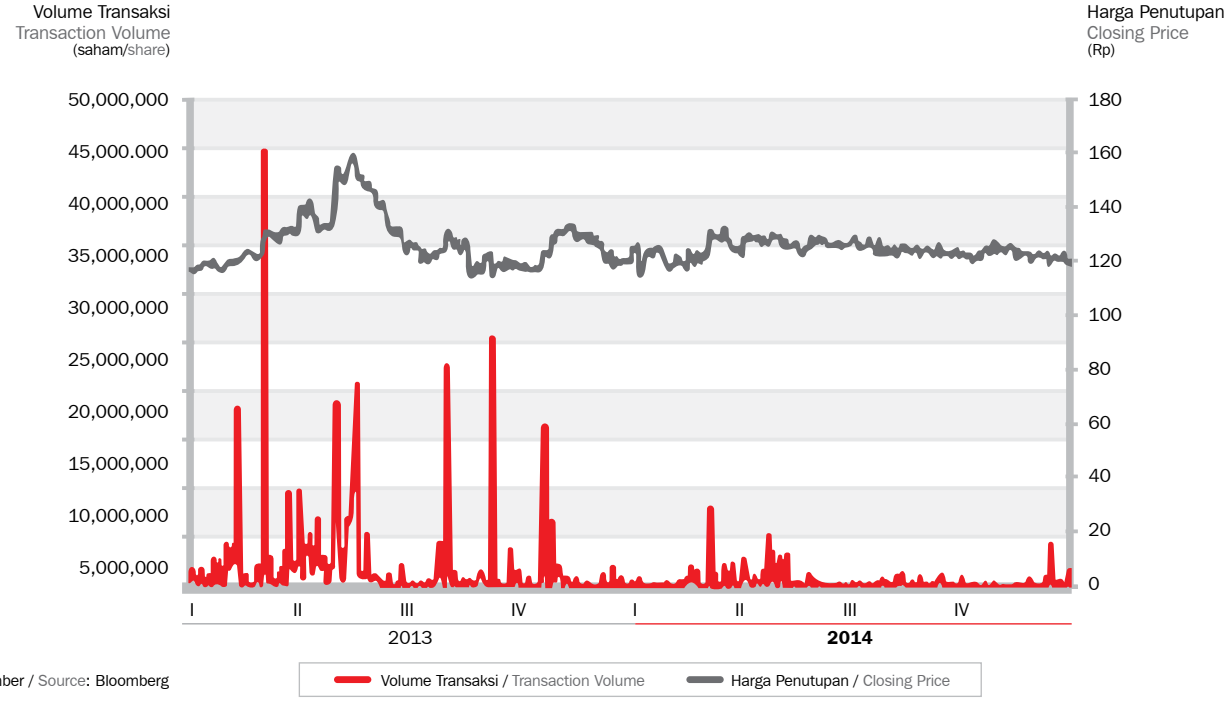
IKHTISAR SAHAM
Share Highlights

Periode Period	Pembukaan Opening (Rp)	Terendah Lowest (Rp)	Tertinggi Highest (Rp)	Penutupan Closing (Rp)	Volume Transaksi Transaction Volume	Jumlah Saham Beredar Number of Share Outstanding	Kapitalisasi Pasar Market Capitalization (Rp)
2014							
Tw 1	124	122	125	122	688,100	6,630,268,577	808,892,766,394
Tw 2	128	126	128	126	24,700	6,630,268,577	835,413,840,702
Tw 3	124	121	124	122	211,300	7,139,166,980	870,978.371,560
Tw 4	119	119	121	120	137,800	7,139,166,980	856,700,037,600
2013							
Tw 1	132	131	134	131	2,298,000	6,604,344,442	865,169,121,902
Tw 2	126	126	128	127	438,000	6,605,412,373	838,887,371,371
Tw 3	118	117	118	117	96,000	6,630,267,958	775,741,351,086
Tw 4	121	120	127	125	501,500	6,630,268,273	828,783,534,125
2012							
Tw 1	138	137	142	138	9,199,000	6,547,670,888	903,578,582,544
Tw 2	120	119	120	119	165,000	6,547,684,476	779,174,452,644
Tw 3	124	122	124	122	271,500	6,576,344,087	802,313,978,614
Tw 4	115	115	117	117	242,500	6,604,344,442	772,708,299,714
2011							
Tw 1	125	125	129	129	61,675	4,166,053,315	537,420,877,635
Tw 2	142	138	147	142	2,519,000	4,592,751,429	652,170,702,918
Tw 3	130	128	134	128	3,017,000	6,547,670,688	838,101,848,064
Tw 4	131	129	131	129	572,000	6,547,670,888	844,649,544,552

Periode Period	Pembukaan Opening (Rp)	Terendah Lowest (Rp)	Tertinggi Highest (Rp)	Penutupan Closing (Rp)	Volume Transaksi Transaction Volume	Jumlah Saham Beredar Number of Share Outstanding	Kapitalisasi Pasar Market Capitalization (Rp)
2010							
Tw 1	115	115	117	115	277,827	3,846,740,180	442,375,120,700
Tw 2	110	110	117	110	15,563	3,846,740,180	423,141,419,800
Tw 3	115	115	117	115	826,564	3,846,740,180	442,375,120,700
Tw 4	141	139	146	139	896,309	4,096,447,315	569,406,176,785

Sumber / Source: Bloomberg

Pergerakan Saham Bank Victoria 2 Tahun Terakhir
Bank Victoria's Shares Movement for the Last 2 Years



Sumber / Source: Bloomberg

IKHTISAR OBLIGASI
Bond Summary

Uraian Description	Tanggal Efektif Effective Date	Jumlah Obligasi Bond Total	Tanggal Jatuh Tempo Dates of Maturity	Tingkat Suku Bunga Interest Rate	Status Status	Peringkat Terakhir Last Rating
Obligasi Bank Victoria III Tahun 2012 Dengan Tingkat Bunga Tetap Bank Victoria Bond III in 2012 with Fixed Interest Rate	27 Juni 2012 27 June 2012	Rp 200,000,000,000	27 Juni 2017 27 June 2017	10.00%	Belum Lunas Unpaid	idA-
Obligasi Subordinasi Bank Victoria II Tahun 2012 Dengan Tingkat Bunga Tetap Bank Victoria Subordinated Bond II in 2012 with Fixed Interest Rate	27 Juni 2012 27 June 2012	Rp 300,000,000,000	27 Juni 2019 27 June 2019	11.00%	Belum Lunas Unpaid	idBBB+
Obligasi Bank Victoria IV Tahun 2013 Dengan Tingkat Bunga Tetap Bank Victoria Bond IV in 2013 with Fixed Interest Rate	27 Juni 2013 27 June 2013	Rp 200,000,000,000	27 Juni 2018 27 June 2018	9.50%	Belum Lunas Unpaid	idA-
Obligasi Subordinasi Bank Victoria III Tahun 2013 Dengan Tingkat Bunga Tetap Bank Victoria Subordinated Bond III in 2013 with Fixed Interest Rate	27 Juni 2013 27 June 2013	Rp 300,000,000,000	27 Juni 2020 27 June 2020	10.50%	Belum Lunas Unpaid	idBBB+

Catatan : Semua Obligasi Bank Victoria dicatatkan di Bursa Efek Indonesia.
Notes : All Bank Victoria Bonds have been listed at Indonesia Stock Exchange

PERISTIWA **PENTING**
Important Events

3 Februari 2014 / 3 February 2014

Press conference peluncuran produk Victoria International Priority (VIP) Super Plan di Hotel Le Meridien, Jakarta.

Press conference for Victoria International Priority (VIP) Super Plan product launching at Le Meridien Hotel, Jakarta.

20 Februari 2014 / 20 February 2014

Press conference peluncuran produk VIP Pro di Hotel Ritz Carlton Mega Kuningan, Jakarta.

Press conference for VIP Pro product launching at Ritz Carlton Hotel, Mega Kuningan, Jakarta.

28 Februari 2014 / 28 February 2014

Peresmian Kantor Cabang Surabaya di Jl. Raya Darmo No. 173, Surabaya.

Inauguration of Surabaya Branch Office at Jl. Raya Darmo No. 173, Surabaya.

24 April 2014 / 24 April 2014

Rapat Umum Pemegang Saham Tahunan dan *public expose* di Graha BIP, Jakarta.

Annual General Meeting of Shareholders and public expose at Graha BIP, Jakarta.

25 April 2014 / 25 April 2014

Rapat kerja kuartal I di Graha BIP, Jakarta.

First quarter working meeting at Graha BIP, Jakarta.

Juni 2014 / June 2014

Customer gathering produk VIP Pro di masing-masing cabang Bank Victoria.

Customer gathering VIP Pro product at respective Bank Victoria branches.

13 Juni 2014 / 13 June 2014

Pengenalan produk VIP Super Plan di Hotel Sheraton, Surabaya.

VIP Super Plan product introductions at the Sheraton Hotel, Surabaya.

6 Juli 2014 / 6 July 2014

Kunjungan ke Yayasan Pesantren Islam Yatim Piatu-Dhuafa BSC AL Futuwwah dan Panti Asuhan Al Andalusia di Mampang, Jakarta Selatan.

A visit to Yayasan Pesantren Islam Yatim Piatu-Dhuafa BSC AL Futuwwah and Al Andalusia Orphanage in Mampang, South Jakarta.

23 Juli 2014 / 23 July 2014

Peluncuran *e-Learning* Bank Victoria di Kantor Pusat Bank Victoria.

Bank Victoria's e-Learning launching at Bank Victoria's Head Office.

19 Agustus 2014 / 19 August 2014

Peluncuran produk VIP Maxima Link di Hard Rock Cafe, Jakarta.

VIP Maxima Link product launching at Hard Rock Cafe, Jakarta.

25 Agustus 2014 / 25 August 2014

Peluncuran produk VIP Family Plan di Mercantile Athletic Club, Jakarta.

VIP Family Plan product launching at Mercantile Athletic Club, Jakarta.

28 Agustus 2014 / 28 August 2014

Kick Off Project Upgrading Core Banking Alphabit bekerja sama dengan PT Telkom Sigma di Kantor Pusat Bank Victoria.

Upgrading Core Banking Alphabit Project Kick Off in collaboration with PT Telkom Sigma at Bank Victoria Head Office.

10 Oktober 2014 / 10 October 2014

Peluncuran produk Tabungan VIP Safe.
VIP Safe Saving Account product launching.

16 Oktober 2014 / 16 October 2014

Peresmian Kantor Cabang Bandung di Jl. Braga, Bandung.

Inauguration of Bandung Branch Office at Jl. Braga, Bandung.

23 Oktober 2014 / 23 October 2014

Peluncuran produk VIP Lifestyle Protector di Gedung Sampoerna Strategic Square.

VIP Lifestyle Protector product launching at Gedung Sampoerna Strategic Square.

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DANIEL BUDIRAHAYU
Komisaris Utama/Komisaris Independen
President Commissioner/Independent Commissioner

LAPORAN MANAJEMEN

Management Report

LAPORAN DEWAN KOMISARIS

The Board of Commissioners' Report

Pemegang Saham dan para pemangku kepentingan lainnya yang kami hormati,

Sebagaimana diketahui tahun 2014 merupakan tahun yang penuh tantangan bagi perbankan secara umum dan PT Bank Victoria International Tbk. khususnya. Pertumbuhan ekonomi nasional mengalami perlambatan dan tingkat likuiditas yang ketat menyebabkan turunnya laba dan meningkatkan penyisihan kredit bermasalah.

Pada tahun 2014, Indonesia juga melewati proses pemilihan Presiden yang sangat ketat yang juga mempengaruhi kebijakan-kebijakan pemerintah yang berdampak pada kegiatan sektor bisnis. Walaupun demikian, Bank Victoria tetap dapat membukukan laba bersih secara konsolidasi sebesar Rp105,70 miliar pada akhir tahun 2014. Walaupun laba turun sebesar 56,8 % dibandingkan tahun lalu, namun aset masih tetap tumbuh Rp2.211,75 miliar atau sebesar 11,5% dibandingkan tahun lalu.

TANTANGAN DI 2014

Tahun 2014, industri perbankan masih mengalami masa yang sulit. Persaingan yang ketat dalam hal perolehan dana, pelemahan pasar modal dan penurunan kualitas aset sangat terasa terutama bagi bank-bank kelas menengah dan kecil. Pertumbuhan dana pihak ketiga disertai dengan peningkatan *cost of fund* yang tinggi. Pertumbuhan kredit sepanjang tahun 2014 mengalami tren menurun dimana pertumbuhan kredit tahun 2014 sebesar 10,8% dari tahun 2013 sebesar 43,4%. Perlambatan pertumbuhan kredit tersebut terjadi hampir di semua sektor, termasuk sektor-sektor utama, seperti sektor perdagangan, hotel, restoran dan sektor industri pengolahan.

Kondisi yang dialami industri perbankan merupakan dampak dari kondisi perekonomian Indonesia di 2014. Pertumbuhan ekonomi Indonesia tahun 2014 yang diukur berdasarkan Produk Dometik Bruto (PDB) atas dasar harga berlaku mencatat pertumbuhan sebesar 5,02% dari tahun 2013.

To our valued Sharelolders and stakeholders,

As we know, 2014 was a challenging year for banks in general and PT Bank Victoria International Tbk. in particular. National economic growth has experienced a slowdown and tight liquidity led to decrease in profits and increase in the allowance for non performing loans.

Indonesia also experienced a stringent presidential election process in 2014 that also influence the government policies that has an impact on the business sector activities. Nevertheless Bank Victoria International still recorded consolidated net income amounted to Rp105.70 billion by the end of 2014. Although the profit decreased by 56.8% compared to last year but the assets still grown Rp2,211.75 billion or 11.5% compared to last year.

CHALLENGES IN 2014

The banking industry still experienced a difficult time in 2014. Intense competition in terms of acquiring fund, weakening capital markets and deterioration asset quality was felt especially for middle and small scale banks. Growth in third party funds accompanied by increment of expensive cost of funds. Credit growth throughout 2014 experienced a downward trend in which credit growth in 2014 only at 10.8% whereas reached 43.4% in 2013. A slowdown credit growth occurred in nearly all sectors, including key sectors, such as trading, hotels, restaurants and manufacture industries.

Conditions experienced by the banking industry very related to the economic conditions in Indonesia in 2014. Indonesia's economic growth in 2014 as measured by Gross Domestik Product (GDP) at current prices registered a growth of 5.02% from 2013.

EVALUASI KINERJA 2014

Kinerja keuangan Bank Victoria tahun ini merupakan cerminan dari lingkungan usaha yang sulit. Hal tersebut terlihat dari NPL *gross* Bank yang meningkat dari 0,7% pada tahun 2013 menjadi 3,5% pada tahun 2014. Namun, atas peningkatan NPL tersebut telah dibentuk dana penyisihan yang cukup. Walaupun demikian, Dewan Komisaris memberikan apresiasi kepada jajaran Direksi yang telah berusaha untuk dapat bertahan.

Aset Bank pada tahun 2014 tumbuh menjadi Rp21.364,88 miliar dari Rp19.153,13 miliar di 2013. Peningkatan total aset tersebut mencapai Rp2.211,75 miliar atau sebesar 11,5%.

Bank telah melakukan inovasi dalam mengembangkan produk simpanan, seperti produk tabungan dan deposito. Bank menerbitkan Tabungan VIP Safe yang memberikan perlindungan asuransi bagi nasabah, serta Program VIP Duo dan Program VIP Super Duo yang merupakan produk *bundling* deposito dan asuransi. Inovasi yang dilakukan tersebut mampu meningkatkan dana pihak ketiga, baik dari jumlah nasabah maupun jumlah dana. Dana pihak ketiga mengalami peningkatan sebesar 14,3% dari Rp14.153,08 miliar di 2013 menjadi Rp16.177,98 miliar di 2014.

Penyaluran kredit tahun 2014 meningkat sebesar 10,8% dari Rp11.220,40 miliar di 2013 menjadi Rp12.430,39 miliar di 2014. Peningkatan ini didominasi oleh pinjaman tetap. Pinjaman tetap meningkat Rp1.433,21 miliar atau sebesar 22,5% dari Rp6.367,39 miliar di 2013 menjadi Rp7.800,60 miliar di 2014.

Selain pencapaian kinerja bisnis, Dewan Komisaris juga menjalankan fungsi pengawasan dan pemberian pengarahan pada proses bisnis. Proses bisnis yang baik akan mendorong kinerja bisnis yang baik pula. Dewan Komisaris fokus terhadap implementasi manajemen risiko dan *good corporate governance*.

MANAJEMEN RISIKO DAN *GOOD CORPORATE GOVERNANCE* (GCG)

Untuk mengantisipasi dan beradaptasi dengan perubahan lingkungan bisnis perbankan yang dinamis, maka Bank Victoria menerapkan manajemen risiko sebagai konsep strategis. Pendekatan yang dilakukan dalam mendukung penerapan manajemen risiko yang efektif adalah dengan melakukan pendekatan komprehensif untuk mengelola risiko-risiko Bank secara menyeluruh, meningkatkan kinerja dalam mengelola ketidakpastian, meminimalisir ancaman dan memaksimalkan peluang tanpa mengabaikan prinsip-prinsip manajemen risiko.

Terdapat 8 (delapan) risiko yang dikelola Bank yaitu risiko kredit, risiko likuiditas, risiko pasar, risiko operasional, risiko stratejik, risiko kepatuhan, risiko hukum dan risiko reputasi. Menurut pendapat Dewan Komisaris, kedelapan risiko tersebut telah dikelola dengan baik. Hasil penilaian risiko di 2014 menunjukkan bahwa kedelapan risiko masuk dalam peringkat *low* hingga *low to moderate* dan memiliki peringkat kualitas *satisfactory*.

Dewan Komisaris sangat menyadari pula bahwa implementasi *good corporate governance* (GCG) merupakan suatu syarat kunci dalam mencapai kinerja perusahaan yang berkelanjutan. Oleh

PERFORMANCE EVALUATION IN 2014

Bank Victoria's financial performance this year was a reflection of the difficult business environment. This could be seen from the increased Bank's NPL from 0.7% in 2013 to 3.5% in 2014. Fortunately, the Bank's has reserved sufficient allowance for the increased NPL. However, the Bank of Commissioners gave their appreciation to the Board of Directors who managed to continue to survive.

The Bank's assets in 2014 grew to Rp21,364.88 billion from Rp19,153.13 billion in 2013. The increase in total assets reached Rp2,211.75 billion or 11.5%.

The Bank has made innovations in developing saving deposit products such as saving deposits and deposit products. The Bank launched Tabungan VIP Save which provides insurance protection for customers, also VIP Duo and VIP Super Duo Programs are a bundling of deposits and insurance products. These innovations have improved the third party funds, both from the number of customers and the total funds. Third party funds increased by 14.3% from Rp14,153.08 billion in 2013 to Rp16,177.98 billion in 2014.

Loan extended in 2014 increased by 10.8% from Rp11,220.40 billion in 2013 to Rp12,430.39 billion in 2014. This increase was dominated by fixed loans. Fixed loans rose Rp1,433.21 billion or 22.5% of Rp6,367.39 billion in 2013 to Rp7,800.60 billion in 2014.

In addition to the business performance achievement, the Board of Commissioners also performed supervisory and advisory function on the business processes. Good business processes shall encourage good business performance. The Board of Commissioners focused on the implementation of risk management and good corporate governance.

RISK MANAGEMENT AND GOOD CORPORATE GOVERNANCE (GCG)

To anticipate and adapt to changes in the dynamic banking business environment, Bank Victoria applied risk management as a strategic concept. The approach taken in support of the implementation of an effective risk management was to conduct a comprehensive approach in managing the Bank's risks as a whole, to improve performance in managing uncertainty, minimize threats and maximize opportunities without ignoring the principles of risk management.

There are eight (8) risks that should be managed by the Bank, they are credit risk, liquidity risk, market risk, operational risk, strategic risk, compliance risk, legal risk and reputation risk. The Board of Commissioners believed that the eight risks have been well managed. The results of the risk assessment in 2014 showed that the eight risks were ranked low to low to moderate and has a satisfactory quality rating.

The Board of Commissioners very aware that the implementation of good corporate governance (GCG) was a key requirement in achieving sustainable corporate performance. Therefore, the

Dewan Komisaris memberikan apresiasi kepada jajaran Direksi dan manajemen yang telah berusaha untuk dapat bertahan menghadapi industri perbankan yang masih mengalami masa yang sulit sebagai dampak dari kondisi perekonomian Indonesia. Berbagai inovasi yang dilakukan telah mendorong peningkatan dana pihak ketiga sebesar 14,3% dan peningkatan penyaluran pinjaman sebesar 22,5%. Selain itu, aset Bank pada tahun 2014 juga tumbuh sebesar 11,5%. Dewan Komisaris percaya bahwa Direksi akan mampu memimpin Bank Victoria ke arah yang tepat.

The Board of Commissioners would like to give appreciation to the Board of Directors and the management that have been trying to survive in the banking industry that suffered a difficult time due to Indonesia's economy. Various innovations have prompted an increase in the third party funds by 14.3% and an increase in credit extension by 22.5%. In addition, the Bank's assets also grew by 11.5% in 2014. The Board of Commissioners believes that the Board of Directors will be able to lead Bank Victoria to the right direction.

karena itu, implementasi *good corporate governance* menjadi perhatian utama bagi Dewan Komisaris dalam menjalankan fungsi pengawasan dan pemberian pengarahan kepada Direksi.

Dewan Komisaris berpendapat bahwa Direksi telah menerapkan GCG dengan efektif dan konsisten di 2014. GCG merupakan mekanisme yang mengatur hubungan Bank dengan para pemangku kepentingan secara transparan, akuntabel, bertanggung jawab, independen dan adil.

Direksi telah menjalankan asas transparansi dengan memberikan informasi tidak hanya yang diharuskan oleh regulator akan tetapi juga informasi yang bersifat sukarela yang diperlukan oleh para pemangku kepentingan. Terkait dengan asas akuntabilitas, Direksi telah menetapkan target kinerja di semua level manajemen termasuk individu dan melakukan evaluasi atas pencapaiannya. Direksi selalu melakukan evaluasi pengukuran *key performance indicator* (KPI) beserta pencapaiannya sehingga akan selalu tercipta perbaikan yang berkelanjutan dan selanjutnya akan meningkatkan daya saing dalam industri perbankan.

Berdasarkan Peraturan Bank Indonesia No. 8/4/PBI/2006 jo. Peraturan Bank Indonesia No. 8/14/PBI/2006 dan Surat Edaran Bank Indonesia No. 15/15/DPNP/tanggal 29 April 2013 perihal Pelaksanaan *Good Corporate Governance* bagi Bank Umum, Bank telah melakukan penilaian sendiri *(self assessment)* atas pelaksanaan GCG. Pada tahun 2014, Bank Victoria memperoleh nilai komposit *assessment* pelaksanaan GCG sebesar 2 atau dalam kategori BAIK.

PANDANGAN ATAS PROSPEK USAHA BANK

Seiring dengan proyeksi Bank Indonesia terkait dengan pertumbuhan ekonomi Indonesia pada tahun 2015 yang akan mencapai 5,4% - 5,8% dan kebijakan Bank Indonesia untuk tetap fokus dalam menjaga stabilitas makroekonomi dan stabilitas sistem keuangan, Dewan Komisaris optimis bahwa Bank Victoria akan memiliki prospek usaha yang baik di masa mendatang.

Dewan Komisaris memandang bahwa Direksi telah menyusun strategi-strategi pengembangan usaha yang tepat, khususnya untuk segmen korporat dan *retail*. Selain itu, strategi pengembangan usaha Bank Victoria di 2015 adalah dengan menjadi bank umum devisa.

Direksi juga telah memprioritaskan pengembangan target UKM yang didukung oleh keberadaan dan keberpihakan program Pemerintah dan Bank Indonesia untuk mendukung pengembangan usaha kecil dan menengah.

DIVIDEN TAHUN 2013

Berdasarkan Keputusan RUPS tanggal 24 April 2014, Bank Victoria telah melakukan pembagian dividen tunai untuk periode yang berakhir pada 31 Desember 2013 sebesar Rp35.000.000.000,-. Pembagian dividen tersebut telah diumumkan terlebih dahulu melalui surat kabar harian pada tanggal 16 Juni 2014, serta telah dilaksanakan pada tanggal 23 Juli 2014.

implementation of good corporate governance was a major concern for the Board of Commissioners in performing the supervisory and directive function to the Board of Directors.

The Board of Commissioners believed that the Board of Directors has implemented GCG effectively and consistently in 2014. GCG is the mechanism that governs the relationship between the Bank and the stakeholders in a transparent, accountable, responsible, independent and fair manners.

The Board of Directors has carried out the transparency principle by providing information not only required by the regulator but also voluntary information required by the stakeholders. In terms of the accountability principle, the Board of Directors has set performance targets at all levels of management, including individual and evaluated the achievements. The Board of Directors always evaluated the measurement of key performance indicator (KPI) and its achievement so it will always create continuous improvement and will further enhance the competitiveness in the banking industry.

Based on Bank Indonesia Regulation No. 8/4 /PBI/2006 jo. Bank Indonesia Regulation No. 8/14 /PBI/2006 and Bank Indonesia Circular Letter No. 15/15/DPNP dated 29 April 2013 regarding the implementation of Good Corporate Governance for Banks, the Bank has conducted self-assessment on the implementation of GCG. In 2014, Bank Victoria obtained a composite assessment of GCG implementation of 2 or in the GOOD category.

VIEW ON THE PROSPECT OF THE BANK

Along with Bank Indonesia projections in regards of Indonesia's economic growth in 2015 that will reach 5.4% - 5.8% and Bank Indonesia's policy to remain focused on maintaining macroeconomic and the financial system stability, the Board of Commissioners felt optimistic that Bank Victoria will attain good business prospects in the future.

The Board of Commissioners considered that the Board of Directors has developed appropriate business development strategies, particularly for corporate and retail segments. In addition, the Bank Victoria's business development strategy in 2015 is to become a foreign exchange bank.

The Board of Directors also has prioritized the development of MSME that supported by the Government and Bank Indonesia's existence and programs alignments to support the development of small and medium enterprises.

DIVIDEND IN 2013

Based on the decisions of General Meeting of Shareholders on April 24, 2014, Bank Victoria has distributed a cash dividend for the year ended December 31, 2013 amounted to Rp35,000,000,000. Dividends distribution was announced in advance through daily newspapers on June 16, 2014, and was executed on July 23, 2014.

PENILAIAN KINERJA KOMITE-KOMITE DI BAWAH DEWAN KOMISARIS

Seluruh komite yang berada di bawah Dewan Komisaris telah melaksanakan tugas dan tanggung jawabnya dengan efektif antara lain:

Komite Audit telah menjalankan peran secara profesional dan independen selama tahun 2014. Komite ini telah menyelenggarakan 11 kali rapat dan dihadiri oleh seluruh anggota Komite. Komite ini telah beberapa kali menyelenggarakan rapat dengan Satuan Kerja Audit Internal dan Auditor Eksternal, dimana kehadiran anggota Komite dalam rapat-rapat dengan SKAI selama 2014 adalah 100%.

Komite Pemantau Risiko telah melaksanakan pemantauan dan evaluasi terhadap pelaksanaan manajemen risiko serta evaluasi kesesuaian antara kerangka kebijakan manajemen risiko Bank dengan pelaksanaannya. Selama tahun 2014, Komite Pemantau Risiko telah menjalankan perannya secara efektif dan telah menyelenggarakan 6 kali rapat dengan tingkat kehadiran anggotanya sebesar 100%.

Kinerja Komite Nominasi dan Remunerasi selama 2014 telah efektif. Sesuai dengan Piagam Komite Nominasi dan Remunerasi, Komite ini telah melakukan evaluasi terhadap kebijakan remunerasi Dewan Komisaris, Direksi, Pejabat Eksekutif dan Pegawai secara keseluruhan. Selama tahun 2014, Komite ini telah menyelenggarakan 7 kali rapat dengan tingkat kehadiran tiap-tiap anggotanya adalah 100%.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Selama 2014, tidak terjadi perubahan komposisi Dewan Komisaris.

PENUTUP

Demikian laporan tugas pengawasan Dewan Komisaris atas kinerja dan pelaksanaan usaha Bank di tahun 2014. Dewan Komisaris akan selalu menjaga profesionalisme dan independensi dalam menjalankan fungsi pengawasan dan memberikan pengarahan agar kinerja Bank dapat selalu meningkat di masa yang akan datang.

Sebagai akhir kata, Dewan Komisaris menyampaikan penghargaan kepada segenap jajaran Direksi dan seluruh karyawan Bank Victoria, berkat dedikasi dan kerja keras, Bank mampu bertahan dalam kondisi perekonomian yang penuh tantangan.

ASSESSMENT OF THE COMMITTEES UNDER THE BOARD OF COMMISSIONERS

The entire committees under the Board of Commissioners have been carrying out its duties and responsibilities effectively, among others:

The Audit Committee has been run its role professionally and independently in 2014. This Committee held 11 meetings and attended by all members of the Committee. This committee held meetings several times with the Internal Audit Working Unit and the External Auditor where the presence of the committee members in the meetings with the IAWU in 2014 was 100%.

The Risk Monitoring Committee has been carrying out monitoring and evaluation of the risk management implementation and evaluated the conformity between the bank's risk management policy framework with its implementation. During 2014, the Risk Monitoring Committee performed its role effectively and held six meetings with 100% members attendance rate.

The Nomination and Remuneration Committee Performance during 2014 has been effective. In accordance with the Nomination and Remuneration Charter, this Committee has evaluated its remuneration policy of the Board of Commissioners, Directors, Executive Officers and Employees as a whole. During 2014, the Committee held seven meetings with the attendance of each member is 100%.

THE CHANGE IN THE BOARD OF COMMISSIONERS COMPOSITION

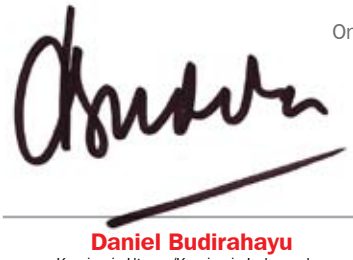
During 2014, there has not been any change in the composition of the Board of Commissioners.

CLOSING

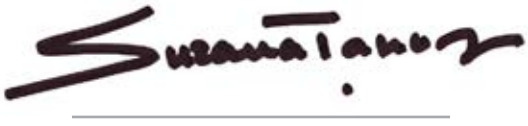
These are the supervisory reports from the Board of Commissioners on the Bank's performance and business implementation in 2014. The Board of Commissioners will always maintain professionalism and independence in carrying out the supervision and directive functions so that the Bank's performance continues to improve in the future.

The Board of Commissioners would like to express appreciation to all Board of Directors and all employees of Bank Victoria, thanks to the dedication and hard work, the Bank was able to withstand the challenging economic conditions.

PT Bank Victoria International Tbk.
Atas nama Dewan Komisaris,
On behalf of the Board of Commissioners,



Daniel Budirahayu
Komisaris Utama/Komisaris Independen
President Commissioner/Independent Commissioner



Suzanna Tanojo
Komisaris
Commissioner

EKO RACHMANSYAH GINDO
Direktur Utama
President Director

LAPORAN **DIREKSI**

The Board of Directors' Report

Yang kami hormati, para Pemegang Saham dan pemangku kepentingan lainnya,

Tahun 2014 merupakan tahun yang penuh tantangan bagi perekonomian Indonesia pada umumnya dan industri perbankan pada khususnya. Direksi dengan segenap upaya telah berhasil menghadapinya dengan mampu bertahan di tengah tantangan yang berat. Atas nama Direksi Bank Victoria, perkenankan saya untuk menyampaikan pencapaian kinerja di 2014.

ANALISIS KINERJA BANK

Pertumbuhan ekonomi Indonesia tahun 2014 yang diukur berdasarkan Produk Dometik Bruto (PDB) atas dasar harga berlaku mencatat pertumbuhan sebesar 5,0% dari tahun 2013. PDB 2014 tercatat mencapai Rp10.542,69 triliun. Dari sisi produksi, pertumbuhan tertinggi berasal dari lapangan usaha Informasi dan Komunikasi sebesar 10,0%, diikuti Jasa Perusahaan sebesar 9,8% dan Jasa Lainnya sebesar 8,9%. Sedangkan, pertumbuhan lapangan usaha Jasa Keuangan dan Asuransi hanya sebesar 4,9%.

Meskipun tumbuh sebesar 5,02%, namun pertumbuhan tersebut melambat sejak 5 tahun terakhir. Perlambatan pertumbuhan ekonomi Indonesia yang terjadi di tahun 2014 khususnya berasal dari sisi eksternal akibat pengaruh ekspor yang menurun dikarenakan turunnya permintaan dan harga komoditas global, serta adanya kebijakan pembatasan ekspor mineral mentah. Dari sisi permintaan domestik, perlambatan tersebut didorong oleh terbatasnya konsumsi pemerintah seiring dengan program penghematan anggaran.

Inflasi tetap terkendali, yaitu sebesar 8,36% *(yoy)*, lebih rendah dari tahun sebelumnya yang sebesar 8,38%. Pencapaian tersebut berada di atas sasaran inflasi yang telah ditetapkan sebesar 4,5±1%. Selain itu, nilai tukar Rupiah Rupiah melemah terhadap USD secara *point to point* sebesar 1,7% *(yoy)* ke level Rp12.385 per USD.

Kondisi perekonomian tersebut telah berdampak pada industri perbankan. Meskipun dana pihak ketiga (DPK) mengalami pertumbuhan, namun, beberapa komponen dari DPK mengalami penunurunan pertumbuhan, yaitu DPK jenis giro dan tabungan. Demikian pula dengan pertumbuhan kredit yang sepanjang tahun 2014 berada dalam tren menurun yang sejalan dengan melambatnya permintaan domestik. Perlambatan kredit tersebut terjadi hampir di semua sektor, termasuk sektor-sektor utama, seperti sektor perdagangan, hotel, restoran dan sektor industri pengolahan.

Dear Shareholders and other stakeholders,

The year of 2014 has been the year of full challenges for Indonesia's economy in general and banking industry in specific. With a great deal of efforts, the Board of Directors has successfully faced such challenges, and has been able to endure amidst the stiff challenges. On behalf of Bank Victoria the Board of Directors, allow me to convey our performance achievement.

PERFORMANCE ANALYSIS OF THE BANK

Indonesia's economic growth in 2014 measured by Gross Domestic Product (PDB – Produk Domestik Bruto) at current prices recorded a growth by 5.0% from 2013. PDB in 2014 has recorded to reach Rp10,542.69 trillion. On the production side, the highest growth was generated from the information and communication business sectors at 10.0% followed by the Corporate Services at 9.8% and Other Services at 8.9%. Meanwhile, the growth in Financial Service and Insurance sectors was only at 4.9%.

Although growing at 5.02%, such growth has been slowing down for the last 5 (five) years. Such slowing economic growth in Indonesia occurred in 2014, which was particularly from the external side as a result of the slowing export due to the decrease in demand and global commodity prices, as well as the policy export restriction on raw minerals. On the domestic side, such economic slowdown was pushed by the lack of government consumption which was in line with the budget saving program.

Inflation remained under control at 8.36% (yoy) lower than that in the previous year at 8.38%. Such achievement was above inflation target determined at 4.5±1%. Besides, the Rupiah exchange rate depreciated against USD in point-to-point 1.7% (yoy) at a level of Rp12,385 per USD.

Such economic condition has influenced banking industry. Although the third party fund (DPK – Dana Pihak Ketiga) has grown, some components of DPK experienced a decreasing growth such as: the type of DPK demand deposit and saving. Likewise, the credit growth throughout 2014 was in the declining trend, in line with the slowing domestic demand. Such slowing credit growth occurred in most of all sectors including the main sectors such as: trading hotel, restaurant and processing industry.

KEBIJAKAN STRATEGIS

Direksi telah berupaya sebaik mungkin untuk menghadapi tantangan yang terjadi di industri perbankan. Berbagai strategi telah diupayakan oleh manajemen, baik terkait dengan pengembangan penghimpunan dana pihak ketiga maupun strategi pembiayaan kredit. Strategi pengembangan penghimpunan dana pihak ketiga antara lain adalah menerapkan segmentasi nasabah dengan tujuan agar bisa menelaah, menganalisis, serta memahami profil nasabah dari setiap produk Bank. Dengan strategi tersebut, diharapkan program segmentasi yang dijalankan akan tepat sasaran. Di samping itu, Bank juga telah meluncurkan program VIP Banking sebagai segmentasi nasabah *affluent*; serta mempromosikan dan mensosialisasikan fitur-fitur ATM Bank Victoria yang dapat digunakan dalam jaringan ATM Prima kepada nasabah *existing* maupun nasabah baru. Sedangkan strategi pembiayaan kredit yang telah dilakukan adalah dengan meningkatkan target pasar berdasarkan *risk appetite* yang sudah ditetapkan, meningkatkan portofolio kredit, mempercepat proses kredit, meningkatkan peran dan kualitas SDM di bidang perkreditan, dan meningkatkan *management account* secara konsisten.

STRATEGIC POLICY

The Board of Directors has attempted its best possible efforts to face the challenges occurring in the banking industry. Various strategies were implemented by the management related to both the development of fund collection from the third party or credit financing strategy. The strategy of the development of fund collection from the third party included among others: implementing the customer segmentation for a purpose of reviewing, analyzing and understanding the customer profile of each product of the Bank. By implementing such strategy, it was expected the segmentation program will achieve the right target. Besides, the Bank has also launched VIP Banking program as the affluent customer segmentation, and promoted and introduced the features of Bank Victoria ATM that can be used in ATM Prima network for both existing and new customers. Whilst the credit financing strategy implemented included : increasing the target market based on risk appetite that has been determined, increasing the credit portfolio, and accelerating the credit process, improving the role and quality of HR in the field of credit and improving account management consistently.

PENCAPAIAN KINERJA OPERASIONAL DAN KEUANGAN

Stategi-strategi di atas mampu membuat Bank bertahan dan meningkatkan kinerja operasionalnya, baik terkait dengan kinerja produk simpanan, pinjaman, maupun layanan. Jumlah rekening dana pihak ketiga yang berhasil dihimpun Bank di 2014 mengalami peningkatan sebesar 27,8% dari 44.276 unit rekening di 2013 menjadi 56.579 unit rekening di 2014. Peningkatan tersebut didominasi oleh peningkatan tabungan sebesar 36,5%, diikuti peningkatan deposito berjangka sebesar 14,9% dan peningkatan giro sebesar 2,1%. Sedangkan, jumlah dana pihak ketiga yang berhasil dihimpun Bank mengalami peningkatan sebesar 14,3% dari Rp14.153,08 miliar di 2013 menjadi Rp16.177,98 miliar di 2014. Peningkatan ini berasal dari peningkatan jumlah tabungan sebesar 31,0% dan peningkatan jumlah deposito berjangka sebesar 18,1%.

Produk pinjaman meningkat sebesar 10,8% dari Rp11.220,40 miliar di 2013 menjadi Rp12.430,39 miliar di 2014. Berdasarkan jenis, struktur pinjaman yang diberikan Bank di 2014 didominasi oleh pinjaman tetap, pinjaman tetap dengan angsuran, pinjaman rekening koran, pembiayaan syariah, pinjaman konsumen, pinjaman serba guna, dan pinjaman tanpa agunan. Kinerja penyaluran pinjaman tersebut bervariasi. Pinjaman tetap, pinjaman konsumen, dan pembiayaan syariah mengalami pertumbuhan positif dengan peningkatan terbesar dari pinjaman tetap. Pinjaman tetap meningkat Rp1.433,21 miliar atau sebesar 22,5% dari Rp6.367,39 miliar di 2013 menjadi Rp7.800,60 miliar di 2014. Sedangkan pinjaman rekening koran, pinjaman tetap dengan angsuran, pinjaman serba guna, dan pinjaman tanpa agunan sedikit mengalami pertumbuhan negatif.

Sedangkan berdasarkan sektor ekonomi, struktur pinjaman yang diberikan Bank di 2014 didominasi oleh sektor lembaga pembiayaan, diikuti sektor perdagangan, restoran dan hotel, sektor lain-lain, sektor industri, sektor *real estate*, sektor syariah, sektor konstruksi, dan sektor jasa-jasa sosial. Sebagian besar sektor tersebut mengalami peningkatan penyaluran pinjaman.

OPERATIONAL AND FINANCIAL PERFORMANCE

The above strategies have enabled the Bank to survive and to improve its operational performance both relating to the performance of saving product, loan and services. The number of the third party account having been collected at the Bank in 2014 has shown an increase by 27.8% from 44,276 account units in 2013 to 56,579 account units in 2014. Such increase was dominated by an increase in saving by 36.5% followed by an increase in time deposit at 14.9% and demand deposit at 2.1%. Meanwhile, the number of third party fund collected by the Bank experienced an increase in 14.3% from Rp14,153.08 billion in 2013 to Rp16,177.98 billion in 2014. Such increase was generated from an increase in a number of saving by 31.0% and an increase in time deposit by 18.1%

Saving product increased by 10.8% from Rp11,220.40 billion in 2013 to Rp12,430.39 billion in 2014. Based on the type, loan structure offered by the Bank in 2014 was dominated by fixed loan, fixed loan with installment, overdraft loan, and unsecured loan. The performance of such loan channeling was varied. Fixed loan, consumer's loan, and sharia financing experienced a positive growth with the highest increased achieved by fixed loan. Fixed loans increased by Rp1,433.21 billion or 22.5% from Rp6,367.39 billion to Rp7,800.60 billion in 2014. Meanwhile, overdraft loans, fixed loans with installments, other loans and unsecured loans slightly negative growth.

Whereas, based on economic sector, the loan structure offered by the Bank in 2014 was dominated by financing sector followed by trading, restaurant and hotel, other sectors, industrial, real estate, sharia, construction and social services sectors. The majority of such sectors experienced an increase in loan channeling. Such increase was largely from construction sector by Rp359.44 billion

Melambatnya pertumbuhan ekonomi Indonesia di tahun 2014 yang berdampak pada industri perbankan merupakan penyebab utama turunnya kinerja keuangan Bank Victoria. Bank mengalami penurunan pendapatan operasional kurang lebih sebesar 18,7% dari tahun sebelumnya. Namun demikian, Bank Victoria masih tetap berada pada kondisi yang baik dengan membukukan laba sebesar Rp105,7 miliar di 2014 dan berhasil meningkatkan aset sebesar 11,5% dari tahun sebelumnya. Bahkan Bank memiliki rasio kecukupan modal (CAR) yang lebih tinggi dibandingkan rata-rata *peer group*, yaitu sebesar 18,4%.

Slowing economic growth in Indonesia in 2014 which have impacted the banking industry was the main reason in the decline of Bank Victoria's performance. The Bank suffered a decrease in the operating income approximately by 18.7% compared to the previous year. However, Bank Victoria remained in good condition with a profit of Rp105.7 billion in 2014 and managed to increase its assets by 11.5% from the previous year. The Bank even managed to record capital adequacy ratio (CAR) of 18.4% which is higher compared to the peer group's average.

Peningkatan terbesar berasal dari sektor konstruksi yang mencapai Rp359,44 miliar atau sebesar 55,2% dari Rp651,42 miliar di 2013 menjadi Rp1.010,86 miliar di 2014. Sedangkan penyaluran pinjaman sektor industri dan lain-lain mengalami pertumbuhan negatif.

or 55.2% from Rp651.42 billion in 2013 to Rp1,010.86 billion in 2014. Whereas, the loan channeling in industrial and other sectors indicated a negative growth.

Terkait dengan pemberian jasa layanan Bank, mengalami peningkatan sebesar 4,5% dari Rp12.176,35 miliar di 2013 menjadi Rp12.720,22 miliar di 2014. Peningkatan tersebut khususnya berasal dari peningkatan layanan kliring yang mencapai Rp179,83 miliar dari Rp5.715,72 miliar di 2013 menjadi Rp5.895,56 miliar di 2014.

In addition, services provided by the Bank experienced an increase by 4.5% from Rp12,176.35 billion in 2013 to Rp12,720.22 billion in 2014. Such increase was mainly from the improvement of clearing services by Rp179.83 billion from Rp5,715.72 billion in 2013 to Rp5,895.56 billion in 2014.

Selama 2014, Bank juga mampu mempertahankan tingkat kecukupan modal yang kuat. Dengan tingkat kecukupan modal *(Capital Adequacy Ratio*/CAR) yang kuat, Bank mampu menopang pertumbuhan portofolio kredit yang berkualitas. Nilai CAR Bank Victoria di 2014 lebih besar dibandingkan rata-rata *peer group* (Buku II Perusahaan Terbuka dengan modal inti Rp1 triliun sampai Rp5 triliun). Selain itu, rasio kewajiban penyediaan modal minimum untuk risiko kredit dan risiko operasional serta rasio kewajiban penyediaan modal minimum untuk risiko kredit, risiko operasional, dan risiko pasar mencapai 18,4%, jauh lebih besar dari yang diwajibkan sebesar 8,0%.

Throughout 2014, the Bank has been able to maintain its strong capital adequacy level. By having strong Capital Adequacy ratio, the Bank was able to support good quality of credit portfolio. CAR value of Bank Victoria in 2014 was higher compared to the average value of peer group (Book II Public Company with Tier I Capital from Rp1 trillion to Rp5 trillion). In addition to that, the minimum capital requirement ratio for credit and operational risks and the minimum capital requirement for credit, operational, and market risks reached by 18.4%, much greater than the requirement of 8.0%.

Dari sisi aset, Bank mampu meningkatkan total aset di 2014 menjadi Rp21.364,88 miliar dari Rp19.153,13 miliar di 2013. Peningkatan total aset tersebut mencapai Rp2.211,75 miliar atau sebesar 11,5%. Peningkatan total aset tesebut khususnya berasal dari peningkatan aset keuangan.

On the asset side, the Bank was able to increase its total asset in 2014 by Rp21,364.88 billion from Rp19,153.13 billion in 2013. Such increased total assets achieved by Rp2,211.75 billion or 11.5%. The increase in total asset was particularly from the increase in financial assets.

Namun demikian, akibat adanya tekanan ekonomi makro yang berdampak pada industri perbankan, Bank Victoria tidak mampu memenuhi target laba yang telah ditetapkan. Selama tahun 2013 dan 2014, Bank Indonesia secara berkala menaikkan tingkat suku bunga Bank Indonesia dari 5,75% hingga menjadi 7,75%. Hal ini berdampak pada perubahan tingkat suku bunga di industri perbankan selama tahun 2014, yakni tingkat suku bunga tabungan, deposito, dan kredit. Akibat dari perubahan tersebut, Bank mengalami kenaikan beban bunga yang lebih besar dibandingkan kenaikan pendapatan bunga. Beban bunga naik 54,3% dari Rp1,01 triliun menjadi Rp1,69 triliun. Sedangkan pendapatan bunga naik 34,3% dari Rp1,51 triliun menjadi Rp 2,03 triliun. Hal tersebut menyebabkan pertumbuhan pendapatan operasional di tahun 2014 lebih rendah dibandingkan pertumbuhan di tahun 2013.

Nevertheless, due to macroeconomic pressures which have influenced banking industry in 2014, Bank Victoria was unable to meet its profit target that has been set. During 2013 and 2014, Bank Indonesia has increased Bank Indonesia Rate from 5.75% to 7.75%. This has influenced a change in interest rate of banking industry, e.g. interest rate of saving, deposit and credit. As a result of such change, the Bank has experienced an increase in the interest expense which was much higher than the increased interest rate. The interest expense rose by 54.3% from Rp1.01 trillion to Rp1.69 trillion. Meanwhile, the interest income rose by 34.3% from Rp1.51 trillion to Rp2.03 trillion. These have caused the growth in operating income in 2014 was lower than the growth in 2013.

Bank telah berupaya untuk memenuhi target tersebut. Upaya tersebut antara lain dibuktikan dengan pencapaian total dana pihak ketiga, pendapatan bunga, dan pendapatan non operasional yang lebih besar dari target. Selain itu, Bank telah berupaya menekan beban operasional selain bunga sehingga lebih rendah dari yang diperkirakan.

The Bank has attempted to meet its target. Such attempts were proved by the achievement of total third party fund, interest income, and non-operating income which were larger that the targets. In addition, the Bank has devoted its effort to reduce the operating expenses except the interest expense, so that the operating expenses were lower than those projected.

KENDALA-KENDALA YANG DIHADAPI

Seperti telah disampaikan sebelumnya, tekanan ekonomi makro merupakan kendala utama yang dihadapi Bank di 2014. Di samping itu, Bank juga menghadapi kendala-kendala internal antara lain Bank memiliki struktur dana pihak ketiga yang lebih banyak terkonsentrasi pada deposito. Hal ini menyebabkan *cost of fund* bank masih relatif tinggi. Namun demikian, Bank terus berupaya untuk mengurangi konsentrasi pada deposito.

PROBLEMS FACED

As explained previously, macroeconomic pressures were the major problems encountered by the Bank in 2014. Besides, the Bank also faced internal problems such as: the third party structure which was concentrated mainly on deposits. This has caused a relative high cost of fund. However, the Bank continuously attempts to reduce the concentrated deposits.

Kendala internal lainnya adalah masih lemahnya *sales team* Cabang dalam mendukung pertumbuhan bisnis, peningkatan pendanaan dan pemberian kredit. Oleh karena itu, produktivitas kantor-kantor cabang, kantor cabang pembantu, dan kantor kas masih belum optimal. Kendala ini telah dihadapi dengan pemberian arahan *(coaching)* kepada setiap Pimpinan Cabang oleh Divisi Kantor Pusat.

REALISASI PENGGUNAAN DANA HASIL KONVERSI EFEK YANG DAPAT DIKONVERSIKAN MENJADI SAHAM

Dalam rangka menciptakan struktur permodalan yang kuat, Bank Victoria senantiasa merencanakan kebutuhan permodalan dan mendiskusikannya secara rutin. Hal tersebut ditujukan untuk memastikan bahwa Bank Victoria memiliki struktur permodalan yang kuat untuk mendukung strategi pengembangan ekspansi usaha saat ini dan mempertahankan kelangsungan pengembangan di masa mendatang. Selama tahun 2014, terjadi konversi Waran Seri VI sebanyak 508.898.707. Konversi waran tersebut dilakukan pada periode Januari dan Juni 2014. Dana yang diperoleh dari hasil konversi waran tersebut senilai Rp50.889.870.700,-. Atas perolehan dana tersebut, telah digunakan sepenuhnya untuk menambah atau meningkatkan modal kerja Bank sesuai yang direncanakan dalam prospektus. Bank juga telah menyampaikan Laporan Realisasi Penggunaan Dana Hasil Konversi Efek yang Dapat Dikonversi Menjadi Saham selama periode tahun 2014 tersebut kepada Otoritas Jasa Keuangan.

PROSPEK USAHA

Bank Indonesia telah memproyeksikan pertumbuhan ekonomi Indonesia pada tahun 2015 akan mencapai 5,4% - 5,8%. Hal ini disebabkan tetap kuatnya konsumsi rumah tangga serta ekspansi konsumsi dan investasi pemerintah yang sejalan dengan peningkatan kapasitas fiskal untuk mendukung kegiatan ekonomi produktif, termasuk pembangunan infrastruktur. Dari sisi eksternal, pemulihan ekonomi negara maju, khususnya Amerika Serikat, diperkirakan dapat mendorong peningkatan ekspor, khususnya ekspor manufaktur. Meskipun demikian, sejumlah risiko perlu diwaspadai, khususnya terkait tingginya volatilitas pasar keuangan global yang sejalan dengan kemungkinan kenaikan suku bunga *Fed Fund Rate* di Amerika Serikat dan anjloknya harga komoditas dunia.

Untuk mengantisipasi risiko yang mungkin timbul, pada tahun 2015, kebijakan Bank Indonesia tetap difokuskan untuk menjaga stabilitas makroekonomi dan stabilitas sistem keuangan melalui penguatan bauran kebijakan di bidang moneter, makroprudensial, dan sistem pembayaran. Di bidang moneter, kebijakan akan tetap secara konsisten diarahkan untuk mengendalikan inflasi menuju sasarannya dan defisit transaksi berjalan ke tingkat yang sehat melalui kebijakan suku bunga dan stabilisasi nilai tukar sesuai nilai fundamentalnya. Di bidang makroprudensial, relaksasi ketentuan makroprudensial akan dilakukan secara selektif guna memperluas sumber-sumber pendanaan bagi perbankan, sekaligus mendukung pendalaman pasar keuangan dan mendorong penyaluran kredit ke sektor-sektor yang produktif yang prioritas. Sementara itu, di bidang sistem pembayaran, kebijakan diarahkan untuk mengembangkan industri sistem pembayaran domestik yang lebih efisien. Berbagai kebijakan tersebut akan disertai dengan

Other internal problems faced were the lack of sales team in branches to support the business development, increased funding and credit provision. Therefore, the productivity of branch offices, sub-branches, and cash offices was not yet sufficiently optimal. These problems have been overcome by providing coaching session to each Branch Manager by the Head Office Division.

REALIZATION OF USE OF PROCEEDS FROM CONVERSION OF SECURITIES CONVERTIBLE INTO SHARES

For the purpose of creating a strong capital structure, Bank Victoria continually makes a plan on the capital requirement and discusses it routinely. The purpose is to ensure that Bank Victoria has a strong capital structure to support the strategy of expansion development undertaken currently and to maintain the sustainability of the future development. Throughout 2014, the Bank has taken conversion Series VI Warrants as many as 508,898,707. Such warrant conversion was undertaken in the period of January and June 2014. The proceeds from warrant conversion amounted to Rp50,889,870,700. Such proceeds were used entirely for adding or increasing working capital of the Bank as planned in the prospectus. The Bank has also submitted the Realization of Use of Proceeds from Conversion of Securities Convertible into Shares Securities Report during the period of 2014 to Financial Services Authority.

BUSINESS PROSPECTS

Bank Indonesia has projected the economic growth in 2015 to reach the level of 5.4% - 5.8%. This is due to the continued strength of household consumption and consumption expansion as well as the government investment which were in line with the increased fiscal capacity to support the productive economic activities including infrastructure development. On the external side, economic recovery of developed countries particularly the United States is projected to encourage the increased exports, especially manufacturing exports. However, there are a number of risks that needs to be taken into account particularly in relation to the high volatility of global financial market which is in line with the possibility of an increase in the Fed Fund Rate in the United States, and the falling prices of world commodities.

To anticipate risks that may incur in 2015, Bank Indonesia policy remains focused on maintaining macroeconomic stability and financial system stability by strengthening the policy mix in monetary sector, macroprudential and payment systems. In the monetary field, the policy will remain consistently directed to controlling inflation to the target and the current account deficit t a healthy level, through policy on interest rate and exchange rate stabilization corresponding fundamental value. In macroprudential field, relaxation of macroprudential rules will be selective, in order to broaden the sources of fund for banks, as well as to support the deepening financial market and to encourage credit channeling to the prioritized productive sectors. Meanwhile, in payment system field the policies will be directed to develop a more efficient domestic payment system. Such policies will be accompanied by an increase in coordination between the Government and relevant institutions, so that macroeconomic stability is maintained with

peningkatan koordinasi Pemerintah dengan institusi terkait sehinga stabilitas makroekonomi tetap terjaga dengan struktur perekonomian yang semakin kuat dan mendukung pertumbuhan ekonomi yang lebih tinggi.

Melihat prospek usaha industri perbankan Indonesia di 2015 tersebut, Bank Victoria berusaha sebaik-baiknya untuk meraih setiap peluang dan potensi yang tercipta, khususnya untuk segmen korporat dan *retail*. Dengan keunggulan yang dimiliki oleh Bank, Direksi optimis bahwa prospek usaha di masa yang akan datang akan cerah. Hal ini bisa dijelaskan sebagai berikut:

1. Bank memiliki fokus area pemasaran di seputar Jabodetabek *(Greater Jakarta Area)*, hal tersebut akan memberikan peluang bagi Bank untuk fokus dalam ekspansi usaha yang terpusat;
2. Dengan pertumbuhan ekonomi Indonesia yang relatif stabil, akan mendorong berkembangnya masyarakat kelas menengah *(middle class)* yang sesuai dengan *target market* Bank;
3. Bank berencana untuk lebih memprioritaskan pengembangan *target market* SME dan *Commercial*, hal ini didukung oleh keberadaan dan keberpihakan program Pemerintah dan Bank Indonesia untuk mendukung pengembangan usaha kecil dan menengah serta pengembangan infrastruktur;
4. Bank memiliki grup usaha yang mendukung perkembangan bisnis Bank, seperti Bank Victoria Syariah, Victoria Sekuritas dan Victoria Insurance sehingga dapat dilakukan *cross-selling* terhadap nasabah yang ada.

Saat ini Bank Victoria telah memiliki 102 kantor dimana terdiri dari 101 kantor operasional dan 1 kantor pusat. Bank telah menyiapkan strategi pengembangan usaha yang tepat, antara lain dengan mengoptimalkan potensi dari 101 kantor operasional Bank Victoria yang ada melalui pengelolaan kantor yang lebih efektif sesuai mekanisme *area* dan *cluster*. Di samping itu, Bank juga telah meningkatkan *"perceived strong presence"* di *target customer area* melalui jumlah kantor-kantor Bank Victoria yang memadai di lokasi yang strategis, serta penampilan fisik yang konsisten dan menarik. Dari aspek operasional dan teknologi, Bank berkomitmen untuk menyediakan layanan operasional perbankan yang efisien, nyaman, cepat, dan handal yang berbasis kepada orientasi GCG dan orientasi bisnis.

PENERAPAN *GOOD CORPORATE GOVERNANCE*

Good Corporate Govenance (GCG) bagi Bank Victoria merupakan sebuah kebutuhan. Bank sangat merasakan manfaat dari implementasi GCG. Dengan menerapkan GCG maka keselarasan tujuan Bank dengan tujuan para *stakeholders*nya akan terjalin dengan baik. Dengan adanya keselarasan tujuan maka akan tercipta iklim bisnis yang kondusif dan selanjutnya akan mendorong peningkatan kinerja.

Direksi sangat memahami bahwa Bank merupakan lembaga kepercayaan dan memiliki kewajiban untuk melakukan pelayanan publik. Terkait dengan hal tersebut, GCG merupakan unsur kunci yang dibutuhkan agar kedua fungsi tersebut bisa berjalan dengan baik.

more robust economic structure to support higher economic growth.

Looking at the prospect of banking industry in Indonesia in 2015, Bank Victoria devotes its best possible efforts to reap each opportunity and potential created, particularly for corporate and retail segments. By having competitive advantage, the Board of Directors is optimistic that business prospects in the future will be attractive, as explained in the following:

1. The Bank has focus on marketing area around Jabodetabek (Greater Jakarta Area) providing opportunities for the Bank to be focused on the development of centralized business expansion;
2. With the Indonesian economic growth is relatively stable, this will encourage the development of middle class society which is in line with the target market of the Bank;
3. The Bank plans to prioritize more on the development of SME and commercial target market, which is supported by the existence and alignment of the Government and Bank Indonesia programs to stimulate the development of small and medium enterprise, as well as infrastructure development;
4. The Bank has a business group which support business development of the Bank, such as Bank Victoria Syariah, Victoria Sekuritas and Victoria Insurance which will enable the cross-selling for existing customers.

Currently Bank Victoria has 102 offices consisting of 101 operational offices and 1 head office. The Bank has prepared a strategy on the proper business development, such as: optimizing the potential of 101 operational offices of Bank Victoria through the more effective office management according to the area and cluster mechanism. In addition, the Bank has also enhanced the "perceived strong presence" in target area of customer through a number of sufficient Bank Victoria offices in the strategic location, as well as consistent and attractive physical appearance. On the aspects of operation and technology, the Bank commits to providing efficient, convenient, fast, and reliable bank operational services GCG orientation-based and business-oriented services.

IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

Good corporate governance (GCG) for Bank Victoria is a requirement. The Bank considerably enjoys the benefit of GCG implementation. The implementation of GCG will enable the Bank to achieve a harmony between the Bank and the stakeholders' purposes. By having the harmonious purposes will create a conducive business climate which will further encourage the performance improvement.

The Board of Directors has fully understood that the Bank is a trustworthy institution and has an obligation to provide public services. In line with this, GCG is a key component required enabling such function to be performed well.

DASAR PENERAPAN GCG

Dalam penerapan GCG, Bank tidak hanya mengacu pada Undang-Undang dan peraturan lainnya yang bersifat mandatori, seperti Undang-undang Republik Indonesia No. 40 tahun 2007 tentang Perseroan Terbatas, Peraturan Bank Indonesia No. 8/4/PBI/ 2006 tanggal 30 Januari 2006 tentang Pelaksanaan *Good Corporate Governance* Bagi Bank Umum, sebagaimana telah diubah dengan Peraturan Bank Indonesia No. 8/14/PBI/ 2006 tanggal 05 Oktober 2006 tentang Pelaksanaan *Good Corporate Governance* Bagi Bank Umum dan Peraturan Bank Indonesia No. 11/33/PBI/ 2009 tanggal 7 Desember 2009 tentang Pelaksanaan *Good Corporate Governance* Bagi Bank Umum Syariah dan Unit Usaha Syariah, akan tetapi juga mengacu pada pedoman dan *best practices* yang bersifat *voluntary* seperti Prinsip-prinsip *Corporate Governance* yang dikembangkan oleh Organization for Economic Cooperation and Development (OECD), Pedoman GCG Perbankan Indonesia yang dikembangkan oleh Komite Nasional Kebijakan *Governance* (KNKG) dan *Principles for Enhancing Corporate Governance* yang diterbitkan oleh Basel Committee on Banking Supervision.

STRUKTUR DAN MEKANISME GCG

Bank Victoria telah memiliki struktur GCG yang kuat dan efektif yang terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris beserta komite-komite penunjangnya dan Dewan Direksi. Ketiga organ Bank tersebut telah menjalankan perannya masing-masing dalam memenuhi kewajibannya kepada Pemegang Saham dan pemangku kepentingan lainnya.

RUPS adalah organ Bank yang memegang kekuasaan tertinggi dan memegang segala kewenangan yang tidak dapat didelegasikan atau diserahkan kepada Direksi dan Dewan Komisaris. RUPS sebagai organ Bank merupakan wadah para Pemegang Saham untuk mengambil keputusan penting berkaitan dengan modal yang ditanam dalam Bank, dengan memperhatikan ketentuan Anggaran Dasar dan Undang-Undang Perseroan Terbatas. Selain itu, RUPS juga berfungsi sebagai forum pertanggungjawaban kepengurusan Direksi dan Komisaris atas hasil kinerjanya dalam kurun waktu yang telah ditentukan.

Bank Victoria telah menyelenggarakan RUPS tahunan dalam waktu yang tidak melewati batas yang ditentukan, yaitu pada tanggal 24 April 2014. Dalam penyelenggaraan RUPS, upaya yang telah dilakukan Bank Victoria adalah:

1. Pemegang Saham diberikan kesempatan untuk mengajukan usul mata acara RUPS sesuai dengan peraturan perundang-undangan. Panggilan RUPS telah mencakup informasi mengenai mata acara, tanggal, waktu dan tempat RUPS;
2. Bahan mengenai setiap mata acara yang tercantum dalam panggilan RUPS tersedia di kantor Bank Victoria sejak tanggal panggilan RUPS, sehingga memungkinkan Pemegang Saham berpartisipasi aktif dalam RUPS dan memberikan suara secara bertanggung jawab. Jika bahan tersebut belum tersedia saat dilakukan panggilan untuk RUPS, maka bahan itu disediakan sebelum RUPS diselenggarakan;
3. Risalah RUPS tersedia di kantor Bank Victoria, dan Bank Victoria menyediakan fasilitas agar Pemegang Saham dapat membaca risalah tersebut.

FUNDAMENTAL IMPLEMENTATION OF GCG

In implementing GCG, not only does the Bank refer to Act and other mandatory regulations such as the Republic of Indonesia Act No. 40 of 2007 on the Limited Company, Bank Indonesia Regulation No. 8/4/PBI/2006 dated 30 January 2006 on the Implementation of Good Corporate Governance for Commercial Banks as having been amended by Bank Indonesia Regulation No. 8/14/PBI/2006 dated 5 October 2006 on the Implementation of Good Corporate Governance for Commercial Banks and Bank Indonesia Regulation No. 11/33/PBI/2009 dated 7 December 2009 on the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units, but also refers to the guidelines and voluntary best practices such as: Corporate Governance Principles developed by Organization for Economic Cooperation and Development (OECD), Guidelines of Banking GCG in Indonesia developed by National Committee on Governance Policy (Komite Nasional Kebijakan Governance – KNKG) and Principles for Enhancing Corporate Governance issued by Basel Committee on Banking Supervision.

GCG STRUCTURE AND MECHANISM

Bank Victoria has a strong and effective GCG structure consisting of General Meeting of Shareholders (RUPS – Rapat Umum Pemegang Saham), The Board of Commissioners with its supporting committees and the Board of Directors. Each three organs of the Bank have performed each role in fulfilling its obligation for the Shareholders and other stakeholders.

RUPS is the Bank's organ that holds the highest power, and all of its authorities shall not be delegated or transferred to the Board of Directors and The Board of Commissioners. RUPS as the Bank's organ is a forum for the Shareholders to make important decisions relating to paid up capital at the Bank taking into account the provisions stated in Article of Association and Limited Company Act. In addition to this, RUPS also performs a function as an accountability forum of the Board of Directors and The Board of Commissioners management on their performance within a designated timeframe.

Bank Victoria has held yearly RUPS within a timeframe set dated 24 April 2014. In conducting RUPS, efforts taken were the following:

1. The Shareholders are given opportunities to submit a proposal on the agenda of RUPS according to the regulations. Calling the meeting of RUPS has included information on agenda, date, time and venue of RUPS;
2. The materials on each agenda contained in the calling RUPS are available at Bank Victoria since the calling date of RUPS which will enable the Shareholders to actively participate in RUPS and to cast a vote in a responsible manner. If such materials are not yet available at the time of RUPS calling, such materials will be provided prior to the conduct of RUPS;
3. The minutes of RUPS meeting are available at Bank Victoria, and Bank Victoria provides facilities enabling the Shareholders to read such minutes of meeting.

Dewan Komisaris dan Direksi, yang memiliki wewenang dan tanggung jawab yang jelas sesuai fungsinya masing-masing sebagaimana diamanahkan dalam Anggaran Dasar dan peraturan perundang-undangan. Dewan Komisaris berjumlah 4 (empat) orang, terdiri dari 1 (satu) orang Komisaris Utama merangkap Komisaris Independen, 1 (satu) orang Komisaris dan 2 (dua) orang Komisaris Independen. Dengan demikian, komposisi anggota Dewan Komisaris sudah sesuai dengan aturan yang berlaku. Seluruh anggota Komisaris Independen tidak ada yang memiliki hubungan keuangan, kepengurusan, kepemilikan dan hubungan keluarga dengan anggota Dewan Komisaris Lainnya, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuannya untuk bertindak independen.

Di dalam pelaksanaan tugas dan tanggung jawab tersebut, selama 2014 Dewan Komisaris telah melaksanakan pemantauan dan pengawasan terhadap pelaksanaan Rencana Bisnis Bank. Berdasarkan hasil penilaian *self assessment* pelaksanaan *Good Corporate Governance* tahun 2013, untuk aspek Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris mendapat nilai komposit 1 atau dalam kategori SANGAT BAIK.

Dalam menjalankan tugasnya, Direksi berpedoman pada Kebijakan GCG yang ditetapkan dalam Surat Keputusan Direksi No. 039/SK-DIR/05/13 tanggal 30 Mei 2013 tentang Kebijakan *Good Corporate Governance* (GCG). Kebijakan GCG bagian Direksi berisi tentang petunjuk tata laksana kerja Direksi, serta menjelaskan tahapan aktivitas secara terstruktur, sistematis, mudah dipahami dan dapat dijalankan dengan konsisten, dapat menjadi acuan bagi Direksi dalam melaksanakan tugas masing-masing untuk mencapai visi dan misi perusahaan. Dengan adanya Kebijakan GCG tersebut diharapkan akan tercapai standar kerja yang tinggi selaras dengan prinsip-prinsip GCG.

Pelaksanaan evaluasi kinerja dilakukan secara komprehensif, berjenjang, dan berkala. Hasil evaluasi *Key Performance Indicators* (KPI) Direksi oleh Dewan Komisaris merupakan media penilaian pertanggungjawaban Direksi di RUPS. Adapun penilaian lainnya dilakukan berdasarkan parameter kriteria Penilaian Tugas dan Tanggung Jawab Direksi dalam *self-assessment* pelaksanaan GCG sebagaimana diatur pada Surat Edaran Bank Indonesia No. 15/15/DPNP/ tanggal 29 April 2013 perihal Pelaksanaan *Good Corporate Governance* bagi Bank Umum. Berdasarkan hasil penilaian *self assessment* pelaksanaan *Good Corporate Governance* tahun 2013, untuk aspek Pelaksanaan Tugas dan Tanggung Jawab Direksi mendapat nilai komposit 1 atau dalam kategori SANGAT BAIK.

Dalam pelaksanaannya, Bank Victoria memiliki berbagai kebijakan/pedoman dalam menjalankan fungsi dan tugasnya yang disebut dengan *soft structure* GCG. Tujuan membangun GCG *Soft Structure* antara lain sebagai berikut:

- Melengkapi kebijakan pendukung dalam penerapan GCG;
- Menjadi pedoman bagi Bank dalam menjalankan aktivitas sehari-hari sesuai dengan budaya *(corporate culture)* yang diharapkan;
- Merupakan bentuk komitmen tertulis bagi seluruh jajaran dan tingkatan organisasi Bank dalam rangka meningkatkan disiplin dan tanggung jawab organ perusahaan dalam rangka menjaga kepentingan *stakeholders* sesuai dengan tanggung jawab masing-masing.

The Board of Commissioners and the Board of Directors having the authorities and clear responsibilities according to each function as having been mandated in Article of Association and rules and regulations of Board Commissioners have a number of 4 (four) members consisting of 1 (one) President Commissioner concurrently Independent Commissioner, 1 (one) Commissioner and 2 (two) Independent Commissioners. Therefore, the composition of The Board of Commissioners has complied with the prevailing regulation. All members of Independent Commissioners shall not have financial, ownership, and family relationship with other members of The Board of Commissioners, the Board of Directors and/or Controlling Shareholders or a relationship with the Bank that may influence the members' ability take action independently.

In performing such tasks and responsibilities, the Board of Commissioners during 2014 has conducted monitoring and supervision of the implementation of the Bank's Business Plan. Based of the result of self-assessment rating of Good Corporate Governance in 2013 for the aspect of Duties and Responsibilities Performance, Board of Commissioners received a composite score of 1 or in the category of VERY GOOD.

In performing its tasks, the Board of Directors refers to the GCG policy set out in the Board of Directors Decree Letter No. 039/SK-DIR/05/13 dated 30 May 2013 concerning Good Corporate Governance (GCG) policy. The GCG policy of the Board of Directors contains guidelines in performing the Board of Directors governance, as well as the explanation of stages of activities in a well-structures ways, systematic, easily understood and doable consistently. Such guidelines can become a reference for the Board of Directors in performing each task to achieve the company's vision and mission. Having such GCG policy in place is expected to enable the Bank to achieve a high standard of work, in line with GCG principles.

The performance evaluation is conducted comprehensively, in tier and periodically. The result of Key Performance Indicator (KPI) evaluation of the Board of Directors undertaken by The Board of Commissioners constitutes an evaluation media on accountability of the Board of Directors at RUPS. Meanwhile, other evaluations will be carried out based on the parameter criteria on Task Evaluation and Accountability of the Board of Directors in self-assessment of the conduct of GSG as set out in Bank Indonesia Circular Letter No. 15/15/DPNP/dated 29 April 2013 concerning the implementation of Good Corporate Governance for Commercial Banks. Based on the self-assessment result of the conduct of Good Corporate Governance in 2013 for the aspect of Task Performance and Accountability, the Board of Directors has 1 composite mark in a category of VERY GOOD.

In its implementation, Bank Victoria has various polices/guidelines for performing its functions and tasks namely GCG soft structure. The purposes of developing GCG Soft Structure are as follows:

- To complete supporting policies in the implementation of GCG;
- To become a guideline for the Bank in performing its daily activities according to the corporate culture as expected;
- To constitute written commitments for all employees and the level of the Bank organization, in order to enforce discipline and responsibility of the company's organ for the purpose of maintaining the stakeholders' needs according to each responsibility.

GCG *soft structure* yang telah dimiliki oleh Bank Victoria antara lain adalah:

1. Pedoman GCG yang telah disahkan melalui keputusan Direksi No.039/SK-DIR/05/13 tanggal 30 Mei 2013;
2. Tata Tertib Dewan Komisaris yang telah disahkan melalui Keputusan Dewan Komisaris BVIC No. 003/SK-KOM/04/13 tanggal 29 April 2013;
3. Pedoman Anti *Fraud* yang ditetapkan dalam Surat Keputusan Direksi No. 013/SK-DIR/07/13 tanggal 16 Juli 2013;
4. Pedoman Etika Karyawan yang ditetapkan berdasarkan Surat Keputusan Direksi No. 011/SK-DIR/05/08 tanggal 28 Mei 2008;
5. Kebijakan dan *Standard Operating Procedure* (SOP).
   Pada 2014, Bank Victoria telah membangun/menyempurnakan berbagai GCG *Soft Structure* yang meliputi 35 Kebijakan dan Prosedur (*Standard Operating Procedure*-SOP) baru yang ditetapkan dalam Surat Keputusan (SK) Direksi, termasuk juga telah merevisi 37 SOP yang telah ada.

GCG ASSESSMENT

Dalam memantau implementasi GCG, Bank Victoria melakukan *self assessment* dan evaluasi oleh pihak eksternal. *Self assessment* merupakan upaya sistematik untuk menghimpun dan mengolah data (fakta dan informasi) yang handal dan sahih sehingga dapat disimpulkan kenyataan yang dapat digunakan sebagai landasan tindakan manajemen agar pelaksanaan GCG dapat dilakukan secara efektif. *Self assessment* menjadi bagian dari mekanisme *check and balance*s. Dengan evaluasi, maka capaian kegiatan dapat diketahui dengan pasti dan tindakan lebih lanjut untuk memperbaiki kinerja suatu kegiatan dapat ditetapkan.

Berdasarkan Peraturan Bank Indonesia No. 8/4/PBI/2006 jo. Peraturan Bank Indonesia No. 8/14/PBI/2006 dan Surat Edaran Bank Indonesia No. 15/15/DPNP/tanggal 29 April 2013 perihal Pelaksanaan *Good Corporate Governance* bagi Bank Umum, Bank wajib melakukan penilaian sendiri *(self assessment)* atas pelaksanaan GCG. Berkaitan dengan hal tersebut, Bank Victoria telah melakukan *self assessment* GCG. Sejak 2012 hingga 2014, Bank Victoria selalu memperoleh nilai komposit *assessment* pelaksanaan GCG dengan nilai 2 atau dalam kategori BAIK.

Sedangkan untuk kegiatan evaluasi eksternal, dilakukan oleh pihak yang independen. Evaluasi ekternal dimaksudkan untuk mendapatkan *second opinion* terhadap kualitas implementasi GCG dalam rangka perbaikan kualitas implementasi GCG secara berkelanjutan. Bank Victoria telah mendapatkan peringkat 5 kategori Bank Buku II, Perusahaan Tbk. dengan Modal Inti Rp1T hingga 5T, dengan aspek GCG mendapat peringkat 2, dalam Anugerah Perbankan Indonesia yang diselenggarakan oleh Economic Review.

MANAJEMEN RISIKO

Untuk mengantisipasi dan beradaptasi dengan perubahan lingkungan bisnis perbankan yang dinamis, maka Bank Victoria menerapkan manajemen risiko sebagai konsep strategis. Penerapan Manajemen Risiko Bank Victoria merujuk kepada PBI No. 11/25/PBI/2009 tanggal 01 Juli 2009 tentang Perubahan atas Peraturan Bank Indonesia No. 5/8/PBI/2003 tentang Penerapan Manajemen Risiko Bagi Bank Umum, dengan SE BI No. 13/23/DPNP tanggal 25 Oktober 2011 perihal Perubahan atas 5/21/

GCG soft structure of Bank Victoria includes the following:

1. Guideline of GCG having been endorsed through the Board of Directors decree No. 039/SK-DIR/05/13 dated 30 May 2013;
2. Code of conduct of the Board of Commissioners having been endorsed through The Board of Commissioners decree of BVIC No. 003/SK-KOM/04/13 dated 29 April 2014;
3. Guidelines on Anti-Fraud set out in the Board of Directors Decree Letter No. 013/SK-DIR/07/13 dated 17 July 2013;
4. Guidelines on Employees' Ethics set out in accordance with the Board of Directors Decree Letter No. 011/SK-DIR/05/08 dated 29 May 2008;
5. Policies and Standard Operating Procedure (SOP).
   In 2014, Bank Victoria has developed/improved various GCG soft structure including 35 Policies and new Procedures (Standard Operating Procedure-SOP) stipulated in the Board of Directors Decree Letter. This also included the revisions of 37 existing SOP.

GCG ASSESSMENT

In monitoring the implementation of GCG, Bank Victoria conducted self-assessment and evaluation by external party. Self-assessment a systematic effort to collect and process reliable and valid data (facts and information), so that the summarized facts can be used as a basis for the management action. Therefore, GCG can be implemented effectively. Self-assessment is part of check and balances mechanism. By conducting the evaluation, the achievement of activities can be definitely monitored and further action can be taken to improve the performance of activities as planned.

Pursuant to Bank Indonesia Regulation No. 8/4/PBI2006 jo. Bank Indonesia Regulation No. 8/14/PBI/2006 and Bank Indonesia Circular Letter No. 15/15/DPNP dated 29 April concerning the Implementation of Good Corporate Governance for Commercial Banks; the Bank shall conduct its assessment (self-assessment) on the implementation of GCG. In line with this, Bank Victoria has conducted GCG self-assessment. From 2012 to 2015, Bank Victoria continually receives the composite mark assessment for the implementation of GCG having mark 2 or in category of GOOD.

Meanwhile, the evaluation of external activities conducted by independent party. The purpose of external evaluation is for obtaining second opinion on the quality of GCG implementation, in order to improve the quality of GCG implementation sustainably. Bank Victoria has obtained ranking 5 for the category of Bank Book II, Public Company with the Core Capital from Rp1 trillion to 5 trillion, having GCG aspect of ranking 2 in Indonesia Banking Awards held by Economic Review.

RISK MANAGEMENT

To anticipate and to adapt to the changes in dynamic banking business environment, Bank Victoria applies risk management as a strategic concept. The application of Risk Management of Bank Victoria refers to PBI No. 11/25/PBI/2009 dated 1 July 2009 concerning the Amendments to Bank Indonesia Regulation No. 5/8/PBI/2003 concerning the Application of Risk Management for Commercial Banks with SE BI No. 13/23/DPNP dated 25 October 2011 concerning the Amendment to 5/21/DPNP concerning the

DPNP perihal Penerapan Manajemen Risiko bagi Bank Umum, PBI No. 13/1/PBI/2011 tanggal 5 Januari 2011 tentang Penilaian Tingkat Kesehatan Bank Umum, SE BI No. 13/24/DPNP tanggal 25 Oktober 2011 perihal Penilaian Tingkat Kesehatan Bank Umum, dan ketentuan Otoritas lainnya terkait dengan penerapan manajemen risiko.

Pendekatan yang dilakukan dalam mendukung penerapan manajemen risiko Bank Victoria secara efektif adalah dengan melakukan pendekatan komprehensif untuk mengelola risiko-risiko Bank secara menyeluruh, meningkatkan kinerja dalam mengelola ketidakpastian, meminimalisir ancaman dan memaksimalkan peluang tanpa mengabaikan prinsip-prinsip manajemen risiko paling kurang mencakup 4 (empat) pilar, yaitu:

1. **Pengawasan aktif Dewan Komisaris dan Direksi**

   Dewan Komisaris dan Direksi bertanggung jawab atas efektivitas penerapan Manajemen Risiko diantaranya melalui menetapkan struktur organisasi yang mencerminkan secara jelas mengenai batas wewenang, tanggung jawab dan fungsi, serta independensi antar unit bisnis dengan unit kerja manajemen risiko, melakukan persetujuan dan peninjauan berkala mengenai strategi dan kebijakan risiko yang mencakup tingkat toleransi Bank terhadap risiko dan siklus perekonomian, bertanggung jawab untuk mengimplementasikan strategi dan kebijakan risiko dengan cara menjabarkan dan mengkomunikasikan kebijakan dan strategi risiko, memantau dan mengendalikan risiko dan mengevaluasi penerapan kebijakan dan strategi, dan membentuk komite-komite yang bertujuan untuk yang membantu pelaksanaan tugas Dewan Komisaris dan Direksi untuk mendukung penerapan Manajemen Risiko secara efektif.
2. **Kecukupan kebijakan, prosedur dan penetapan limit**
   Penerapan Manajemen Risiko didukung dengan kerangka yang mencakup kebijakan dan prosedur Manajemen Risiko serta limit risiko yang ditetapkan secara jelas sejalan dengan visi, misi, dan strategi bisnis Bank. Kebijakan Manajemen Risiko disusun sesuai dengan karakteristik, kegiatan dan kompleksitas kegiatan usaha Bank, strategi bisnis dan *risk appetite* Bank. Dalam rangka pengendalian risiko secara efektif, kebijakan dan prosedur yang dimiliki bank harus didasarkan pada strategi Manajemen Risiko dan dilengkapi dengan toleransi risiko dan limit risiko. Penetapan toleransi risiko dan limit risiko dilakukan dengan memperhatikan tingkat risiko yang akan diambil dan strategi Bank secara keseluruhan.

3. **Kecukupan proses identifikasi, pengukuran, pemantauan, dan pengendalian risiko serta sistem informasi Manajemen Risiko**
   Bagian dari penerapan Manajemen Risiko adalah identifikasi, pengukuran, pemantauan, dan pengendalian risiko. Identifikasi risiko bersifat proaktif, mencakup seluruh aktivitas bisnis dan dilakukan dalam rangka menganalisa sumber dan kemungkinan timbulnya risiko serta dampaknya. Selanjutnya, dilakukan pengukuran eksposur risiko sesuai dengan karakteristik dan kompleksitas kegiatan usaha sebagai acuan untuk melakukan pengendalian, setelah dilakukan pemantauan. Dalam proses penerapan Manajemen Risiko di atas telah didukung oleh Sistem Informasi Manajemen Risiko yang merupakan bagian dari sistem informasi manajemen sesuai dengan kebutuhan dalam rangka penerapan Manajemen Risiko yang efektif.

Application of Risk Management for Commercial Banks, PBI No. 13/1/PBI/20011 dated 5 January 2011 concerning Commercial Bank Rating, PBI No. 13/24/DPNP/2011 dated 25 October 2011 concerning Commercial Bank Rating, and regulations issued by other authorities relating to the application of risk management.

The approach employed to support the application of risk management in Bank Victoria effectively is by applying a comprehensive approach to manage the Bank's risks comprehensively, improving the performance in managing uncertainty, minimizing threats and maximizing opportunities without disregarding the principles of risk management which shall at least include 4 (four) pillars as the following :

1. **Active Supervision from the Board of Commissioners and the Board of Directors**
   The Board of Commissioners and the Board of Directors are responsible for applying the effectiveness of Risk Management such as by devising the organization structure which reflects a clear restriction of authority, responsibility and function as well as interdependency between business units with risk management work unit, granting approval and undertaking review regularly on the strategy and risk management which includes the Bank's level of tolerance for risks and economic cycle. The Board of Commissioners and the Board of Directors are also responsible for implementing the strategy and risk management by way of defining and communicating risk policy and strategy, monitoring and controlling risks and evaluating the application of policy and strategy, and establishing committees for a purpose of assisting the conduct of the Board of Commissioners and the Board of Directors duties to support the application of Risk Management effectively.
2. **The sufficient policy, procedure and setting of limits**
   The application of Risk Management is bolstered by a framework covering the policy and procedure of Risk Management and Risks limits set clearly and in line with the vision, mission and strategy of the Bank's business. Risk Management policies are formulated in accordance with the characteristics of the activities and the complexity of the Bank's business activities, the business strategies and risk appetite of the Bank. For the purpose of controlling effectively, the policies and procedures owned by the Bank shall be based on Risk Management strategy equipped with Risk tolerance and risk limits. The setting of risk tolerance and risk limits shall be conducted taking into account the Risk level that will be taken and the overall of the Bank strategy.
3. **The sufficient identification process, measurement, risk monitoring and controlling as well as information system of Risk Management**
   Part of the implementation of Risk Management includes identification, measurement, monitoring, and controlling risk. Risk identification is proactive including all business activities and conducted for a purpose of analyzing the sources and the possibility of risks to incur, as well as their impacts. Furthermore, risk exposure measurement will be undertaken according to the characteristics and complexity of business activities as guidelines for carrying out control after monitoring has been conducted. The process of the abovementioned implementation of Risk Management has been bolstered by Risk Management Information System which constitutes a part of management information system according to the needs on the effective implementation of Risk Management.

4. Sistem pengendalian intern yang menyeluruh

Pelaksanaan sistem pengendalian intern dalam penerapan Manajemen Risiko mengacu pada kebijakan dan prosedur yang telah ditetapkan dengan batasan wewenang dan tanggung jawab pada setiap unit kerja, penetapan limit-limit yang memadai, kaji ulang yang efektif, independen, dan obyektif terhadap kebijakan, kerangka dan prosedur operasional Bank serta pelaksanaan audit berkala dengan cakupan yang memadai.

Terdapat 8 Risiko yang dikelola Bank yaitu risiko kredit, risiko likuiditas, risiko pasar, risiko operasional, risiko stratejik, risiko kepatuhan, risiko hukum dan risiko reputasi. Selain itu, terdapat 2 risiko tambahan lainnya yaitu risiko imbal hasil *(rate of return risk)* dan risiko investasi *(equity investment risk)* yang dikelola oleh anak perusahaan Bank Victoria Syariah. Risiko-risiko tersebut telah dikelola dengan baik. Hasil penilaian risiko di 2014 menunjukkan peringkat *low* hingga *low to moderate* dan memiliki peringkat kualitas *satisfactory*.

INFORMATION TECHNOLOGI GOVERNANCE

Bank senantiasa melakukan pengembangan dalam Teknologi Informasi (TI) sesuai dengan arahan kebijakan Rencana Bisnis Bank yang menetapkan bahwa Bank akan melakukan perubahan pada konsep *Branchless Banking* sehingga Bank dapat melayani seluruh nasabahnya di mana pun berada. Dalam hal pengembangan TI ke depan menuju *branchless banking*, Bank senantiasa mengikuti perkembangan teknologi yang ada untuk mendukung kebijakan produk serta bisnis Bank.

Strategi Bank dalam tahun 2014 antara lain dengan cara:

- Memperkuat pengamanan jaringan kantor yang baru maupun yang lama;
- Meningkatkan Aplikasi *Switching* untuk mempermudah layanan *Delivery Channel*;
- Meningkatkan fasilitas fitur pada kartu ATM Bank baik pada layanan maupun ketentuan regulator untuk kartu berbasis *chip*;
- Meningkatkan kemampuan TI dalam menambah fitur *Delivery Channel* Bank seperti Internet Banking, SMS Banking;
- Meningkatkan fitur *Corebanking* ke versi terbaru yakni V2.03;
- Melakukan *backup* jaringan seluruh kantor dengan melakukan penambahan jaringan dengan *vendor* berbeda *(redundant link)*.

Perencanaan Sistem dan Teknologi Informasi akan senantiasa diperbaharui sesuai dengan perkembangan yang mungkin terjadi dalam strategi usaha Bank serta mengikuti dan menyesuaikan *time plan* Rencana Bisnis Bank tahun 2014. Sepanjang 2014, Divisi TI telah melakukan Pengembangan Aplikasi dan sistem, baik dikembangkan oleh *vendor* maupun secara *inhouse*, guna mendukung operasional antara lain:

- *Bancassurance*;
- FCS *(Fax Confirmation System)*;
- *Monitoring Collection* Jatuh Tempo;
- Limit Transaksi;
- Laporan XBRL *(eXtensible Business Reporting Language)* sesuai dengan peraturan regulator (BI) – *carry over* ke tahun 2015;
- Laporan Kinerja Cabang;

4. Comprehensive Internal Control System

The implementation of internal control system in Risk Management refers to the policy and procedure set out with a restriction of authorities and responsibilities on each of work unit, sufficient limits setting, effective review, independent and objective on the policies, framework and operational procedure of the Bank as well the conduct of regular audit with sufficient coverage.

There are 8 (eight) risks managed by the Bank, namely credit risk, liquidity risk, market risk, operational risk, strategic risk, compliant risk, legal risk, and reputational risk. In addition, there are 2 (two) other additional risk, such as rate of return risk, and equity investment risk managed by Bank Victoria Syariah subsidiary. Such risks have been well managed. The result of risk assessment in 2014 showed from a low ranking to low to moderate ranking and having satisfactory ranking quality.

INFORMATION TECHNOLOGY GOVERNANCE

The Bank continuously carries out Information Technology (IT) development according to the policy direction of the Bank's Business Plan setting out that the Bank will make changes in Banking Branches concept, so that the Bank is able to provide all customers in any area. The development of IT in the future will be directed towards branchless banking. The Bank continuously keeps up with technology development to support policies on product and the Bank's businesses.

The strategy of the Bank in 2014 included the following ways:

- Strengthening office network security both new and old system;
- Improving Switching Application to simplify Delivery Channel services;
- Improving feature facilities on the Bank's ATM card both for services and regulation on chip-based card;
- Improving IT competencies by adding Delivery Channel features of the Back such as : Internet Banking, SMS Banking;
- Enhancing Corebanking features to the newest version namely V2.03;
- Making backup network for all offices by adding network with different vendors (redundant link).

The Bank will Plan will continuously improve the Information Technology system according to the development that possibly incur in business strategy of the Bank, and keep up as well as adjust the time plan of the Bank's Business Plan of 2014. Throughout 2014, IT Division has stimulated the Application Development and System conducted by the vendor or in-house for a purpose of supporting operational activities as follows:

- Bancassurance;
- FCS (Fax Confirmation System);
- Monitoring Matured Collection;
- Transaction Unit;
- XBRL Report (Extensible Business Reporting Language) according to the regulations from BI – carried over to 2015;
- Performance Branch Report;

- Pengembangan RTGS Gen2 - *carry over* ke tahun 2015;
- Pengembangan SKN Gen2 - *carry over* ke tahun 2015;
- *Upgrading Corebanking* dari V2.01 menjadi V 2.03;
- *Upgrading ITM Switching* dari V 2.2 menjadi V 4.3;
- Perbaikan jaringan yang meliputi *security* dan *contingency* dengan menggunakan ARP *(Address Resolution Protocol)* dan BGP *(Border Gateway Protocol)*.

SISTEM PENGENDALIAN INTERN

Sistem pengawasan intern merupakan komponen penting dalam manajemen Bank dan menjadi acuan dalam kegiatan operasional yang sehat dan aman. Sistem pengendalian intern Bank Victoria ditujukan untuk:

1. Menjaga aset Bank;
2. Menjamin tersedianya pelaporan keuangan dan manajerial yang dapat dipercaya;
3. Meningkatkan kepatuhan Bank terhadap ketentuan dan peraturan perundang-undangan yang berlaku;
4. Mengurangi risiko terjadinya kerugian, penyimpangan dan pelanggaran aspek kehati-hatian; dan
5. Meningkatkan efektivitas organisasi dan meningkatkan efisiensi biaya.

Dengan pengendalian intern yang baik diharapkan mampu mendukung pencapaian sasaran dan kinerja yang ditetapkan manajemen, menambah kepercayaan bagi manajemen dan mendorong kepatuhan pada ketentuan dan peraturan perundang-undangan yang berlaku, serta meminimalisir risiko kerugian yang timbul melalui proses pengelolaan risiko yang akurat dan memadai.

Sistem pengendalian intern Bank Victoria mengacu pada Surat Edaran Bank Indonesia No. 5/22/DPNP Tentang Pedoman Standar Sistem Pengendalian Intern bagi Bank Umum tanggal 29 September 2003. Elemen Sistem Pengendalian Intern Bank meliputi sebagai berikut:

1. Pengawasan oleh manajemen dan kultur pengendalian. Dewan Komisaris bertanggung jawab untuk memastikan bahwa Direksi telah memantau efektivitas pelaksanaan sistem pengendalian intern, sehingga Dewan Komisaris memiliki peran aktif untuk memastikan adanya perbaikan terhadap permasalahan Bank yang dapat mengurangi efektivitas sistem pengendalian intern. Direksi bertanggung jawab untuk menetapkan kebijakan dan strategi serta prosedur pengendalian intern. Direksi juga bertanggung jawab untuk memantau kecukupan dan efektifitas dari sistem pengendalian intern. Dewan Komisaris dan Direksi bertanggung jawab dalam meningkatkan etika kerja dan integritas yang tinggi serta menciptakan kultur organisasi yang menekankan pada seluruh pegawai Bank mengenai pentingnya pengendalian intern yang berlaku di Bank.
2. Identifikasi dan penilaian risiko. Penilaian risiko merupakan serangkaian tindakan yang dilaksanakan oleh Direksi dalam rangka identifikasi, analisis dan menilai risiko yang dihadapi Bank untuk mencapai sasaran usaha yang ditetapkan.
3. Kegiatan pengendalian dan pemisahan fungsi. Kegiatan pengendalian meliputi kebijakan, prosedur dan praktek yang memberikan keyakinan pejabat dan pegawai Bank bahwa arahan Dewan Komisaris dan Direksi Bank telah dilaksanakan secara efektif. Kegiatan pengendalian dapat membantu Direksi termasuk Komisaris Bank dalam mengelola dan mengendalikan risiko yang dapat mempengaruhi kinerja atau

- RTGS Gen 2 Development – carried over to 2015;
- SKN Gen 2 Development – carried over to 2015;
- Upgrading Corebanking from V2.01 go V 2.03;
- Upgrading ITM Switching from V2.2 to V 4.3;
- Network improvement covering security and contingency by utilizing ARP (Address Resolution Protocol) and BGP (Border Gateway Protocol).

INTERNAL CONTROL SYSTEM

Internal control system is an important component in the Bank and has become a reference in its health and safe operations. The purposes of Internal Control System of Bank Victoria are the following:

1. To maintain the Bank's assets'
2. To ensure the availability of reliable financial and managerial reports;
3. To enhance the Bank's compliance with the prevailing rules and regulations;
4. To reduce the risks from the loss to incur, defect and violation against prudential aspects; and
5. To increase the effectiveness of organization and to improve cost efficiency.

Having a well internal control in place is expected to support the achievement of objective and performance set by the management, to boost the management confidence and to enforce the compliance with the prevailing rules and regulations, as well as to minimize the loss risk that possibly incur through the accurate and sufficient risk management process.

The internal control system of Bank Victoria refers to Bank Indonesia Circular Letter No. 5/22/DPNP concerning the Guidelines on Internal Control System Standard for Commercial Banks dated 29 September 2003. The elements of Internal Control System of the Bank cover the following:

1. Supervision by the management and control culture. The Board of Commissioners is responsible for ensuring that the Board of Directors has monitored the effectiveness of the implementation of internal control, so that the Board of Commissioners has the active role to ensure the improvement of the Bank's problems that may reduce the effectiveness of internal control system. The Board of Directors is also responsible for monitoring the adequacy and effectiveness of internal control system. The Board of Commissioners and the Board of Directors are responsible for increasing the work ethics and high integrity, as well as to create the organization culture which emphasize on all Bank's employees upon the importance of internal control system applied at the Bank.
2. Identification and risk assessment. Risk assessment is a series of activities carried out by the Board of Directors in order to identify analysis and assess the risk faced by the Bank to achieve the business objectives that have been set.
3. The activities of controlling and separating of functions. The activities of control include: policy, procedure and practice that will build up confidence for the officials and the Bank's employees that the directions from the Board of Commissioners and the Board of Directors of the Bank have been effectively conducted. The control activities will assist the Board of Directors including the Board of Commissioners of the

mengakibatkan kerugian Bank. Pemisahan fungsi dimaksudkan agar setiap orang dalam jabatannya tidak memiliki peluang untuk melakukan dan menyembunyikan kesalahan atau penyimpangan dalam pelaksanaan tugasnya pada seluruh jenjang organisasi dan seluruh langkah kegiatan operasional.

4. Sistem Akuntansi, Informasi dan Komunikasi. Sistem Akuntansi meliputi metode dan catatan dalam rangka mengidentifikasi, mengelompokkan, menganalisis, mengklasifikasi, mencatat/membukukan dan melaporkan transaksi Bank. Sistem Informasi harus dapat menghasilkan laporan mengenai kegiatan usaha, kondisi keuangan, penerapan manajemen risiko dan pemenuhan ketentuan yang mendukung pelaksanaan tugas Dewan Komisaris dan Direksi. Sistem Komunikasi harus mampu memberikan informasi pada seluruh pihak baik intern maupun ekstern, seperti otoritas pengawasan Bank, auditor ekstern, Pemegang Saham dan nasabah Bank.

5. Kegiatan pemantauan dan tindakan koreksi penyimpangan. Bank harus melakukan pemantauan secara terus menerus terhadap efektivitas keseluruhan pelaksanaan pengendalian intern. Pemantauan terhadap risiko utama Bank harus diprioritaskan dan berfungsi sebagai bagian dari kegiatan Bank sehari-hari termasuk evaluasi secara berkala, baik oleh satuan kerja operasional maupun oleh Satuan Kerja Audit Internal (SKAI).

Dalam upaya memantau dan melakukan tindakan koreksi penyimpangan, SKAI telah melakukan kegiatan pemeriksaan operasional dan keuangan di kantor-kantor Bank yang meliputi Perkreditan, Dana Pihak Ketiga (DPK), Penerapan APU dan PPT dan *Know Your Customer* (KYC), *Teller* dan Uang Tunai, *Security*, *Service Excellence*, Laporan Keuangan, Gedung dan Inventaris, dan lain-lain.

Sistem pengendalian intern Bank telah sesuai dengan *Internal Control Integrated Framework* yang dikembangkan oleh The Committee of Sponsoring Organization of the Treadway Commission (COSO) di tahun 2013. Tujuan pengendalian intern menurut COSO meliputi tujuan operasional, tujuan pelaporan dan tujuan kepatuhan. Hal ini sesuai dengan tujuan sistem pengendalian intern Bank yang telah diuraikan sebelumnya.

WHITSLEBLOWING SYSTEM

Dalam rangka meningkatkan efektifitas penerapan sistem pengendalian fraud dan mendeteksi kejadian *fraud*, Bank menetapkan kebijakan *whistleblowing* yang merupakan kebijakan terpisah dari Pedoman Penyelesaian Pengaduan Nasabah. Kebijakan *whistleblowing* merupakan bentuk komitmen Bank dalam menerapkan strategi *anti fraud* dan sebagai panduan bagi *stakeholders* dalam mekanisme pengaduan pelanggaran dan menjamin adanya proteksi bagi pelapor.

Pengaduan pelanggaran tersebut akan dikelola oleh Unit Anti Fraud sebagai unit yang berada di dalam Biro Hukum dan Remedial dan bertanggung jawab secara langsung kepada Direktur Utama serta memiliki jalur komunikasi secara langsung kepada Dewan Komisaris. Setiap pengaduan pelanggaran akan diverifikasi oleh Unit Anti Fraud dalam laporan tertulis yang ditujukan kepada Direktur Utama dan atau Dewan Komisaris secara langsung atau

Bank in managing and controlling the risk that will influence the performance or the performance or possibly affect the loss of the Bank. The separation of function is aimed at ensuring that any employee at the Bank in its position has no opportunity to undertake and to hide the mistakes or defect in conducting its duties in all level of organization and all steps of operational activities.

4. Accounting, Information and Communication System. Accounting System covers the method and notes in order to identify, grouping, analyze, classify, note/book and report the Bank's transactions. Information System shall be able to produce reports on business activities, financial condition, risk management implementation, and compliance with the regulations that will support the conduct of the Board of Commissioners' and the Board of Directors' duties. Communication System shall be able to provide information for all internal and external parties, such as: supervision authority of the Bank, external auditor, Shareholders and the Bank's customers.
5. Supervision activities and correction action of the defect. The Bank must continuous supervision towards the effectiveness of all internal control system activities. The supervision of the main risks of the Banks shall be prioritized and shall function as parts of day-to-day of Bank's activities including regular evaluation both by operational work unit or internal audit unit (SKAI).

In line with the effort to supervise and carry out the correction activity of the defect, SKAI has carried out the operational and financial audit activities at the Bank's offices including: Credit, the Third Party Fund (DPK), Application of APU and PPT and Know Your Customer (KYC), Teller and Cash, Security, Service Excellence, Financial Statement, Building and Inventory and others.

The internal control system of the Bank has complied with the Internal Control Integrated Framework developed by the Committee of Sponsoring Organization of the Treadway Commission (COSO) in 2013. The purpose of internal control according to COSO includes: operational objective, report objective, and compliance objective. This is all has met the objective of internal control system of the Bank as explained previously.

WHITSLEBLOWING SYSTEM

In order to boost the effectiveness of the implementation of fraud control and to detect the fraud incidences, the Bank has established the whistleblowing policy which is a separate policy from the Guideline of Customer Complaint Settlements. The whistleblowing policy constitutes a commitment of the Bank in implementing the anti-fraud strategy, and as a guideline for the stakeholders in the mechanism of complaints of violations and ensuring the existence of protection for the whistleblowers.

The complaints of violations will be managed by Anti-Fraud Unit as a unit under the Legal Bureau and Remedial and directly responsible to the President Director as well as having a direct communication to the Board of Commissioners. Any complaint of violation will be verified of Anti-Fraud Unit in a written report addressed to the President Director and/ or the Board of Directors directly or through the Head of Legal Division Bureau, Remedial &

melalui Kepala Divisi Biro Hukum, Remedial & Anti Fraud. Apabila hasil verifikasi menunjukkan adanya indikasi pelanggaran yang disertai dengan bukti-bukti yang cukup, maka pengaduan akan diproses ke tahap investigasi sesuai jenis pengaduan dan pelaku pelanggaran.

Anti-Fraud. If the verification report shows an indication of violation proved by sufficient evidence, the complaint will be processed to the in investigation stage according to the type of complaint and the perpetrator of violation.

Pelaku pelanggaran yang telah terbukti berdasarkan hasil investigasi, akan diproses sesuai dengan peraturan yang berlaku dan apabila terbukti adanya pelanggaran oleh pegawai yang mengarah ke tindak pidana, maka akan dilanjutkan proses hukum yang berlaku kepada lembaga penegak hukum dengan Direksi sebagai pejabat penyerah perkara. Pemantauan tindak lanjut dan penyampaian tanggapan atas pengaduan pelanggaran akan dilakukan oleh Unit Anti Fraud.

The perpetrator of violation proven guilty according to the investigation results will be process pursuant to the applicable regulation. If there is evidence of violation conducted by an employee that leads to criminal act, this will be further processed to the law enforcement institution with the Board of Directors acting as the officials to claim the case. Further supervision and submission of response on the violation complaint will be conducted by Anti-Fraud Unit.

Dalam rangka perlindungan terhadap pelapor *(whistleblower protection)*, Bank akan memberikan perlindungan penuh baik untuk pihak internal maupun eksternal Bank, baik bagi pelapor maupun saksi yang berpartisipasi dalam proses investigasi, penyelidikan dan penyidikan termasuk sidang terhadap perkara yang menjadi perhatian publik. Kerahasiaan identitas pelaporan hanya dimungkinkan untuk diungkapkan apabila diperlukan dalam proses investigasi lanjutan dan untuk mematuhi hukum dalam proses penyidikan pihak berwajib. Perlindungan pelapor dan saksi khususnya jika pelapor berasal dari eksternal Bank, mengacu kepada ketentuan Undang-Undang Nomor 13 tahun 2006 tentang perlidungan pelapor dan korban.

In order to protect the whistleblower, the Banks provides full protection for both internal and external parties of the Bank, for the whistleblower or witness participating in the process of investigation, pre-investigation including the court of hearing that will attract public's attention. The confidentiality of the whistleblower may only be revealed in the case that this will be required in the further investigation and to comply with the laws in the process of investigation by the authority. The whistleblower protection and witness in particular if the whistleblower is the external party of the Bank, shall refer to Act No. 13 of 2006 concerning the protection of whistleblower and the victim.

Sepanjang 2014, Bank Victoria tidak menerima pelaporan terkait *whistleblowing*. Hal ini mengindikasikan bahwa pengendalian internal Bank telah efektif dalam mencegah terjadinya *fraud*.

Throughout 2014, Bank Victoria has not received any report concerning whistleblowing. This indicates that the internal control of the Bank has been conducted effectively to prevent from the fraud to occur.

CORPORATE SOCIAL RESPONSIBILITY

CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility (CSR) merupakan salah satu dari penerapan GCG yang utama di Bank Victoria. Bank sangat menyadari bahwa pemenuhan hak-hak para pemangku kepentingan yang meliputi, nasabah, masyarakat, karyawan dan negara, merupakan faktor kunci dalam pencapaian kinerja berkelanjutan.

Corporate Social Responsibility (CSR) is one of the major components in the implementation of GCG in Bank Victoria. The Bank is fully aware that the fulfillment of the stakeholder rights including: customers, society, employees and state is the key factor in achieving sustainable performance.

CSR merupakan hal penting dalam mendukung tumbuh kembangnya Bank. Bank menempatkan CSR sebagai bagian program jangka panjang perusahaan. Bank dalam upaya mencapai *sustainable business* senantiasa berusaha memberikan kinerja yang optimal untuk para Pemegang Saham namun juga memikirkan bagaimana memberikan kontribusi secara maksimal dalam aspek sosial dan lingkungan.

CSR is an important factor in supporting the growth of the Bank. The Bank has placed CSR as part of long-term program of the company. In the effort to achieve sustainable business the Bank continuously attempts to provide optimal performance for its Shareholders whilst also thinks on how to provide maximal contribution in social and environmental aspects.

Pelaksanaan CSR meliputi CSR terkait dengan lingkungan hidup; CSR terkait dengan ketenagakerjaan, kesehatan, dan keselamatan kerja; CSR terkait dengan pengembangan sosial dan kemasyarakatan; serta CSR terkait dengan tanggung jawab kepada konsumen. Selama 2014, kegiatan CSR telah dilakukan secara efektif dan telah memberikan dampak positif bagi Bank.

The implementation of CSR covers CSR relating to environment; CSR relating to employment, health, and work safety; CSR relating to the social development and society; as well as CSR relating to the responsibility to the customers. Throughout 2014, CSR activities have been carried out effectively and have given positive influence for the Ban.

Dalam menerapkan CSR terkait dengan lingkungan hidup, Bank senantiasa ikut berpartisipasi dalam upaya pelestarian alam dan lingkungan hidup yang dimulai dari hal kecil dengan tetap menggunakan kertas-kertas yang masih layak pakai untuk keperluan-keperluan internal. Hal tersebut dilakukan Bank untuk mengurangi jumlah sampah yang diakibatkan oleh kertas-kertas yang tidak terpakai secara optimal.

In the implementation of CSR relating to environment, the Bank continuously participates in the effort of natural preservation and environment starting from the small maters whilst remaining to use papers that are still usable for internal user. This is to reduce a number of waste resulting from the papers that are not optimal used.

Komitmen Bank Victoria untuk bertanggung jawab terhadap lingkungan, serta sebagai upaya pelestarian alam dan lingkungan hidup juga dituangkan dalam bentuk kebijakan pemberian kredit. Kebijakan tersebut memuat aturan bahwa dalam setiap analisis kredit diharuskan untuk memasukkan ketentuan tentang kewajiban memiliki Analisa Mengenai Dampak Lingkungan (AMDAL).

The commitments of Bank Victoria to be responsible for the environment and as the effort to preserve the nature and environment are contained in the form of the policy of credit provision. Such policy contains the regulation that in any credit analysis shall contain the regulation on the obligation of having Environment Impact Analysis (AMDAL – Analisis Mengenai Dampak Lingkungan).

Untuk CSR terkait dengan program ketenagakerjaan, kesehatan dan keselamatan kerja selama 2014 antara lain adalah dengan memberikan kesetaraan kesempatan kerja bagi seluruh karyawan. Bank Victoria memiliki misi "mengembangkan sumber daya manusia yang berdedikasi dengan mendukung pengembangan kemampuan pribadi". Misi tersebut menunjukkan bahwa Bank memberikan perlakuan yang adil dan setara terhadap semua karyawan dalam peningkatan dan pengembangan kompetensi. Bank Victoria juga menyediakan layanan kesehatan bagi karyawan beserta keluarga inti yang menjadi tanggungannya yang diharapkan berdampak pada perbaikan produktivitas bank. Jaminan kesehatan yang diterima seluruh karyawan berupa asuransi kesehatan untuk istri dan anak.

CSR relating to employment program, health and work safety throughout 2014 include : providing equal work opportunity for all employees. Bank Victoria has a mission to develop dedicated human resources by supporting the development of individual competencies". Such mission shows that the Bank provides fair and equal treatment for all employees in enhancing and developing competencies. Bank Victoria also provides health service for employees and core families and dependents which is expected to improve productivity of the Bank. Health insurance received by all employees is in the form of healsh insurance for spouses and children.

Bank Victoria telah dan terus melakukan upaya penerapan K3 secara optimal untuk memperhatikan keselamatan lingkungan kerja dengan target *zero accident*. Selama tahun 2014, tidak terdapat kecelakaan kerja di Bank Victoria baik oleh pegawai tetap maupun pegawai *outsource*, sehingga rasio kecelakaan kerja sebesar 0%.

Bank Victoria has and continuously attempts to apply optimal Operational Safety and Health (K3) in regard to the safe work environment with zero target. During 2014 there has not been work accident in Bank Victoria either by permanent employees or outsourcing employees, so that the work accident ration was 0%.

Terkait dengan pengembangan sosial kemasyarakatan, sebagai bagian dari warga korporasi yang baik *(good corporate citizenship)*, Bank Victoria menyadari bahwa hubungan dengan masyarakat merupakan bentuk simbiosis mutualisme yang sangat menguntungkan bagi Bank Victoria. Kebijakan yang dimiliki Bank Victoria dituangkan dalam bentuk komitmen untuk membangun kesejahteraan bersama melalui berbagai upaya yang dapat dilakukan.

Relating the social development program, as part of good corporate citizenship, Bank Victoria is aware that the relationship with the society is the form of symbiotic mutualism which is profitable for the Bank. The policy of Bank Victoria contains in the form of commitment to develop the social welfare through various efforts.

Bank Victoria telah memberikan beberapa santunan kepada berbagai pihak yang memerlukan dan memberikan beasiswa kepada anak karyawan. Pada tahun 2014, penggunaan dana untuk kegiatan pengembangan sosial kemasyarakatan mencapai sebesar Rp32.815.750,- yang terdiri dari dana untuk santunan lebaran dan dana beasiswa kepada anak almarhum karyawan Bank Victoria.

Bank Victoria provides several compensation for the people that are in need, and also scholarship for the employees' children. In 2014, the use of funds for developing the social welfare amounted to Rp32,815,750 consisting of funds for Eid Al-Fitr (Lebaran) bonus and scholarship for the children of deceased employees of Bank Victoria.

Dalam menerapkan CSR terkait dengan tanggung jawab kepada konsumen, Bank senantiasa mengutamakan kepuasan konsumen dengan memberikan layanan terbaik. Bank tidak hanya menjual produk perbankan yang aman dan bermanfaat bagi masyarakat, namun juga memberikan perlindungan maksimal kepada konsumen *(product responsibility)*. Bentuk komitmen perusahaan terhadap perlindungan konsumen, mencakup antara lain Jaminan Perlindungan Simpanan Nasabah, Pusat Pengaduan Konsumen *(Customer Care)*, Program *Engagement* Nasabah dan Program Peningkatan Layanan.

In implementing CSR relating to the responsibility for its customers, the Bank continuously gives priority to the customers by providing excellent services. Not only does the Bank sell safe banking products and benefiting the customers but also provides maximal protection for customers (product responsibility). The form of commitment of the company to protect its customers includes: Customer Saving Protection Security, Customer Care, Customer Engagement Program and Service Improvement Program. Protection of Customer.

PERUBAHAN KOMPOSISI DIREKSI

Selama 2014, tidak terjadi perubahan komposisi Direksi. Rapat Umum Pemegang Saham 2013 memutuskan untuk mengangkat kembali seluruh anggota Direksi dan Dewan Komisaris untuk masa jabatan terhitung sejak ditutupnya rapat sampai dengan penutupan Rapat Umum Pemegang Saham Tahunan Perseroan yang akan diselenggarakan tahun 2016. Keputusan ini tidak berubah dalam Rapat Umum Pemegang Saham 2014.

PENUTUP

Demikian, laporan tugas Direksi atas pelaksanaan usaha Bank di tahun 2014. Direksi memberikan penghargaan yang setinggi-tingginya atas kepercayaan, komitmen dan kerja sama dari seluruh pemangku kepentingan, khususnya kepada jajaran tim manajemen dan seluruh karyawan yang telah bekerja keras di tengah tantangan yang terjadi di industri perbankan. Atas kerja keras dari tim manajemen dan seluruh karyawan, Bank Victoria mampu bertahan dalam tekananan ekonomi makro yang terjadi selama 2014.

Atas arahan yang diberikan oleh Dewan Komisaris, Direksi memberikan penghargaan yang setinggi-tingginya. Arahan Dewan Komisaris sangat memberikan kontribusi dalam pencapaian kinerja Bank, sehingga mampu meningkatkan kinerja operasional Bank di 2014.

Direksi juga mengucapkan penghargaan yang setinggi-tingginya kepada Pemegang Saham, nasabah dan mitra kerja Bank Victoria. Atas dukungan yang diberikan selama ini, Bank mampu bertahan dan bahkan senantiasa menunjukkan pencapaian kinerja yang memuaskan.

Kedepannya, kami tetap berkomitmen untuk selalu memberikan yang terbaik guna perbaikan pencapaian kinerja secara berkelanjutan. Direksi berharap bahwa Bank Victoria akan menjadi bagian penting dan berkontribusi dalam meningkatkan pertumbuhan perekonomian di Indonesia.

THE CHANGE IN THE BOARD OF DIRECTORS COMPOSITION

During 2014, there has not been any change in the composition of the Board of Directors. General Meeting of Shareholders of 2013 decided to reappoint all members of the Board of Directors and the Board of Commissioners for the term of position commencing the closing of the meeting up to the closing of the Company's Annual General Meeting of Shareholders to be held in 2016. This decision has not changed in the General Meeting of Shareholders year 2014.

CLOSING

Thus, we conclude that this is the report on the duties of the Board of Directors in the implementation of the Bank business during 2014. The Board of Directors would like to express its gratitude and great appreciation of the cooperation from all stakeholders, in particular the management team and all employees who have worked hard in the midst of all challenges occurring in banking industry. Because of all efforts and hard work from management team and all employees, Bank Victoria was able to survive amidst macroeconomic pressures during 2014.

The Board of Directors also would like to extend its deep and great appreciation for all directions given by the Board of Commissioners. The Board of Commissioners directions have given significant contributions in achieving the Bank's performance, so as to enhance the operational performance of the Bank in 2014.

The Board of Directors also would like to express highest appreciation to the Shareholders, customers and business partners of Bank Victoria. For their support all this time, the Bank was able to survive and even continue to achieve satisfactory performance.

In the future, we remain committed to always providing the best for improving the sustainable performance achievement. The Board of Directors expects that Bank Victoria will become an important part and contribute in the enhancement of economic growth in Indonesia.

PT Bank Victoria International Tbk.
Atas nama Direksi,
On behalf of the Board of Directors,

Eko Rachmansyah Gindo
Direktur Utama
President Director

TANGGUNG JAWAB **LAPORAN**

Report's Accountability

SURAT PERNYATAAN DEWAN KOMISARIS TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2014 PT BANK VICTORIA INTERNATIONAL TBK

Kami yang bertanda tangan di bawah ini, menyatakan bahwa semua informasi dalam Laporan Tahunan PT Bank Victoria International Tbk. Tahun 2014 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan ini.

Demikian pernyataan ini dibuat dengan sebenarnya.

THE BOARD OF COMMISSIONERS' STATEMENT OF RESPONSIBILITY FOR THE 2014 ANNUAL REPORTING OF PT BANK VICTORIA INTERNATIONAL TBK

We the undersigned hereby declare that all the information contained within the 2014 annual report of PT Bank Victoria International Tbk. has been presented completely and we are fully responsible for the truthfulness of the content of this Annual Report.

This statement has been made truthfully.

Jakarta, 24 April 2015
Jakarta, 24th April 2015

Daniel Budirahayu

Komisaris Utama / Komisaris Independen
President Commissioner / Independent Commissioner

Gunawan Tenggarahardja

Komisaris / Komisaris Independen
Commissioner / Independent Commissioner

Zaenal Abidin, PhD

Komisaris / Komisaris Independen
Commissioner / Independent Commissioner

Suzanna Tanojo

Komisaris
Commissioner

TANGGUNG JAWAB **LAPORAN**

Report's Accountability

SURAT PERNYATAAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2014 PT BANK VICTORIA INTERNATIONAL TBK

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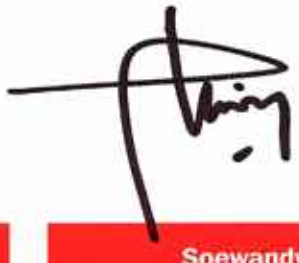
Jakarta, 24 April 2015
Jakarta, 24th April 2015

Eko Rachmansyah Gindo

Direktur Utama
President Director



Soewandy

Wakil Direktur Utama
Deputy CEO

Gregorius Andrew Andryanto Haswin

Direktur *Treasury, Financial Institutions & Capital Market*
Director of Treasury, Financial Institutions & Capital Market

Ramon Marlon Runtu

Direktur Business
Director of Business

Oliver Simorangkir

Direktur Operasi & Sistem
Director of Operation & System

Tamunan

Direktur Kepatuhan & Manajemen Risiko
Director of Compliance & Risk Management

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PROFIL PERUSAHAAN

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IDENTITAS **PERUSAHAAN**
Company Identity

NAMA / NAME	**PT Bank Victoria International Tbk.**
Alamat / Address	Panin Tower Lt. 15, Senayan City Jl. Asia Afrika Lot 19 Kel. Gelora, Kec. Tanah Abang Jakarta Pusat, 10270 Indonesia Telepon / Telph. : (021) 7278 1800 Fax / Facs. : (021) 7278 1900 E-mail : corsec@victoriabank.co.id Website : www.victoriabank.co.id
Bidang Usaha / Business Line	Perbankan Komersial Commercial Bank
Kepemilikan / Ownership	• PT Victoria Investama Tbk. sebesar 39,37% / PT Victoria Investama Tbk. by 39.37% • Suzanna Tanojo sebesar 12,35% / Suzanna Tanojo by 12.35% • Atrium Asia Investment Management Pte. Ltd. sebesar 8,19% / Atrium Asia Investment Management Pte. Ltd. by 8.19% • PT Suryayudha Investindo Cipta sebesar 5,87% / PT Suryayudha Investindo Cipta by 5.87% • PT Nata Patindo sebesar 3,08% / PT Nata Patindo by 3.08% • Masyarakat (masing-masing di bawah 5%) sebesar 31,14% / The public (each below 5%) by 31.14%
Tanggal Pendirian / Date of Establishment	28 Oktober 1992 28 October 1992
Dasar Hukum Pendirian / Legal Basis of the Establishment	Akta Perseroan Terbatas Nomor 71 oleh Notaris Amrul Partomuan Pohan, SH, LLM Deed of Limited Liability Companies No. 71 by Notary Amrul Partomuan Pohan, SH, LLM
Modal Dasar / Authorized Capital	Rp 1.400.000.000.000
Modal Ditempatkan dan Disetor Penuh / Issued and Fully Paid Capital	Rp 713.916.698.000
Pencatatan Saham / Listed Shares	Bursa Efek Indonesia (d/h Bursa Efek Jakarta) pada tanggal 30 Juni 1999 dengan Kode Saham: BVIC Indonesia Stock Exchange (previously Jakarta Stock Exchange) on 30 June 1999 with the Code of Share : BVIC

RIWAYAT **SINGKAT**

Brief History

PT Bank Victoria International Tbk., selanjutnya disebut Bank Victoria atau Bank, pertama kali didirikan dengan nama PT Bank Victoria berdasarkan Akta Perseroan Terbatas Nomor 71 tanggal 28 Oktober 1992 yang dibuat dihadapan Amrul Partomuan Pohan, SH, LLM, Notaris di Jakarta. **Nama PT Bank Victoria kemudian berubah menjadi PT Bank Victoria International** berdasarkan Akta Pembetulan Nomor 30 tanggal 8 Juni 1993. Akta Pembetulan tersebut telah mendapatkan pengesahan Menteri Hukum dan HAM berdasarkan Surat Keputusan Nomor: C2-4903.HT.01.01.Th.93 tanggal 19 Juni 1993 dan telah didaftarkan pada Kepaniteraan Pengadilan Negeri Jakarta Utara di bawah Nomor: 342/Leg/1993 tanggal 29 Juni 1993, serta telah diumumkan dalam Berita Negara Republik Indonesia Nomor 39 tanggal 15 Mei 1998 dan Tambahan Nomor 2602.

Bank Victoria memperoleh izin untuk beroperasi sebagai bank umum berdasarkan persetujuan Menteri Keuangan Republik Indonesia dengan Surat Keputusan Nomor: 402/KMK.017/1994 tanggal 10 Agustus 1994 dan mulai beroperasi secara komersial pada tanggal 5 Oktober 1994 dengan Kantor Pusat yang saat ini berlokasi di Senayan City, Panin Tower Lantai 15, Jl. Asia Afrika Lot 19, Jakarta Pusat. Bank juga memperoleh izin sebagai pedagang valuta asing dari Bank Indonesia berdasarkan Surat Izin Nomor: 029/126/UOPM tanggal 25 Mei 1997 yang kemudian

PT Bank Victoria International Tbk., hereinafter referred to as Bank Victoria or the Bank, first established under the name of PT Bank Victoria based on Limited Liability Company Act No. 71 dated 28 October 1992 made before Amrul Partomuan Pohan, SH, LLM, Notary in Jakarta. **PT Bank Victoria name was changed to PT Bank Victoria International** based on the Correction Deed No. 30, dated 8 June 1993. The Correction Deed was approved by the Ministry of Justice and Human Rights by Decree No. C2-4903. HT.01.01.Th.93 dated 19 June 1993 and was registered in North Jakarta District Court under No. 342/Leg/1993 dated 29 June 29 1993, and was published in the Official Gazette of the Republic of Indonesia No. 39 dated 15 May 1998 and Supplement No. 2602.

Bank Victoria obtained a license to operate as a commercial bank approved by the Minister of Finance of the Republic of Indonesia in Decree No. 402/KMK.017/1994 dated 10 August 1994 and started commercial operations on 5 October 1994 with Head Office currently located in Senayan City, Panin Tower 15th Floor, Jl. Asia Afrika Lot 19, Central Jakarta. The Bank also obtained a license as a foreign exchange trader from Bank Indonesia based on Permit Number: 029/126/UOPM dated 25 May 1997 which was later extended by Letter No. 516/KEP.Dir.PIP/ 2003 dated 24

diperpanjang melalui Surat Nomor: 516/KEP.Dir.PIP/2003 tanggal 24 Desember 2003, serta telah memperoleh pernyataan pencatatan pendaftaran ulang dari Bank Indonesia melalui Surat Nomor: 10/365/DPIP/Prz tanggal 8 April 2008.

Bank Victoria menjadi Perusahaan Terbuka pada tanggal 4 Juni 1999 dengan mencatatkan sahamnya di Bursa Efek Jakarta dan Surabaya. Sejak saat itu, Bank aktif melaksanakan berbagai aksi korporasi, seperti penawaran umum terbatas dan menerbitkan obligasi. Sampai dengan akhir tahun 2014, jumlah saham Bank sebesar 7.139.166.980 lembar saham dengan nilai Rp713.916.698.000.

Anggaran Dasar Bank telah mengalami beberapa kali perubahan. Perubahan untuk penyesuaian dengan Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas dan Peraturan Bapepam-LK Nomor IX.J.1 tentang Pokok-Pokok Anggaran Dasar Perseroan yang Melakukan Penawaran Umum Efek Bersifat Ekuitas dan Perusahaan Publik sebagaimana dimuat dalam Akta Pernyataan Keputusan Rapat Nomor 112 tanggal 27 Juni 2008 yang dibuat di hadapan Fathiah Helmi, SH, Notaris di Jakarta dan telah mendapat persetujuan Menteri Hukum dan HAM berdasarkan Surat Keputusan Nomor: AHU-76606.AH.01.02.Tahun 2008 tanggal 22 Oktober 2008, serta telah diumumkan dalam Berita Negara Republik Indonesia Nomor 11 tanggal 5 Februari 2010 dan Tambahan Nomor 1111. Perubahan yang berkaitan dengan penyesuaian pasal 3 Anggaran Dasar Bank sebagaimana dimuat dalam Akta Pernyataan Keputusan Rapat Nomor 59 tanggal 17 Juni 2011 yang dibuat di hadapan Fathiah Helmi, SH, Notaris di Jakarta dan telah mendapat persetujuan Menteri Hukum dan HAM berdasarkan Surat Keputusan Nomor: AHU-36593.AH.01.02. Tahun 2011 tanggal 21 Juli 2011, serta telah diumumkan dalam Berita Negara Republik Indonesia Nomor 80 tanggal 5 Oktober 2012 dan Tambahan Nomor 57557. Anggaran Dasar Bank kemudian diubah dengan Akta Pernyataan Kembali Keputusan Rapat Nomor 2 tanggal 8 Oktober 2012 yang dibuat di hadapan Fathiah Helmi, SH, Notaris di Jakarta yang pemberitahuan perubahannya telah diterima dan dicatat dalam *database* Sistem Administrasi Badan Hukum, Kementerian Hukum dan HAM berdasarkan Surat Nomor: AHU-AH.01.10-37171 tanggal 16 Oktober 2012. Terakhir, Anggaran Dasar Bank diubah dengan Akta Pernyataan Keputusan Rapat Nomor 19 tanggal 20 Agustus 2014 yang dibuat di hadapan Fathiah Helmi, SH, Notaris di Jakarta yang pemberitahuan perubahannya telah diterima dan dicatat dalam *database* Sistem Administrasi Badan Hukum, Kementerian Hukum dan HAM berdasarkan Surat Nomor: AHU-05376.40.21.2014 tanggal 21 Agustus 2014.

December 2003, and has received a statement recording the re-registration from Bank Indonesia by Letter No. 10/365/DPIP/ Prz 9 April 2008.

Bank Victoria became a Public Company on 4 June 1999 by listing its shares in the Jakarta Stock Exchange and the Surabaya Stock Exchange. Since then, the Bank has been actively involved in various corporate actions, such as limited public offering and issuing bonds. Until the end of 2014, the Bank shares were amounted to 7,139,166,980 shares with a value of Rp713,916,698,000.

The Bank's Articles of Association has been amended several times. Changes made to comply with the Law No. 40 of 2007 on Limited Liability Companies and Bapepam-LK No. IX.J.1 on the Principles of the Articles of Association for Entity conducting Securities Public Offering and Public Company as stated in the Deed No. 112 dated 27 June 2008 made before Fathiah Helmi, SH, Notary in Jakarta, and has been approved by the Ministry of Justice and Human Rights by Decree No. AHU-76606.AH.01.02. year 2008 dated 22 October 2008, and was published in the Official Gazette Republic of Indonesia No. 11 dated 5 February 2010 and Supplement No. 1111. The changes related to the adjustment of article 3 of the Bank's Articles of Association as contained in the Deed of Meeting Resolution No. 59 dated 17 June 2011 made before Fathiah Helmi, SH, Notary in Jakarta and has been approved by the Minister of Justice and Human Rights by Decree No. AHU-36593.AH.01.02. year 2011 dated 21 July 2011, and was published in the Official Gazette of the Republic of Indonesia No. 80 dated 5 October 2012 and Supplement No. 57557. The Bank's Articles of Association then amended by Deed of Meeting Resolution Restatement No. 2 dated 8 October 2012 made before Fathiah Helmi, SH, Notary in Jakarta, where the notification changes has been received and recorded in the Legal Entity Administration System database, Ministry of Law and Human Rights by Letter No. AHU-AH.01.10- 37 171 dated 16 October 2012. Finally, the Bank's Articles of Association amended by Deed No. 19 dated 20 August 2014 February 2015 made before Fathiah Helmi, SH, Notary in Jakarta, which the notification changes has been received and recorded in the Legal Entity Administration System database, Ministry of Justice and Human Rights based Letter No. AHU-05376.40.21.2014 dated 21 August 2014.

BIDANG **USAHA**
Line of Business

Sesuai dengan pasal 3 Anggaran Dasar Bank, ruang lingkup kegiatan Bank adalah menjalankan usaha sebagai bank umum dalam arti kata seluas-luasnya sesuai dengan ketentuan yang berlaku.

In accordance with article 3 of the Bank's Articles of Association, the Bank's scope of activities is running a business as a commercial bank in the broadest sense of the word in accordance with applicable regulations.

Untuk mencapai maksud dan tujuan tersebut, Bank dapat melakukan kegiatan usaha sebagai berikut:

KEGIATAN USAHA UTAMA

a. Menghimpun dana dari masyarakat dalam bentuk simpanan giro, deposito berjangka, sertifikat deposito, tabungan dan/ atau bentuk lainnya dipersamakan dengan itu;
b. Memberikan kredit, baik kredit jangka menengah, panjang atau pendek maupun jenis lainnya yang lazim dalam dunia perbankan;
c. Menerbitkan surat pengakuan hutang;
d. Membeli, menjual atau menjamin atas risiko sendiri maupun untuk kepentingan dan atas perintah nasabahnya:
   i) Surat-surat wesel, termasuk wesel yang diakseptasi oleh bank yang masa berlakunya tidak lebih lama dari kebiasaan dalam perdagangan surat-menyurat tersebut;
   ii) Surat pengakuan hutang dan kertas dagang lainnya yang masa berlakunya tidak lebih lama dari kebiasaan dalam perdagangan surat-surat tersebut;
   iii) Kertas Perbendaharaan Negara Dan Surat Jaminan Pemerintah;
   iv) Sertifikat Bank Indonesia (SBI);
   v) Obligasi;
   vi) Surat Promes yang dapat diperdagangkan dengan berjangka waktu sampai dengan (1) satu tahun;
   vii) Surat Berharga lain yang berjangka waktu sampai dengan (1) satu tahun.

To achieve such mission and objective, the Bank may conduct its business as follows:

MAIN BUSINESS ACTIVITIES

a. Collecting funds from the public in the forms of demand deposit, time deposit, deposit certificate, saving deposit and/or in other forms equal to the same;
b. Providing loan for medium-term, long-term or short-term, as well as others in the normal banking business;
c. Issuing promissory notes;
d. Purchasing, selling or insuring at its own risk or for the benefit of and at the behest of its customers:
   i) Bill of Exchange including those accepted by the bank with the maturity period no more than the normal trading practice of such bills;
   ii) Promissory notes and other with the validity period no more than the normal trading practices of such notes;
   iii) Treasury Paper and Government Guarantee;
   iv) Bank Indonesia Certificate ;
   v) Bonds;
   vi) Promissory Notes that can be traded with the maturity period no more than one year;
   vii) Other marketable securities with the maturity period of one year.

e. Memindahkan uang, baik untuk kepentingan sendiri maupun untuk kepentingan nasabah;
f. Menempatkan dana pada, meminjam dana dari, atau meminjamkan dana kepada bank lain, baik dengan menggunakan surat, sarana telekomunikasi maupun dengan wesel unjuk, cek atau sarana lainnya;
g. Menerima pembayaran dari tagihan atas surat berharga dan melakukan perhitungan dengan atau antara pihak ketiga;
h. Melakukan penempatan dana dari nasabah kepada nasabah lainnya dalam bentuk surat berharga yang tercatat di bursa efek;
i. Melakukan kegiatan dalam valuta asing dengan memenuhi ketentuan yang ditetapkan oleh Bank Indonesia;
j. Menyediakan pembiayaan dan atau melakukan kegiatan lain termasuk kegiatan berdasarkan prinsip syariah sesuai dengan ketentuan yang ditetapkan oleh Bank Indonesia.

KEGIATAN USAHA PENUNJANG

a. Menyediakan tempat untuk menyimpan barang dan surat berharga;
b. Melakukan kegiatan penitipan untuk kepentingan pihak lain berdasarkan suatu kontrak;
c. Membeli agunan baik semua maupun sebagian melalui pelelangan dalam hal debitur tidak memenuhi kewajibannya kepada Perusahaan dengan ketentuan agunan yang dibeli tersebut wajib dicairkan secepatnya;
d. Melakukan kegiatan anjak piutang, usaha kartu kredit dan kegiatan wali amanat;
e. Melakukan kegiatan sebagai penyelenggara dana pensiun sesuai dengan peraturan perundang-undangan yang berlaku, baik selaku pendiri dana pensiun pemberi kerja maupun selaku pendiri dan/atau peserta dana pensiun lembaga keuangan;
f. Melakukan kegiatan penyertaan modal pada bank atau perusahaan lain di bidang keuangan sewa guna usaha, perusahaan modal ventura, perusahaan efek, perusahaan asuransi, lembaga kliring dan penjamin serta lembaga penyimpanan dan penyelesaian dengan memenuhi ketentuan yang ditetapkan oleh instansi yang berwenang;
g. Melakukan kegiatan penyertaan modal sementara untuk mengatasi kredit macet, termasuk kegagalan pembiayaan berdasarkan prinsip syariah dengan syarat harus menarik kembali pernyataannya sesuai dengan ketentuan yang ditetapkan oleh Bank Indonesia;
h. Mengusahakan usaha-usaha lain yang berhubungan langsung atau tidak langsung dengan maksud tersebut di atas yang pelaksanaannya tidak bertentangan dengan undang-undang yang berlaku di Indonesia.

e. Transferring money, for the benefit of individual and for the benefit of customers;
f. Placing funds, borrowing funds, or lending funds for other banks either by using mail, telecommunication media or notes on the performance, cheque or other tools.
g. Accepting payment from the receivables of marketable securities and making calculation with or between the third parties.
h. Undertaking fund placement from customer to other customer in the form of marketable securities having been listed in the stock exchange;
i. Performing foreign exchange activities according to the regulations issued by Bank Indonesia;
j. Providing financing and or conducting other activities including activities under sharia principles in accordance with the regulations issued by Bank Indonesia.

SUPPORTING BUSINESS ACTIVITIES

a. Providing a place for storing the objects and marketable securities;
b. Carrying out safe-keeping activities for the interest of other parties under the contract;
c. Purchasing either all or some part of collateral through a bidding in the event that a debtor fails to meet its obligation to the Company, with a provision that such purchased collateral shall be disbursed immediately;
d. Conducting activities such as factoring activities, credit card business and trustee;
e. Conducting activities as pension fund manager pursuant to the prevailing regulation, either as the founder of pension fund, the employer, or the founder and/or participant of financial pension fund agency;
f. Performing activities of capital investment in banks or other companies in the financial lease sector, venture capital companies, stock exchange companies, insurance companies, clearing institutions and guarantor as well as depository and settlement agencies pursuant to the regulations imposed by authorized institutions;
g. Performing activities of temporary capital investment to cope with bad debts including the failure in financing under sharia principles, with a provision to withdraw the statements according to the regulations issued by Bank Indonesia;
h. Undertaking other efforts relating directly or indirectly to the abovementioned purposes in which the implementation does not contradict with the prevailing laws in Indonesia.

PRODUK **DAN JASA**

Products and Services

Kegiatan usaha Bank Victoria meliputi berbagai produk simpanan, produk pinjaman, serta berbagai layanan yang dijelaskan sebagai berikut:

PRODUK SIMPANAN

Produk simpanan merupakan dana pihak ketiga yang berhasil dihimpun oleh Bank Victoria melalui berbagai produk tabungan, giro, dan deposito.

1. TABUNGAN

Produk tabungan yang dimiliki Bank Victoria adalah sebagai berikut:

- **Tabungan Victoria**
  Merupakan rekening tabungan yang menawarkan kemudahan bertransaksi melalui ATM Victoria yang bekerjasama dengan jaringan ATM Prima, dengan suku bunga yang kompetitif serta fasilitas *autodebet* untuk pembayaran tagihan PLN Praqtis.

- **Tabungan V-Pro**
  Merupakan rekening tabungan dengan suku bunga berjenjang yang kompetitif dan poin *award* dengan berbagai hadiah menarik yang memberikan kemudahan bertransaksi melalui ATM Victoria yang bekerjasama dengan jaringan ATM BCA, serta fasilitas *autodebet* untuk pembayaran tagihan PLN Praqtis.

- **Tabungan V-Plan**
  Merupakan rekening tabungan berencana yang dapat membantu pengaturan dana untuk berbagai kebutuhan dengan berbagai hadiah langsung sesuai pilihan dan perlindungan asuransi jiwa secara gratis.

- **Tabungan V-Junior**
  Merupakan rekening tabungan bagi nasabah junior dengan hadiah langsung yang menarik, suku bunga yang kompetitif, dan tanpa batasan penarikan.

- **Tabungan V-Bisnis**
  Merupakan rekening tabungan khusus yang disediakan untuk para pelaku bisnis perorangan maupun badan hukum dengan suku bunga yang kompetitif.

- **Tabungan VIP Safe**
  Merupakan tabungan perorangan dengan *tiering* suku bunga yang menarik hingga maksimum 8% sekaligus mendapatkan manfaat gratis perlindungan asuransi kecelakaan diri hingga maksimum Rp5 miliar.

In conducting its business activities, Bank Victoria provides various products divided into deposit and loan products, as well as complete services as explained below:

DEPOSIT PRODUCTS

Deposit products are third parties' fund collected by Bank Victoria through variety of saving deposit, demand deposit and term deposit products.

1. SAVING DEPOSITS

Saving deposit products provided by Bank Victoria are as follows:

- **Tabungan Victoria**
  This is a saving account offering convenient transaction facilities through ATM network in cooperation with the ATM Prima network, with competitive interest rate, and auto deduct facilities for a number of billing, including electricity and PLN Praqtis.

- **Tabungan V-Pro**
  This is a saving account with competitive tiered interest rate and award point offering various attractive gifts, convenient transactions through the ATM Prima network, as well as auto deduct facility for bill payment, including PLN Praqtis.

- **Tabungan V-Plan**
  This is a saving account which can assist the customers with their fund management for their various needs, equipped with a choice of direct gifts and free life insurance protection.

- **Tabungan V-Junior**
  This is a saving account for junior customers with attractive gifts, competitive interest rate and unlimited withdrawal.

- **Tabungan V-Bisnis**
  This is a special saving account provided for individual business players and legal entities with competitive interest rate.

- **Tabungan VIP Safe**
  This is an individual savings with attractive interest rates tiering up to a maximum of 8% while benefiting free personal accident insurance coverage up to a maximum of 5 billion.

- **TabunganKu**
  Merupakan tabungan untuk perorangan dengan persyaratan mudah dan ringan yang diterbitkan secara bersama oleh bank-bank di Indonesia untuk menumbuhkan budaya menabung serta meningkatkan kesejahteraan masyarakat.

- **Tabungan Victoria 88**
  Merupakan *bundling* produk antara deposito berjangka 3 bulan dan tabungan Victoria yang memberikan imbal hasil yang menarik untuk deposito berjangka 3 bulan dengan penempatan nominal 10% dari total penempatannya pada tabungan Victoria yang diblokir selama jangka waktu 3 bulan.

2. GIRO

Merupakan simpanan pihak ketiga yang penarikannya dapat dilakukan sewaktu-waktu tanpa memberitahukan terlebih dahulu kepada Bank Victoria dengan menggunakan alat penarikan berupa cek, bilyet giro, surat perintah pembayaran lainnya, atau dengan cara pemindahbukuan yang disediakan untuk nasabah perorangan maupun perusahaan.

3. DEPOSITO

Produk deposito yang dimiliki Bank Victoria adalah sebagai berikut:

- **Deposito Berjangka**
  Merupakan simpanan berjangka untuk nasabah perorangan maupun badan usaha yang pencairan dananya hanya dapat dilakukan pada akhir jangka waktu tertentu, yaitu 1 bulan, 3 bulan, 6 bulan, atau 12 bulan.

- **Deposito Harian**
  Merupakan simpanan berjangka untuk nasabah perorangan maupun badan hukum dengan jangka waktu kurang dari 1 bulan.

- **TabunganKu**
  TabunganKu is a personal saving with easy and light requirements issued jointly by all banks in Indonesia to encourage the culture of saving and to increase the social welfare.

- **Tabungan Victoria 88**
  This is a bundling product for 3-month time deposits and Tabungan Victoria that provide attractive returns for the 3-month time deposits with a nominal placement of 10% of the total placement at Tabungan Victoria that blocked for a period of 3 months.

2. DEMAND DEPOSIT

This is a third parties saving which can be withdrawn at any time without prior notice to Bank Victoria by using the withdrawal means such as cheque, giro, other instruction letter of payment or by transferring facility provided for an individual or a company, to other customers.

3. TERM DEPOSIT

This is a term deposit product of Bank Victoria with below details:

- **Time Deposit**
  This is a term deposit for an individual customer and an institution that can be withdrawn at a specific period of time such as 1 month, 3 months, 6 months or 12 months.

- **Daily Deposit**
  This is a term saving for an individual customer and a legal entity with a specific time of less than 1 month.

- **Deposito Berhadiah**
  Merupakan simpanan berjangka waktu tertentu dengan program asuransi yang preminya ditanggung oleh Bank Victoria sesuai dengan jangka waktu deposito.

- **Prized Deposit**
  This is a specific term saving with insurance program in which the premium will be borne by Bank Victoria according to the time of deposit.

PRODUK PINJAMAN/KREDIT

Produk pinjaman/kredit yang disediakan Bank Victoria adalah sebagai berikut:

- **Kredit Modal Kerja**
  Kredit yang diberikan untuk mendanai kebutuhan pembiayaan modal kerja dalam rangka mendukung operasional usaha yang bersifat jangka pendek dan menengah.

- **Kredit Investasi**
  Kredit yang diberikan dalam rangka mendanai pembelian barang modal dalam rangka mendukung perkembangan usaha yang bersifat jangka panjang.

- **Kredit Pemilikan Rumah (KPR)**
  Jenis pinjaman yang digunakan untuk pembelian rumah, baik di lokasi komplek perumahan *(real estate)* maupun lokasi di luar komplek perumahan.

- **Kredit Pemilikan Mobil (KPM)**
  Jenis pinjaman yang digunakan untuk pembelian kendaraan pribadi roda empat, baik baru maupun bekas.

- **Kredit Multi Guna (KMG)**
  Jenis pinjaman yang digunakan untuk tujuan konsumtif lainnya, seperti: biaya pendidikan, renovasi rumah, pemberian perlengkapan rumah, dan lainnya.

LOAN PRODUCTS/CREDITS

Loan products/credits providing by Bank Victoria are as follows:

- **Working Capital Credit**
  This is a credit granted with a purpose for funding working capital needs to support short term and mid term operational activities.

- **Investment Credit**
  This is a credit granted with a purpose for funding capital investment procurement to support long term business development.

- **Home Equity Credit (KPR)**
  This is a credit with a purpose for purchasing or renovating a house, either within or outside a real estate.

- **Car Loan (KPM)**
  These types of loans are used to purchase private four-wheeled vehicles, new or second hand.

- **Multi Purpose Credit (KMG)**
  These types of loans are used for consumptive purposes, such as: education cost, home renovation, purchase of home supplies, and others.

JASA LAYANAN

Produk jasa layanan yang disediakan Bank Victoria adalah sebagai berikut:

- **SKBDN (Surat Kredit Berdokumen Dalam Negeri)**
  Menyediakan dana/jasa atas transaksi yang pada dasarnya merupakan transaksi jual-beli barang atau jasa antara pembeli *(buyer)* dengan penjual *(seller)* atau perdagangan pihak-pihak berdomisili di Indonesia.

- ***Western Union***
  Menyediakan jasa pengiriman/penerimaan kiriman uang dalam Rupiah dan valuta asing tanpa harus memiliki rekening di Bank Victoria dan tidak harus berdomisili/memiliki alamat tetap di negara tujuan, serta bebas mengambil transfer *Western Union* di agen manapun sepanjang masih dalam wilayah Negara/kota tujuan transfer.

SERVICES

Service products provided by Bank Victoria are as follows:

- **Domestic Documented Letter of Credit**
  SKBDN provides funds/transaction services which is basically the transactions of sale-purchase goods between a buyer and a seller or trading for parties having a domicile in Indonesia.

- **Western Union**
  Western Union offers transaction services/sending money without having to own the account at Bank Victoria and without having a domicile / having a permanent address in a designated country, as well as having a free-choice to collect transfers in Western Union at any agent throughout the territory of a Country / designated city of the transfer.

- **Kliring/Inkaso**
  Menyediakan jasa pengiriman maupun penerimaan uang antar bank.

- **Bank Garansi**
  Menyediakan jasa pembukaan berbagai jenis Bank Garansi, seperti Bid Bond, *Advance Payment Bond* dan *Performance Bond,* serta untuk keperluan pabean.

- **Pembayaran Listrik PLN Praqtis**
  Menyediakan jasa pembayaran tagihan listrik secara *online*, baik untuk nasabah maupun non-nasabah.

- **Pembayaran Telkom**
  Menyediakan jasa pembayaran jasa telekomunikasi Telkom melalui PT Finnet Indonesia dengan menggunakan sistem *host-to-host* (H2H) dan *point-to-host* (P2H) yang diperuntukan bagi nasabah maupun non-nasabah.

- **Pembayaran Gaji Karyawan (*Payroll*)**
  Menyediakan jasa yang memudahkan nasabah perusahaan dalam pembayaran gaji karyawannya.

- ***Money Changer***
  Menyediakan jasa penukaran/jual-beli berbagai mata uang asing, baik bagi nasabah maupun non-nasabah.

- **ATM Victoria**
  Menyediakan jasa perbankan melalui mesin ATM di seluruh Jaringan Prima BCA yang dapat melayani nasabah selama 24 jam untuk beragam jenis transaksi perbankan, seperti penarikan tunai, cek saldo rekening, dan transfer di 11.000 ATM BRI, 10.000 ATM Mandiri, 8.000 ATM BCA dan BNI, serta 20.000 ATM bank lain yang berlogo PRIMA. Selain itu, kartu ATM Victoria dapat digunakan sebagai kartu debit untuk belanja di 153.495 mesin EDC BCA dengan *merchant* yang tersebar di seluruh Indonesia.

- **Clearing / Inkaso**
  Clearing / Inkaso provides services for transferring and receiving money among the banks.

- **Bank Guarantee**
  Bank Guarantee provides issuance services of various Bank Guarantee, such as : Maintenance Bond, Bid Bond, Advance Payment Bond and Performance bond, as well as for custom purposes.

- **PLN Praqtis Electricity Payment**
  Praqtis Electricity provides payment services of regular online electricity bill, for the customers or non-customers.

- **Telkom Payment**
  Telkom Payment offers services of telecommunication Telkom payment through PT Finnet Indonesia by applying host-to-host system (H2H) and point-to-point (P2H) for the customers or noncustomers.

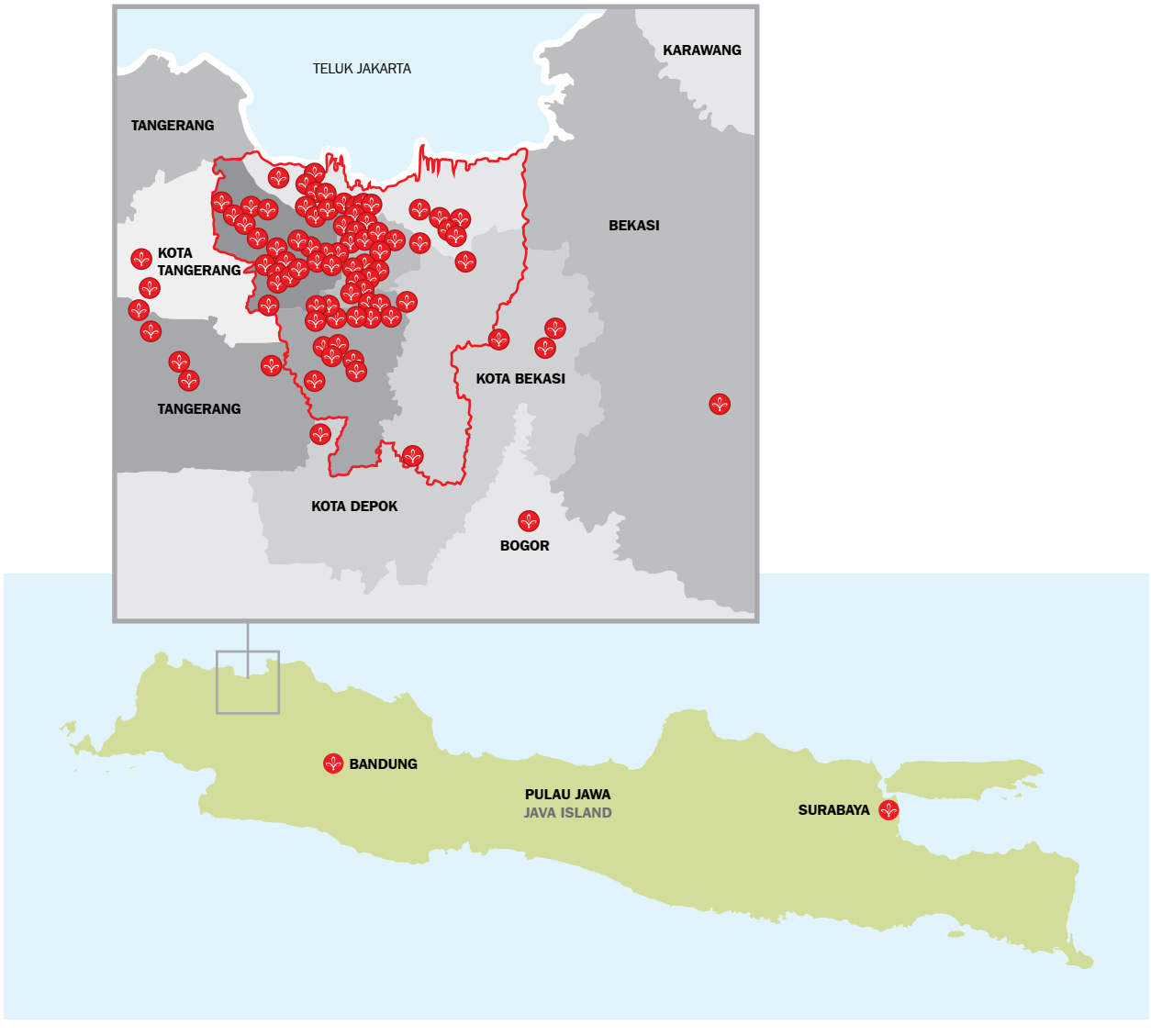
- **Payroll Payment**
  Payroll payment offers convenient services for corporate customers for paying salaries of employees.

- **Money Changer**
  Money Changer provides services of exchanging/selling-purchasing foreign currencies for the customers or non-customers.

- **Victoria ATM**
  Victoria ATM provides banking services through ATM machine at all Jaringan Prima BCA network that is able to serve the customers for 24 hour for a variety of types of banking transactions, such as : cash withdrawal, checking outstanding account, and transferring at 11,000 BRI ATM, 10,000 Mandiri ATM, 8,000 BCA ATM, as well as 20,000 other banks' ATMs having the PRIMA logo. Besides, Victoria ATM can be used as debit cards for shopping at 153,495 EDC BCA machines, with merchants spread throughout Indonesia.

WILAYAH **OPERASIONAL**

Operational Area



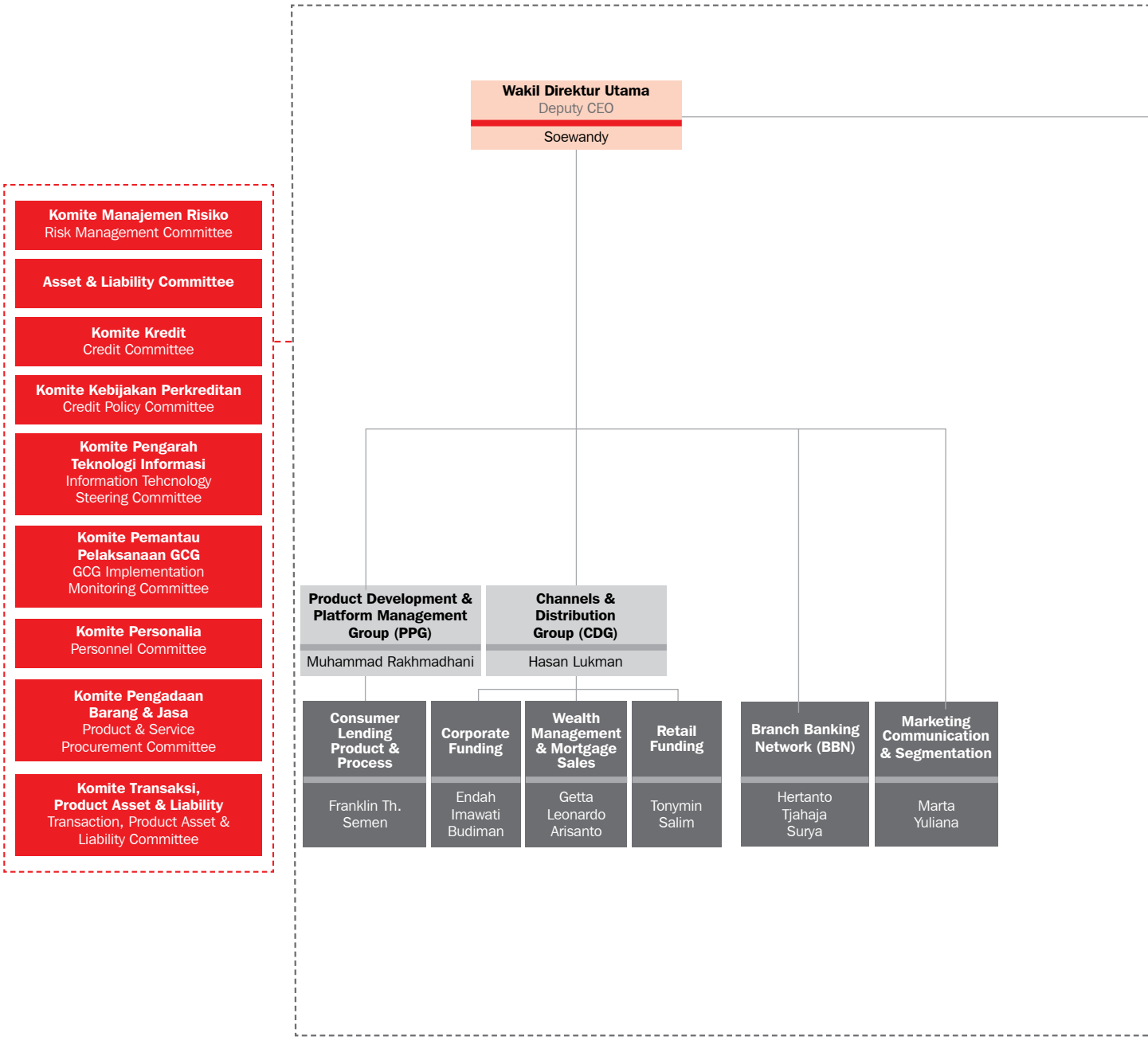
Saat ini Bank Victoria memiliki 1 kantor pusat dan 101 kantor cabang yang melayani 49.874 nasabah.

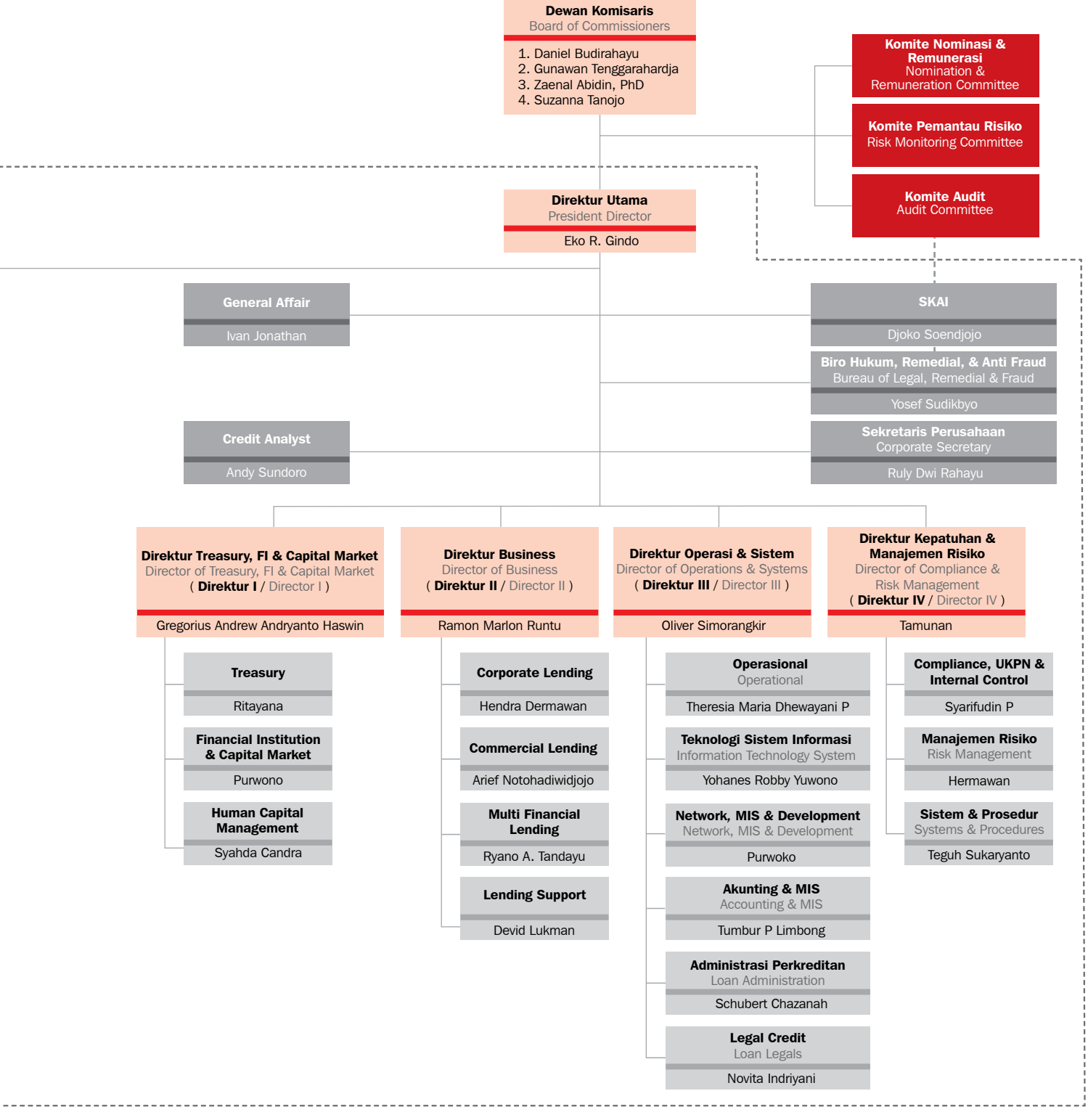
At present, Bank Victoria has 1 head office and 101 branch offices serving 49,874 customers.

KANTOR	2014	2013	2012	2011	2010	OFFICE
Kantor Pusat	1	1	1	1	1	Head Office
Kantor Cabang	6	4	2	1	1	Branch Office
Kantor Cabang Pembantu	63	63	63	63	63	Supporting Branch Office
Jaringan Kantor Lain (Kantor Kas, *Payment Point*, dan lainnya)	32	32	26	20	11	Other Office Network (Cash Office, Payment Point, others.
TOTAL	**102**	**100**	**92**	**85**	**76**	**TOTAL**

STRUKTUR **ORGANISASI**

Organization Structure




Dewan Komisaris
Board of Commissioners
1. Daniel Budirahayu
2. Gunawan Tenggarahardja
3. Zaenal Abidin, PhD
4. Suzanna Tanojo
Komite Nominasi & Remunerasi
Nomination & Remuneration Committee
Komite Pemantau Risiko
Risk Monitoring Committee
Komite Audit
Audit Committee
Direktur Utama
President Director
Eko R. Gindo
General Affair
Ivan Jonathan
SKAI
Djoko Soendjojo
Biro Hukum, Remedial, & Anti Fraud
Bureau of Legal, Remedial & Fraud
Yosef Sudikbyo
Credit Analyst
Andy Sundoro
Sekretaris Perusahaan
Corporate Secretary
Ruly Dwi Rahayu
Direktur Treasury, FI & Capital Market
Director of Treasury, FI & Capital Market
(Direktur I / Director I)
Gregorius Andrew Andryanto Haswin
Direktur Business
Director of Business
(Direktur II / Director II)
Ramon Marlon Runtu
Direktur Operasi & Sistem
Director of Operations & Systems
(Direktur III / Director III)
Oliver Simorangkir
Direktur Kepatuhan & Manajemen Risiko
Director of Compliance & Risk Management
(Direktur IV / Director IV)
Tamunan
Treasury
Ritayana
Financial Institution & Capital Market
Purwono
Human Capital Management
Syahda Candra
Corporate Lending
Hendra Dermawan
Commercial Lending
Arief Notohadiwidjojo
Multi Financial Lending
Ryano A. Tandayu
Lending Support
Devid Lukman
Operasional
Operational
Theresia Maria Dhewayani P
Teknologi Sistem Informasi
Information Technology System
Yohanes Robby Yuwono
Network, MIS & Development
Network, MIS & Development
Purwoko
Akunting & MIS
Accounting & MIS
Tumbur P Limbong
Administrasi Perkreditan
Loan Administration
Schubert Chazanah
Legal Credit
Loan Legals
Novita Indriyani
Compliance, UKPN & Internal Control
Syarifudin P
Manajemen Risiko
Risk Management
Hermawan
Sistem & Prosedur
Systems & Procedures
Teguh Sukaryanto

VISI, MISI, DAN **NILAI BUDAYA PERUSAHAAN**

Vision, Mission, and Corporate Values

VISI
Vision

"Menjadi bank pilihan nasabah yang terpercaya, sehat dan efisien"

"To become the customers' preferred bank which is trustworthy, sound and efficient."

Adapun penjabaran dari visi tersebut adalah

- **Pilihan Nasabah >** Bank Victoria dikenal, dipercaya serta menjadi pilihan nasabah untuk memenuhi kebutuhan nasabah mendapatkan produk dan layanan perbankan.
- **Terpercaya >** Bank Victoria berkomitmen menjadi bank yang bisa memberikan rasa aman dan kepastian bagi para nasabah, karyawan, Pemegang Saham dan *stakeholders* lainnya.
- **Sehat dan Efisien >** Bank Victoria mempunyai struktur modal yang kuat, kondisi keuangan yang sehat serta didukung oleh operasional perbankan yang efisien.

Dengan demikian diharapkan Bank dapat Menjadi Bank Pilihan Nasabah yang dapat dipercaya oleh para nasabah, para karyawan, pihak regulator, kalangan perbankan baik nasional maupun internasional, para *business partner* dan *stakeholder* lainnya serta memiliki struktur modal yang kuat, kondisi keuangan yang sehat dan didukung oleh operasional perbankan yang efisien.

Visi Bank Victoria telah disetujui oleh Dewan Komisaris dan Direksi berdasarkan Surat Keputusan Direksi Nomor: 20/SK-DIR/11/12 pada tanggal 29 November 2012.

The elaboration of the above vision are as follows

- **Customers' Preferred >** Bank Victoria aspires to be recognized and trusted to be the customers' preferred choice bank to fulfill their financial needs in banking products and services.
- **Trustworthy >** Bank Victoria is committed to becoming the bank that is able to provide security and certainty to customers, employees, Shareholders and other stakeholders.
- **Sound and Efficient >** Bank Victoria has strong capital structure, healthy financial condition and is supported by efficient banking operation.

Therefore, it is expected that the Bank is able to become the Customers' Choice that is trusted by its customers, regulators, national and international banks, business partners and other stakeholders as well as having strong capital structure, healthy financial conditions and is supported by efficient banking operation.

Bank Victoria's Vision has been approved by the Board of Commissioners and Board of Directors in accordance with Decree Letter of the Board of Directors No. 20/SK-DIR/11/12 on 29 November of 2012.

MISI
Mission

Bank Victoria menjelaskan misinya dengan menggunakan pendekatan pada 4 (empat) kelompok yang berkaitan langsung dengan pelaksanaan aktivitas operasionalnya, yaitu:

Bank Victoria explains its mission by using an approach to four (4) groups that are directly related to the operational activities implementation, namely:

Customers
Senantiasa berupaya memenuhi kebutuhan nasabah, membina hubungan yang baik dengan nasabah serta memberi layanan yang terbaik kepada para nasabah.

People
Mengembangkan sumber daya manusia yang profesional, berprinsip dan berdedikasi untuk memberikan layanan serta memenuhi kebutuhan nasabah.

Operations
Menjalankan operasional perbankan dengan menerapkan prinsip kehati-hatian secara efisien dan berkesinambungan.

Risk Management
Melakukan pengelolaan risiko dan keuangan secara *prudent* serta konsisten dan senantiasa menerapkan prinsip-prinsip *Good Corporate Governance*.

Customers
The Bank continually attempts to fulfill the customers' needs, to develop good relationship with the customers as well as to provide the best services for the customers.

People
The Bank develops professional, discipline, principled and dedicated human resources to be able to provide services and fulfill the customers' needs,

Operations
The Bank conducts banking operation efficiently, continually by applying prudent principles.

Risk Management
The Bank implements the risk management and prudent finance. The Bank also implements Good Governance principles consistently and continually.

Misi Bank Victoria telah disetujui oleh Dewan Komisaris dan Direksi berdasarkan Surat Keputusan Direksi Nomor: 20/SK-DIR/11/12 pada tanggal 29 November 2012.

Bank Victoria's Mission has been approved by the Board of Commissioners and Board of Directors in accordance with Decree Letter of the Board of Directors No. 20/SK-DIR/11/12 on 29 November of 2012.

NILAI BUDAYA PERUSAHAAN
Corporate Values

"D-A-H-S-Y-A-T"

Discipline

Seluruh karyawan bank tanpa terkecuali harus memiliki sikap disiplin yang tinggi, baik disiplin terhadap waktu, target kerja, pengendalian biaya dan lain-lain.

All employees without exception shall have rigorous discipline towards time, work targets, and cost control etc.

Accountable

Dalam rangka penerapan *Good Corporate Governance* yang berkesinambungan, seluruh karyawan memiliki tugas dan tanggung jawab yang spesifik terhadap bidang tugasnya masing-masing. Tanggung jawab ini tidak hanya sebatas terhadap atasan *(supervisor)* dari karyawan terkait, namun juga harus memiliki tanggung jawab kepada seluruh *stakeholders* dari Bank Victoria (tanggung jawab publik).

To implement sustainable Good Corporate Governance, each employees has its specific duties and responsibilities. This accountability is not only limited to the accountability to the supervisor of related employee, but also the employee shall have accountability for all stakeholders of Bank Victoria (accountability for the public).

Honest

Kejujuran menjadi landasan budaya kerja yang sangat penting bagi setiap perusahaan, terlebih perusahaan yang bergerak dalam bidang keuangan, seperti bank.

Honesty becomes an extremely important foundation of work culture for each company, especially for a company engaging in financial business such as a bank.

Solid, Sustain

Kekompakkan dalam arti positif antar bagian/divisi menjadi syarat mutlak untuk dapat menjaga pertumbuhan bisnis dari bank yang berkesinambungan *(sustainable growth)*.

Cohesiveness in a positive meaning between department/division becomes the absolute requirement in order to maintain the sustainable growth of the bank.

Youthful Spirit

Seiring dengan era globalisasi dan juga perkembangan ilmu dan teknologi yang sangat dinamis saat ini, semangat/jiwa muda dalam setiap kepribadian karyawan menjadi keharusan agar Bank Victoria dapat terus berkembang dalam menjalankan aktivitas operasionalnya.

In line with the globalization era and also dynamic development of science and technology nowadays, the spirit/youth spirit in the personality of each employee of Bank Victoria is a must, so that the Bank can continue to develop in carrying out its operating activities.

Accurate

Sebagai lembaga keuangan dan juga perusahaan terbuka, keakurasian data terkait dengan penyebaran informasi, baik formal maupun informal, sudah menjadi suatu kewajiban dari Bank Victoria untuk dipenuhi.

As a financial institution and also a public company, accurate data related to dissemination of information both formal and informal has become an obligation of the bank that shall be met.

Trust

Bank merupakan lembaga kepercayaan bagi para nasabah untuk menyimpan dana. Untuk itu unsur *trust* (kepercayaan) wajib menjadi nilai budaya yang harus melekat pada seluruh karyawan Bank Victoria.

Bank is a trustworthy institution for its customers in keeping their funds. Therefore, the element of trust shall be the corporate culture embedded within all employees.

PROFIL
DEWAN KOMISARIS
Board of Commissioners' Profile

Berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan Nomor 22 tanggal 8 Oktober 2012 dan Nomor 41 tanggal 17 Oktober 2013 yang dibuat dihadapan Fathiah Helmi, SH, Notaris di Jakarta, yang pemberitahuannya telah diterima dan dicatat di dalam database Sistem Administrasi Badan Hukum Kementerian Hukum Dan Hak Asasi Manusia berdasarkan Surat Nomor: AHU-AH.01.10-40190 tanggal 12 November 2012 dan Nomor: AHU-AH.01.10-47765 tanggal 12 November 2013, susunan Dewan Komisaris Bank Victoria sebagai berikut:

Based on Deed of Statement of Decision of the Annual General Meeting of Shareholders No. 22 dated 8 October 2012 and No. 41 dated 17 October 2013 made before Fathiah Helmi, SH, a Notary in Jakarta, which the notice has been received and recorded in the Legal Entity Administration System database of Ministry of Justice and Human Rights by Letter No. AHU-AH.01.10-40190 dated 12 November 2012 and No. AHU-AH.01.10-47765 dated 12 November 2013, the composition of the Board of Commissioners of Bank Victoria are as follows:

DANIEL BUDIRAHAYU
Komisaris Utama (Komisaris Independen)
President Commissioner (Independent Commissioner)

Warga Negara Indonesia, 62 tahun, lahir di Jakarta pada tahun 1952. Memperoleh gelar *Bachelor of Business Administration* dari Technical College of Cologne, Germany pada tahun 1982. Sebelumnya memegang posisi penting pada tahun 1982 sebagai *Management Trainee* di European Asian Bank, Hamburg sampai dengan tahun 1984. Pada tahun 1984 beliau bekerja di Deutsche Bank, Jakarta dengan jabatan terakhir sebagai *Head of Credit Administration* sampai dengan tahun 1989. Beliau bekerja di Bank Central Asia sejak tahun 1989 hingga 2003 dengan jabatan terakhir sebagai *Head of Corporate Banking*. Dari tahun 2003 sampai 2005, beliau menjabat sebagai Konsultan Independen di Toronto, Kanada dan sejak tahun 2005 bergabung dengan Bank Mega dengan jabatan terakhir sebagai Direktur Kredit. Pada tahun 2012, beliau bergabung di Bank Victoria sebagai Komisaris Utama merangkap Komisaris Independen berdasarkan Akta Pernyataan Keputusan RUPS Tahunan Nomor 22 tanggal 8 Oktober 2012 dan Nomor 41 tanggal 17 Oktober 2013.

Indonesian Citizen, 62 years old, born in Jakarta in 1952. He obtained his Bachelor of Business Administration degree from the Technical College of Cologne, Germany in 1982. Previously held an important position in 1982 as a Management Trainee at European Asian Bank, Hamburg until 1984. In 1984, he worked at Deutsche Bank, Jakarta, with his last position as Head of Credit Administration until 1989. He worked at Bank Central Asia from 1989 to 2003 with his last position as Head of Corporate Banking. From 2003 to 2005, he served as an Independent Consultant in Toronto, Canada and since 2005 joined Bank Mega with his last position as Director of Credit. In 2012, he joined Bank Victoria as the President Commissioner concurrently Independent Commissioner based on Deed of Statement of Decision of AGMS No. 22 dated 8 October 2012 and No. 41 dated 17 October 2013.

GUNAWAN TENGGARAHARDJA

Anggota Komisaris / Komisaris Independen
Commissioner / Independent Commissioner

Warga Negara Indonesia, 59 tahun, lahir di Malang pada tahun 1955. Memperoleh gelar Sarjana Teknik Sipil dari Institut Teknologi Bandung pada tahun 1981. Memulai karir di Schlumberger OSA sebagai *International Field Engineer 1* pada tahun 1982-1984. Pada tahun 1985-1988, beliau menjabat sebagai *Assistant Manager* di PT Bank Bali. Selanjutnya, beliau menjabat sebagai *General Manager* PT Sampoerna Transport Nusantara tahun 1989-1992 dan menjabat sebagai Direktur Eksekutif pada PT Duta Pertiwi Tbk. tahun 1992-1996. Pada tahun 1996-1998, beliau menjabat sebagai Direktur di PT Bhuwanatala Indah Permai Tbk. Menjabat sebagai Komisaris utama PT Sigma Karya Sempurna (Bali Camp) pada tahun 1998-2004 dan sebagai Komisaris Independen PT Jakarta Setiabudi International Tbk. sejak tahun 2004 sampai sekarang. Pada tahun 2003, beliau diangkat sebagai Komisaris Bank Victoria sampai tahun 2007. Pada tahun 2007, beliau diangkat kembali sebagai Komisaris merangkap Komisaris Independen Bank Victoria berdasarkan Akta Berita Acara RUPS Luar Biasa Nomor 48 tanggal 19 Desember 2007, Akta Pernyataan Keputusan RUPS Tahunan Nomor 82 tanggal 25 Juni 2010 yang dinyatakan kembali dengan Akta Pernyataan Kembali RUPS Tahunan Nomor 24 tanggal 21 Oktober 2010, serta berdasarkan Akta Pernyataan Keputusan RUPS Tahunan Nomor 41 tanggal 17 Oktober 2013.

Indonesian Citizen, 59 years old, born in Malang in 1955. He obtained his Bachelor degree from the Civil Engineering from Bandung Institute of Technology in 1981. He started his career in Schlumberger OSA as an International Field Engineer 1 in 1982-1984. In 1985-1988, he served as an Assistant Manager at PT Bank Bali. Subsequently, he served as a General Manager of PT Sampoerna Transport Nusantara in 1989-1992 and served as an Executive Director of PT Duta Pertiwi Tbk. in 1992-1996. In 1996-1998, he served as Director of PT Bhuwanatala Indah Permai Tbk. Served as the President Commissioner of PT Sigma Works Perfectly (Bali Camp) in 1998-2004 and as an Independent Commissioner of PT Jakarta Setiabudi International Tbk. since 2004 until now. In 2003, he was appointed as a Commissioner of Bank Victoria until 2007. In 2007, he was re-appointed as a Commissioner concurrently Independent Commissioner of Bank Victoria based on the Deed of Extraordinary General Meeting of Shareholders No. 48 dated 19 December 2007, the Deed of Statement of Decision of AGMS No. 82 dated 25 June 2010 which restated by the Deed of AGMS Restatement No. 24 dated 21 October 2010, and based on the Deed of Statement of Decision of AGMS No. 41 dated 17 October 2013.

ZAENAL ABIDIN, PhD

Anggota Komisaris / Komisaris Independen
Commissioner / Independent Commissioner

Warga Negara Indonesia, 51 tahun, lahir di Sukabumi pada tahun 1963. Memperoleh gelar Master Manajemen dari ASIAN Institute of Management (AIM), Filipina pada tahun 1997 dan memperoleh gelar *Doctor of Philosophy* dari Santo Tomas University, Filipina pada tahun 2006. Memulai karir perbankan sebagai *Pro Manager Treasury* dan Analisa di Bidang Dana Perbankan pada tahun 1989-1992. Beliau juga merupakan Dosen Tetap pada Perbanas Institute sejak tahun 1993-2013, Kepala Riset dan Pengabdian

Indonesian Citizen, 51 years old, born in Sukabumi in 1963. He obtained his Management Master degree in the ASIAN Institute of Management (AIM), Philippines, in 1997 and earned a Doctor of Philosophy degree from St. Thomas University, Philippines in 2006. He started his banking career as a Pro Manager Treasury and Analyst in Banking Fund Sector in 1989-1992. He was also a Permanent Lecturer of Perbanas Institute in 1993-2013, Head of Community Research and Service in Perbanas Institute

pada Masyarakat di Perbanas Institute sejak tahun 2007-2011, serta Dosen STIE IBS sejak tahun 2013 sampai sekarang. Selain itu, beliau juga aktif sebagai Koordinator Staf Khusus Bidang Riset Asosiasi Perbanas sejak tahun 2011-2012 dan sebagai peneliti senior GCG pada Indonesia Institute Corporate Governance periode 2008 sampai sekarang. Sejak 2012, beliau bergabung di Bank Victoria sebagai Komisaris merangkap Komisaris Independen berdasarkan Akta Pernyataan Keputusan RUPS Tahunan Nomor 22 tanggal 8 Oktober 2012 dan Nomor 41 tanggal 17 Oktober 2013.

in 2007-2011, as well as a Lecturer at STIE IBS since 2013 until now. In addition, he was also active as the Coordinator of Special Staff for PERBANAS Association Research in 2011-2012 and as a GCG senior researcher at the Indonesian Institute of Corporate Governance from 2008 until now. Since 2012, he joined Bank Victoria as a Commissioner concurrently Independent Commissioner based on the Deed of Statement of Decision of AGMS No. 22 dated 8 October 2012 and No. 41 dated 17 October 2013.

SUZANNA TANOJO

Komisaris
Commissioner

Warga Negara Indonesia, 56 tahun, lahir di Tulung Agung pada tahun 1958. Memperoleh gelar Sarjana Ekonomi dari Universitas Airlangga, Surabaya pada tahun 1982. Memulai karir di PT Unggul Indah Corporation Tbk. dengan jabatan terakhir sebagai *Chief Financial Officer* pada tahun 1986-1995. Beliau kemudian berkiprah pada PT Apac Inti Corpora dan PT Apac Citra Centertex Corporation Tbk. dengan jabatan terakhir sebagai *Chief Financial Officer* pada tahun 1995-2003, serta pada PT Bhuwanatala Indah Permai Tbk. dengan jabatan terakhir sebagai *Chief Financial Officer* pada tahun 1996-2003. Pada tahun 2006-2007, beliau menjabat sebagai Anggota Komisaris PT Victoria Sekuritas dan pada tahun 2007-2012, beliau menjabat sebagai Komisaris Utama PT Victoria Sekuritas. Beliau juga merupakan pengusaha yang bergerak di bidang Industri tekstil, industri kimia, properti dan keuangan yang berada dalam kelompok grup Victoria sejak tahun 1995. Dari tahun 2012 hingga sekarang, beliau menjabat sebagai Komisaris Utama PT Victoria Investama. Sejak 2006, beliau menjabat sebagai Komisaris Bank Victoria berdasarkan Akta Pernyataan Keputusan RUPS Luar Biasa Nomor 06 tanggal 7 Februari 2006, Akta Pernyataan Keputusan RUPS Tahunan Nomor 48 tanggal 24 Mei 2007, Akta Pernyataan Keputusan RUPS Tahunan Nomor 82 tanggal 25 Juni 2010 yang dinyatakan kembali dengan Akta Pernyataan Kembali RUPS Tahunan Nomor 24 tanggal 21 Oktober 2010, serta berdasarkan Akta Pernyataan Keputusan RUPS Tahunan Nomor 41 tanggal 17 Oktober 2013.

Indonesian Citizen, 56 years old, born in Tulung Agung in 1958. She obtained her Bachelor of Economics from Airlangga University in Surabaya in 1982. She started her career at PT Unggul Indah Corporation Tbk with the last position as Chief Financial Officer in 1986-1995. She then worked at PT Apac Inti Corpora and PT Apac Citra Centertex Corporation Tbk. with her last position as the Chief Financial Officer in 1995-2003, as well as at PT Bhuwanatala Indah Permai Tbk. with her last position as the Chief Financial Officer in 1996-2003. In 2006-2007, she served as the Commissioner of PT Victoria Securities and in 2007-2012, she served as the President Commissioner of PT Victoria Securities. She is also a businesswoman engaged in the textile industry, chemical industry, finance and property in Victoria Group since 1995. From 2012 until now, she also served as the President Commissioner of PT Victoria Investama. Since 2006, she served as a Commissioner of Bank of Victoria based on the Deed of Statement of Decision of EGMS No. 06 dated 7 February 2006, the Deed of Statement of Decision of AGMS No. 48 dated 24 May 2007, the Deed of Statement of Decision of AGMS No. 82 dated 25 June 2010 which restated by Deed of AGMS Restatement No. 24 dated 21 October 2010, and by the Deed of Statement of Decision of AGMS No. 41 dated 17 October 2013.

PROFIL KOMITE DI BAWAH **DEWAN KOMISARIS**

Committees Under the Board of Commissioners

KOMITE AUDIT

Berdasarkan Surat Keputusan Direksi Nomor: 012/SK-DIR/11/13 tanggal 13 November 2013, susunan anggota Komite Audit Bank Victoria sebagai berikut:

KETUA

Daniel Budirahayu
Profil dapat dilihat pada profil Dewan Komisaris.

ANGGOTA

Tonny Setiadi
Warga Negara Indonesia, 57 tahun, lahir di Cilacap pada tahun 1957. Memiliki latar belakang pendidikan Sarjana Ekonomi dari Sekolah Tinggi Ekonomi dan Keuangan Indonesia, Surabaya pada tahun 1985, serta memiliki Sertifikasi Manajemen Risiko Level I-IV, Manajemen Risiko Perbankan Level V, serta Asesor Kompetensi Manajemen Risiko. Memiliki pengalaman di bidang perbankan selama lebih dari 30 tahun dengan jabatan terakhir sebagai anggota Direksi salah satu bank swasta nasional. Aktif sebagai salah satu penguji pada uji kompetensi manajemen risiko bank bagi pejabat eksekutif dan Komisaris bank nasional di Lembaga Sertifikasi Profesi Perbankan (LSPP). Menjabat sebagai anggota Komite Audit merangkap anggota Komite Pemantau Risiko.

Retno Dwijanti Widaningsih
Warga Negara Indonesia, 55 tahun, lahir di Jakarta pada tahun 1959. Memiliki latar belakang pendidikan formal dari SMA Tarakanita, Jakarta pada tahun 1979, serta pendidikan non formal Sekretaris dari Indonesia College, Pendidikan Lanjutan Kader Perbankan dari Lembaga Pengembangan Perbankan Indonesia dan Program Pengembangan Professional Perbankan II dari Institut Bankir Indonesia. Memiliki pengalaman di bidang perbankan, khususnya dalam bidang audit. Pernah menjabat sebagai *Vice President* dan *Head of Group Audit* Deutsche Bank AG, Jakarta. Memiliki pengalaman spesifik dalam efisiensi tenaga kerja dengan tingkat *multitasking skill* yang tinggi. Menjabat sebagai anggota Komite Audit merangkap anggota Komite Pemantau Risiko.

AUDIT COMMITTEE

Based on a Decree Letter of the Board of Directors No. 012 / SK-DIR / 11/13 dated 13 November 2013, the members of the Audit Committee of Bank Victoria are as follows:

CHAIR

His profile is available at the Board of Commissioners profile.

MEMBER

Indonesian citizen, 57 years old, born in Cilacap in 1957. His educational background included Economics degree from the Sekolah Tinggi Ekonomi dan Keuangan Indonesia, Surabaya (1985) and Risk Management Certification Level I-IV, Banking Risk Management Level V, and Risk Management Competency Assessor. He has more than 30 years of experiences in banking with his last position as a member of the Board of Directors in one of the national private banks. Active as one of the assessors on the bank's risk management competency test for executive officers and Commissioners of the national bank in Banking Professional Certification Institute (LSPP). He served as a member of the Audit Committee and member of the Risk Oversight Committee.

Indonesian Citizen, 55 years old, born in Jakarta in 1959. She has a formal educational background at Tarakanita High School, Jakarta in 1979, as well as non-formal education of Secretary from Indonesian College, Advanced Banking Cadre Education at the Indonesian Banking Development Institute and Indonesia Professional Development Program of Banking II at the Indonesian Bankers Institute. She has working experiences in banking field, especially in the audit sector. She has been appointed as the Vice President and Head of Audit Group of Deutsche Bank AG, Jakarta. She has a specific experience in manpower efficiency that requires high multitasking skill level. She joined the Audit Committee concurring as a member of Risk Oversight Committee.

KOMITE NOMINASI DAN REMUNERASI
Nomination and Remuneration Committee

Berdasarkan Surat Keputusan Direksi Nomor: 040/SK-DIR/02/12 tanggal 22 Februari 2012, susunan anggota Komite Nominasi dan Remunerasi Bank Victoria sebagai berikut:

Based on Decree Letter of the Board of Directors No. 040/SK-DIR/02/12 dated 22 February 2012, members of the Nomination and Remuneration Committee of Bank Victoria are as follows:

KETUA / CHAIR

Gunawan Tenggarahardja
Profil dapat dilihat pada profil Dewan Komisaris.

His profile is available at the Board of Commissioners profile.

ANGGOTA / MEMBER

Suzanna Tanojo
Profil dapat dilihat pada profil Dewan Komisaris.

Her profile is available at the Board of Commissioners profile.

Syahda Chandra
Warga Negara Indonesia, 40 tahun, lahir di Jakarta pada tahun 1974. Memiliki latar belakang pendidikan Sarjana Psikologi Industri dari Universitas Persada Indonesia YAI, Jakarta pada tahun 1998. Memiliki pengalaman di bidang *human resources* selama 18 tahun. Menjabat sebagai anggota Komite Nominasi dan Remunerasi merangkap *Division Head of Human Capital Management* sejak 2011 berdasarkan Surat Keputusan Direksi Nomor: 011/SK-DIR/08/11 tanggal 10 Agustus 2011.

Indonesian citizen, 40 years old, born in Jakarta in 1974. Her educational background included Bachelor of Industrial Psychology from Universitas Persada Indonesia YAI, Jakarta in 1998. She has 18 years of experiences in the field of human resources. Served as a member of the Nomination and Remuneration Committee concurrently as the Division Head of Human Capital Management since 2011 based on the Decree Letter of the Board of Directors No. 011 / SK-DIR / 08/11 dated 10 August 2011.

KOMITE PEMANTAU RISIKO

RISK MONITORING COMMITTEE

Berdasarkan Surat Keputusan Direksi Nomor: 011/SK-DIR/11/13 tanggal 13 November 2013, susunan anggota Komite Pemantau Risiko Bank Victoria sebagai berikut:

Based on Decree Letter of the Board of Directors No. 011/SK-DIR/11/13 dated 13 November 2013, members of the Risk Monitoring Committee of Bank Victoria are as follows:

KETUA / CHAIR

Zaenal Abidin, PhD
Profil dapat dilihat pada profil Dewan Komisaris.

His profile is available at the Board of Commissioners profile.

ANGGOTA / MEMBER

Tonny Setiadi
Profil dapat dilihat pada profil Dewan Komisaris.

His profile is available at the Board of Commissioners profile.

Retno Dwijanti Widaningsih
Profil dapat dilihat pada profil Dewan Komisaris.

Her profile is available at the Board of Commissioners profile.

PROFIL SEKRETARIS DEWAN KOMISARIS

PROFILE OF THE BOARD OF COMMISSIONERS' SECRETARY

Arum Laras Nurani
Warga Negara Indonesia, 26 tahun, lahir di Bandung pada tahun 1988. Memperoleh gelar Sarjana Ilmu Komunikasi dengan predikat *Cumlaude* dari Universitas Islam Bandung pada tahun 2010. Memulai karir di *Commercial Risk Group* Bank Mandiri (2011-2012). Menjabat sebagai Sekretaris Dewan Komisaris sejak 2012 berdasarkan Surat Keputusan Direksi Nomor: 01/SK-DIR/12/12 tanggal 3 Desember 2012.

Indonesian citizen, 26 years old, born in Bandung in 1988. She earned a Bachelor of Communication Studies with honors Cumlaude from Bandung Islamic University in 2010. She started her career in Commercial Risk Group Bank Mandiri (2011-2012). Served as Secretary of the Board of Commissioners since 2012 based on the Decree Letter of the Board of Directors No. 01/SK-DIR/12/12 dated 3 December 2012.

PROFIL **DIREKSI**

Board of Directors' Profile

Berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan Nomor 22 tanggal 8 Oktober 2012 dan Nomor 41 tanggal 17 Oktober 2013 yang dibuat dihadapan Fathiah Helmi, SH, Notaris di Jakarta, yang pemberitahuannya telah diterima dan dicatat di dalam *database* Sistem Administrasi Badan Hukum Kementerian Hukum Dan Hak Asasi Manusia berdasarkan Surat Nomor: AHU-AH.01.10-40190 tanggal 12 November 2012 dan Nomor: AHU-AH.01.10-47765 tanggal 12 November 2013, susunan Direksi Bank Victoria sebagai berikut:

Based on Deed of Statement of Decision of the Annual General Meeting of Shareholders No. 22 dated 8 October 8 2012 and No. 41 dated 17 October 2013 made by and before Fathiah Helmi, SH, Notary in Jakarta, which the notice has been received and recorded in the Legal Entity Administration System database, Ministry of Justice and Human Rights by Letter No. AHU-AH. 01.10-40190 dated 12 November 2012 and No. AHU-AH.01.10-47765 dated 12 November 2013, the Board of Directors of Bank Victoria are as follows:

EKO RACHMANSYAH GINDO

Direktur Utama
President Director

Warga Negara Indonesia, 44 tahun, lahir di Jakarta pada tahun 1970. Memperoleh gelar Sarjana Teknik Perminyakan dari Institut Teknologi Bandung pada tahun 1995. Memulai karir sebagai *MIS Departemen Head of Credit Policy & Administration Group - Assistant Manager* PT Bank Niaga Tbk (1998-1999), *Head of Information Support Unit Risk Management* - Manajer BPPN (Mei-Desember 1999), *Advisor to Vice Chairman* BPPN/IBRA – *Senior Manager* BPPN (Januari-November 2000), *Deputy Division Head of Corporate Strategic Planning - Assistant Vice President* PT Bank Danamon Tbk. (2000-2003), *Executive Vice President* PT Bosowa Investama (2005-2010), serta Direktur Utama PT Semen Bosowa Indonesia (2010-2012). Pernah menjabat sebagai Komisaris PT Bank Victoria Syariah (2006-2012) dan Komisaris Utama Bank Victoria (Januari-Juni 2012). Menjabat sebagai Direktur Utama Bank Victoria sejak 2012 berdasarkan Akta Pernyataan Keputusan RUPS Tahunan Nomor 22 tanggal 8 Oktober 2012 dan Nomor 41 tanggal 17 Oktober 2013.

Indonesian Citizen, 44 years old, born in Jakarta in 1970. He obtained his bachelor degree from Oil Engineering Department of Bandung Institute of Technology in 1995. He started his career as the MIS Department Head of Credit Policy & Administration Group - Assistant Manager PT Bank Niaga Tbk (1998-1999), Head of Information Support Unit Risk Management - Manager of BPPN (May-December 1999), Advisor to Vice Chairman of BPPN/ IBRA - BPPN Senior Manager (January-November 2000), Deputy Division Head of Corporate Strategic Planning and Assistant Vice President of PT Bank Danamon Tbk (2000-2003), Executive Vice President of PT Bosowa Investama (2005-2010), President Director of PT Semen Bosowa Indonesia (2010-2012). He was the Commissioner of PT Bank Victoria Syariah (2006-2012) and President Commissioner of Bank Victoria (January-June 2012). He was appointed as the President Director of Bank Victoria since 2012 based on Deed of Statement of Decision of AGMS No. 22 dated 8 October 8 2012 and No. 41 dated 17 October 2013

SOEWANDY

Wakil Direktur Utama
Deputy CEO

Warga Negara Indonesia, 42 tahun, lahir di Medan pada tahun 1972. Memperoleh gelar Master Manajemen Keuangan dari Universitas Trisakti, Jakarta pada tahun 1997, serta memperoleh sertifikasi CQM dari American Society for Quality Control (ASQC) dan *Chartered Wealth Manager* (CWM) dari American Academy of Financial Management (AAFM). Memulai karir manajemen di industri asuransi jiwa di Indonesia dan Singapura (1997-2005), pada tahun 2005 bergabung dengan UOB Group Singapore dan ditugaskan di Bank UOB Buana Indonesia untuk memimpin *Consumer Banking & Wealth Management* (2005-2007), sebagai *Vice President Global Consumer Group* Citibank NA (2007-2008), serta Direktur *Retail Banking* Bank ANZ Indonesia (2008-2013). Menjabat sebagai Wakil Direktur Utama Bank Victoria sejak 2013 berdasarkan Akta Pernyataan Keputusan RUPS Tahunan Nomor 41 tanggal 17 Oktober 2013.

Indonesian citizen, 42 years old, born in Medan in 1972. He obtained his Master education in Financial Management from Trisakti University, Jakarta, in 1997. He is the certification holder of CQM from American Society for Quality Control (ASQC and Chartered Wealth Manager (CWM) certification from American Academy of Financial Management (AAFM). He started a management career in life insurance industry in Indonesia and Singapore (1997-2005), in 2005, joined UOB Group Singapore and commissioned to the Bank UOB Buana Indonesia to lead the Consumer Banking and Wealth Management (2005-2007) as the Vice President of Global Consumer Group Citibank NA (2007-2008), and Director of Retail Banking at ANZ Bank Indonesia (2008-2013). He served as the Vice President of Bank Victoria since 2013 based on the Deed of Satetement of Decision of AGMS No. 41 dated 17 October 2013.

GREGORIUS ANDREW ANDRYANTO HASWIN

Direktur *Treasury, Financial Institutions & Capital Market*
Director of Treasury, Financial Institutions & Capital Market

Warga Negara Indonesia, 47 tahun, lahir di Bogor pada tahun 1967. Memperoleh gelar Sarjana Ekonomi Perusahaan dari University of Rotterdam, Belanda pada tahun 1992. Memulai karir sebagai *Credit and Research Analyst Syndicated Loan Departement* Indover Bank, Amsterdam, Belanda (1993-1995), *Senior Officer, International Business Development* PT Bank Bali (1995-1996), *Manager Corporate Finance* PT Pentasena Artha Sentosa (1996-2000), serta Direktur *Investment Banking & Fixed Income* PT Kresna Graha Sekurindo Tbk. (2000-2011). Pernah menjabat sebagai Direktur *Treasury, Financial Institutions & Capital Market* Bank Victoria (2011-2012) dan Pejabat Sementara Direktur Utama (2012). Saat ini kembali menjabat sebagai Direktur *Treasury, Financial Institutions & Capital Market* Bank Victoria sejak sejak 2012 berdasarkan Akta Pernyataan Keputusan RUPS Tahunan Nomor 22 tanggal 8 Oktober 2012 dan Nomor 41 tanggal 17 Oktober 2013.

Indonesian Citizen, 47 years old, born in Bogor in 1967. He obtained his Bachelor of Economics degree from the University of Rotterdam, Netherlands, in 1992. He started his career as a Credit and Research Analyst of Syndicated Loan Department of Indover Bank, Amsterdam, Netherlands (1993-1995), Senior Officer, International Business Development of PT Bank Bali (1995-1996), Corporate Finance Manager of PT Pentasena Artha Sentosa (1996-2000), Director of Investment Banking & Fixed Income of PT Kresna Graha Sekurindo Tbk (2000-2011). Later, he was appointed as the Director of Treasury, Financial Institutions, & Capital Market at Bank Victoria (2011-2012) and Acting President Director (2012). Now, he was appointed again as the Director of Treasury, Financial Institutions & Capital Market at Bank Victoria since 2012 based on Deed of Statement of Decision of AGMS No. 22 dated 8 October 8 2012 and No. 41 dated 17 October 2013.

RAMON MARLON RUNTU
Direktur *Business*
Director of Business

Warga Negara Indonesia, 53 tahun, lahir di Pontianak pada tahun 1962. Memperoleh gelar Sarjana Teknik Sipil dari Universitas Katolik Parahyangan, Bandung pada tahun 1989. Memulai karir sebagai Pimpinan Cabang Pembantu MT Haryono PT Bank International Indonesia Tbk. (1994), *Team Leader Corporate Banking* KCU Thamrin PT Bank International Indonesia Tbk. (1995-1996) dan *Team Leader Corporate Banking* KCU Juanda PT Bank International Indonesia Tbk. (1996-1997), Kepala Cabang Gani Djemat PT Bank Mega Tbk. (1997-2000), Kepala Divisi Kredit Komersial PT Bank Mega Tbk. (2000-2002), Direktur PT Para Multifinance (2002-2006), Staff Direksi PT Bank Mega Tbk. (Juli-Oktober 2008), serta Kepala Wilayah Jakarta I PT Bank Mega Tbk. (2008-2011). Menjabat sebagai Direktur *Business* sejak 2011 berdasarkan Akta Pernyataan Keputusan RUPS Tahunan Nomor 11 tanggal 12 Agustus 2011 dan Nomor 41 tanggal 17 Oktober 2013.

Indonesian Citizen, 53 years old, born in Pontianak in 1962. He obtained his Bachelor of Civil Engineering from Parahyangan Catholic University, Bandung in 1989. He started his career as MT. Haryono Sub-branch Manager of PT Bank International Indonesia Tbk (1994), Team Leader of Corporate Banking of KCU Thamrin of PT Bank International Indonesia Tbk (1995-1996) and Team Leader of Corporate Banking of KCU Juanda of PT Bank International Indonesia Tbk (1996-1997), Head of Gani Djemat Branch of PT Bank Mega Tbk (1997-2000), Head of Commercial Credit Division of PT Bank Mega Tbk (2000-2002), Director of PT Para Multifinance (2002-2006), Staff of Board of Directors of PT Bank Mega Tbk (July-October 2008), Head of Jakarta I Region of PT Bank Mega Tbk (2008-2001). He has been the Business Director since 2011 based on Deed of Statement of Decision of AGMS No. 22 dated 8 October 8 2012 and No. 41 dated 17 October 2013.

OLIVER SIMORANGKIR
Direktur Operasi & Sistem
Director of Operation & System

Warga Negara Indonesia, 64 tahun, lahir di Tarutung pada tahun 1950. Memperoleh gelar Sarjana Ekonomi Akuntansi dari Universitas Indonesia pada tahun 1980. Memulai karir di PT Bank Niaga Tbk. sebagai *Officer Development Program* (ODP) (1980-1981), *Sub Manager Staff Internal Auditor* (1981-1983), *Assistant Manager - Department Head of Credit Administration* Cabang Utama Jakarta (1983-1985), Kepala Divisi Operasional Cabang Utama Jakarta (1985-1987), *Senior Manager* - Wakil Pimpinan Cabang Thamrin (1987-1988), *Assistant Vice President - Manager in Charge* Sentralisasi Operasional Wilayah Jakarta (1988-1989), *Vice President Operational – Manager in Charge* Wilayah Jakarta (1990-1994), *Group Head Operation System & Procedure Head Office* (1994-1998), *Group Head Corporate Planning & Accounting Control Head Office* (1998-2000), serta *Senior Vice President Internal Audit Group* (2000-2001). Selanjutnya berkarir sebagai *Senior Vice President Internal Audit*

Indonesian Citizen, 64 years old, born in Tarutung in 1950. He obtained his Bachelor of Economics degree from the Accounting Department of University of Indonesia in 1980. He started his career in PT Bank Niaga Tbk. as an Officer Development Program (ODP) (1980-1981), Sub Manager Staff Internal Auditor (1981-1983), Assistant Manager – Department Head of Credit Administration of Jakarta Main Branch (1983-1985), Head of Operational Division of Jakarta Main Branch (1985-1987), Senior Manager – Vice Head of Thamrin Branch (1987-1988), Assistant Vice President – Manager in Charge of Operational Centralization of Jakarta Region (1988-1989), Vice President Operational – Manager in Charge of Jakarta Region (1990-1994), Group Head Operation System & Procedure (1994-1998), Group Head Corporate Planning & Accounting Control (1998-2000), Senior Vice President Internal Audit Group (2000-2001). Then he became the Senior Vice President Internal Audit Group Head of PT Bank Prima Express

Group Head PT Bank Prima Express (2001-2002) dan *Senior Vice President – General Manager Internal Audit* PT Bank Permata Tbk. (2003-2005). Pernah menjabat sebagai Direktur Kepatuhan dan Manajemen Risiko Bank Victoria (2005-2009). Menjabat sebagai Direktur Operasi dan Sistem sejak 2009 berdasarkan Akta Pernyataan Keputusan RUPS Tahunan Nomor 33 tanggal 24 Maret 2009, Akta Pernyataan Keputusan RUPS Tahunan Nomor 82 tanggal 25 Juni 2010 yang dinyatakan kembali dengan Akta Pernyataan Kembali RUPS Tahunan Nomor 24 tanggal 21 Oktober 2010, serta berdasarkan Akta Pernyataan Keputusan RUPS Tahunan Nomor 41 tanggal 17 Oktober 2013.

(2001-2002) and Senior Vice President – General Manager of Internal Audit of PT Bank Permata Tbk (2003-2005). He once held the Director of Compliance and Risk Management of Bank Victoria (2005-2009). He has been the Director of Operation and System since 2009 based on the Deed of Statement of Decision of AGMS No. 33 dated 14 March 2009, the Deed of Statement of Decision of AGMS No. 82 dated 25 June 2010 which were restated by the Deed of AGMS Restatement No. 24 dated 21 October 2010, and based on Deed of Statement of Decision of AGMS No. 41 dated October 17, 2013.

TAMUNAN

Direktur Kepatuhan dan Manajemen Risiko
Director of Compliance and Risk Management

Warga Negara Indonesia, 49 tahun, lahir di Banjarmasin pada tahun 1965. Memperoleh gelar Sarjana Ekonomi program studi Akuntansi dari Universitas Lambung Mangkurat, Banjarmasin pada tahun 1990 dan gelar Magister Manajemen program studi Manajemen Risiko dari Universitas Indonesia, Jakarta pada tahun 2008. Memulai karir di KAP Drs. Santoso, Banjarmasin sebagai Staff Audit (1987-1988), PT Winduintan Deltatama (Muda Jaya Group), Banjarmasin sebagai Kepala Bagian Administrasi & Umum (1988-1990), Bank Andromeda, Jakarta dengan jabatan terakhir sebagai Kepala Kantor Bank Andromeda di Gedung Bimantara, Jakarta (1990-1997), Kepala Kantor Bank Alfa di Menara Kebon Sirih, Jakarta (1997-1999), Staff Badan Penyehatan Perbankan Nasional (BPPN) (April-September 1999), Manajer Operasional PT Victoria Sekuritas (1999-2001), serta *Head of Operation & Compliance* PT Mahastra Capital (2001-2003). Menjabat sebagai pejabat eksekutif Bank Victoria (2004-2007), Direktur Operasi dan Teknologi Bank Victoria (2007-2008), serta merangkap jabatan sebagai Sekretaris Perusahaan Bank Victoria (2008-2010). Menjabat sebagai Direktur Kepatuhan & Manajemen Risiko sejak 2009 berdasarkan Akta Pernyataan Keputusan RUPS Tahunan Nomor 33 tanggal 24 Maret 2009, Akta Pernyataan Keputusan RUPS Tahunan Nomor 82 tanggal 25 Juni 2010 yang dinyatakan kembali dengan Akta Pernyataan Kembali RUPS Tahunan Nomor 24 tanggal 21 Oktober 2010, serta berdasarkan Akta Pernyataan Keputusan RUPS Tahunan Nomor 41 tanggal 17 Oktober 2013.

Indonesian Citizen, 49 years old, born in Banjarmasin in 1965. He obtained his Bachelor degree in Accounting from the Faculty of Economics of Lambung Mangkurat University, Banjarmasin in 1990 and obtained his Master of Management degree of Risk Management from University of Indonesia, Jakarta in 2008. He started his career at Public Accountant Firm Drs. Santoso, Banjarmasin as an Audit Staff (1987-1988), PT Winduintan Deltatama (Muda Jaya Group), Banjarmasin as the Head of Administrative & General Division (1988-1990), Bank Andromeda in Jakarta with last position as Head of Bank Andromeda Office in Bimantara Building, Jakarta (1990-1997), Head of Bank Alfa Office in Kebon Sirih Tower, Jakarta (1997-1999), Staff of Indonesian Bank Restructuring Agency (BPPN) (April-September 1999), Operational Manager at Victoria Sekuritas (1999-2001) and Head of Operation & Compliance PT Mahastra Capital (2001-2003). He once appointed as an executive officer of Bank Victoria (2004-2007), Director of Operation and Technology of Bank Victoria (2007-2008), and concurrently as Corporate Secretary of Bank Victoria (2008-2010). He served as the Director of Compliance since 2009 based on the Deed of Statement of Decision of AGMS No. 33 dated 14 March 2009, the Deed of Statement of Decision of AGMS No. 82 dated 25 June 2010 which restated by the Deed of AGMS Restatement No. 24 dated 21 October 2010, and based on the Deed of Statement of Decision of AGMS No. 41 dated October 17, 2013.

JAJARAN
PEJABAT EKSEKUTIF
Executive

1. **Marta Yuliana**
   Kepala Divisi Marketing Communication & Segmentation
   Division Head of Marketing Communication & Segmentation
2. **Hertanto T. Surya**
   Kepala Divisi Branch Banking Network
   Division Head of Branch Banking Network
3. **Tonymin Salim**
   Kepala Divisi Retail Funding
   Division Head of Retail Funding
4. **Yosef Sudikbyo**
   Kepala Divisi Biro Hukum, Remedial & Anti Fraud
   Division Head of Law, Remedial & Anti Fraud Bureau
5. **Theresia Maria Dhewayani P**
   Kepala Divisi Operasional
   Division Head of Operational
6. **Hasan Lukman**
   Kepala Grup Channels & Distribution
   Group Head of Channel & Distribution
7. **Hermawan**
   Kepala Divisi Manajemen Risiko
   Division Head of Risk Management
8. **Yohanes Robby Yuwono**
   Kepala Divisi Teknologi Sistim Informasi
   Division Head of Information Technology System
9. **Ryano A. Tandayu**
   Kepala Divisi Multi Finance Lending
   Division Head of Multi Finance Lending
10. **Ruly Dwi Rahayu**
    Kepala Divisi Corporate Secretary
    Division Head of Corporate Secretary
11. **Andy Sundoro**
    Kepala Divisi Credit Analyst
    Division Head of Credit Analyst
12. **Ritayana**
    Kepala Divisi Treasury
    Division Head of Treasury
13. **Sanny Setiadi**
    Kepala Area Cabang Senayan
    Area Head of Senayan Branch
14. **Teguh Sukaryanto**
    Kepala Divisi Sistem & Prosedur
    Division Head of Systems & Procedures
15. **Nio Effendi**
    Wakil Kepala Divisi Operasional
    Deputy Division Head of Operational
16. **Purwono**
    Kepala Divisi Financial Institution & Capital Market
    Division Head of Financial Institution & Capital Market

17. **Devid Lukman**
Kepala Divisi Lending Support
Division Head of Lending Support

18. **Mohamad Saifudin Zuhri**
Kepala Area Cabang Fatmawati
Area Head of Fatmawati Branch

19. **Novita Indriyani**
Kepala Divisi Legal Kredit
Division Head of Legal Credit

20. **Djoko Soendjojo**
Kepala Satuan Kerja Audit Internal
Head of Internal Audit Working Unit

21. **Syahda Candra**
Kepala Divisi Human Capital Management
Division Head of Human Capital Management

22. **Purwoko**
Kepala Divisi Network, MIS & Development
Head of Network, MIS & Development

23. **Tumbur P. Limbong**
Kepala Divisi Akunting & MIS
Division Head of Accounting & MIS

24. **Arief Notohadiwidjojo**
Kepala Divisi Commercial Lending
Division Head of Commercial Lending

25. **Franklin Theodorus Semen**
Kepala Divisi Consumer Lending Product & Process
Division Head of Consumer Lending Product & Process

26. **Schubert Chazanah**
Kepala Divisi Administrasi Perkreditan
Division Head of Credit Administration

27. **Getta Leonardo Arisanto**
Kepala Divisi Wealth Management & Mortgage Sales
Division Head Wealth Management & Mortgage Sales

28. **Amelia**
Kepala Area Cabang Cideng
Area Head of Cideng Branch

29. **Hendra Dermawan**
Kepala Divisi Corporate Lending
Division Head of Corporate Lending

30. **Muhammad Rakhmadhani**
Kepala Grup Product Development & Platform Management
Group Head of Product Development & Platform Management

31. **Syarifudin**
Kepala Divisi Compliance, UKPN & Internal Control
Division Head of Compliance, UKPN & Internal Control

32. **Ivan Jonathan**
Kepala Divisi General Affairs
Division Head of General Affairs

33. **Theresia Sri Pakarti**
Kepala Area Cabang Bandung
Area Head of Bandung Branch

34. **Rosita B. Rajaisun**
Kepala Area Cabang Bogor
Area Head of Bogor Branch

35. **Lim Meng**
Kepala Area Cabang Surabaya
Area Head of Surabaya Branch

PROFIL SEKRETARIS PERUSAHAAN

RULY DWI RAHAYU

Warga Negara Indonesia, 49 tahun, lahir di Jakarta pada tahun 1965. Memperoleh gelar Sarjana Kimia dari Universitas Indonesia pada tahun 1990. Memulai karir sebagai Staff Auditor PT Panin Bank Tbk. (1991-1995), Kepala Satuan Kerja Audit Intern Bank Victoria (1995-2006), Kepala Divisi Manajemen Risiko dan Kepatuhan Bank Victoria (2006-2011), Kepala Divisi Manajemen Risiko Bank Victoria (2011-2013). Menjabat sebagai Sekretaris Perusahaan sejak 2013 berdasarkan Surat Keputusan Direksi Nomor: 021/SK-DIR/01/13 tanggal 31 Januari 2013.

CORPORATE SECRETARY PROFILE

Indonesian citizen, 49 years old, born in Jakarta in 1965. Obtained a Bachelor's degree in Chemistry from the University of Indonesia in 1990. Started her career as an Auditor Staff of PT Panin Bank Tbk. (1991-1995), Head of Internal Audit of Bank Victoria (1995-2006), Head of Risk Management and Compliance Division of Bank Victoria (2006-2011), Head of Risk Management Division of Bank Victoria (2011-2013). Served as the Corporate Secretary since 2013 in accordance with Decree of the Board of Directors No. 021/SK-DIR/01/13 dated 31 January 2013.

PROFIL PEJABAT EKSEKUTIF

EXECUTIVE OFFICERS PROFILE

KEPALA SATUAN KERJA AUDIT INTERNAL

HEAD OF INTERNAL AUDIT WORKING UNIT

Djoko Soendjojo

Warga Negara Indonesia, 46 tahun, lahir di Surabaya pada tahun 1968. Memperoleh gelar Sarjana Ekonomi Akuntansi dari Sekolah Tinggi Ilmu Ekonomi Malangkucecwara, Malang (1993). Menjabat sebagai Kepala Satuan Kerja Audit Internal (SKAI) sejak 2006 berdasarkan Surat Kuasa Direksi Nomor: 003/SK-DIR/08/06.

Indonesian citizen, 46 years old, born in Surabaya in 1968. Obtained a Bachelor of Economics in Accounting major from the Sekolah Tinggi Ilmu Ekonomi Malangkucecwara, Malang (1993). Served as the Head of the Internal Audit Working Unit since 2006 by virtue of a Power of Attorney of the Board of Directors No. 003/SK-DIR/08/06.

KEPALA DIVISI GENERAL AFFAIR

DIVISION HEAD OF GENERAL AFFAIRS

Ivan Jonathan

Warga Negara Indonesia, 36 tahun, lahir di Palembang pada tahun 1978. Memperoleh gelar Sarjana Komputer dari Universitas Bina Nusantara, Jakarta (2001). Menjabat sebagai Kepala Divisi *General Affair* sejak 2012 berdasarkan Surat Keputusan Direksi Nomor: 001/SK-DIR/06/12.

Indonesia citizen, 36 years old, born in Palembang in 1978. Obtained a Bachelor of Computer degree from Bina Nusantara University, Jakarta (2001). Serving as as the Division Head of General Affairs since June 2012 in accordance with Decree Letter of the Board of Directors No. 001/SK-DIR/06/12.

KEPALA DIVISI CREDIT ANALYST

DIVISION HEAD OF CREDIT ANALYST

Andy Sundoro

Warga Negara Indonesia, 46 tahun, lahir di Yogyakarta pada tahun 1968. Memperoleh gelar Sarjana Teknik dari Universitas Trisakti, Jakarta (1990) dan gelar *Master of Business Administration* dari Colorado State University, USA (1994). Menjabat sebagai Kepala Divisi *Credit Analyst* Kantor Pusat sejak 2013 berdasarkan Surat Keputusan Direksi Nomor: 004/SK-DIR/01/13.

Indonesia citizen, 46 years old, born in Yogyakarta in 1968. Obtained a Bachelor of Engineering degree from Trisakti University, Jakarta (1990), and a Master of Business Administration degree from Colorado State University, USA (1994). Serving as the Division Head of Credit Analyst of the Head Office since 2013 in accordance with Decree Letter of the Board of Directors No. 004/SK-DIR/01/13.

KEPALA DIVISI BIRO HUKUM, REMEDIAL & ANTI FRAUD

DIVISION HEAD OF LEGAL BUREAU, REMEDIAL & ANTI FRAUD

Yosef Sudikbyo

Warga Negara Indonesia, 51 tahun, lahir di Rembang pada tahun 1963. Memperoleh gelar Sarjana Hukum dari Universitas Katolik Parahyangan, Bandung (1988) dan lulus program Kenotariatan dan Pertanahan dari Universitas Indonesia (2001). Menjabat sebagai Kepala Divisi Biro Hukum, *Remedial & Anti Fraud* sejak 2011 berdasarkan Surat Keputusan Direksi Nomor: 014/SK-DIR/08/11.

Indonesian citizen, 51 years old, born in Rembang in 1963. Obtained a Bachelor of Legal degree from Parahyangan Catholic University, Bandung (1988) and completed a Notary and Land Program from Universitas Indonesia (2001). Serving as the Head of Legal Bureau and Remedial since August 2011 in accordance with Decree Letter of the Board of Directors No. 014/SK-DIR/08/11.

WAKIL KEPALA DIVISI BIRO HUKUM, REMEDIAL & ANTI FRAUD

Mariana Gozali

Warga Negara Indonesia, 55 tahun, lahir di Jakarta pada tahun 1959. Memperoleh gelar Sarjana Hukum dari Universitas Trisakti, Jakarta (1985). Menjabat sebagai Wakil Kepala Divisi Biro Hukum, *Remedial & Anti Fraud* sejak 2011 berdasarkan Surat Keputusan Direksi Nomor: 016/SK-DIR/08/11.

DEPUTY DIVISION HEAD OF LEGAL BUREAU, REMEDIAL & ANTI FRAUD

Indonesian citizen, 55 years old, born in Jakarta in 1959. Obtained a Legal degree from Trisakti University, Jakarta (1985). Served as Deputy Division Head of Legal Bureau, Remedial & Anti Fraud since 2011 in accordance with Decree Letter of the Board of Directors No. 016/SK-DIR/08/11.

KEPALA PRODUCT DEVELOPMENT AND PLATFORM MANAGEMENT GROUP

Muhammad Rakhmadhani

Warga Negara Indonesia, 39 tahun, lahir di Jakarta pada tahun 1975. Memperoleh gelar Diploma Aktuaria dari Universitas Indonesia (1997), Master of Science dari University of Philippines (2001) serta Master Manajemen, Business Admnistration and Information System dari Universitas Bina Nusantara (2005). Menjabat sebagai Kepala *Product Development and Platform Management Group* sejak 2013 berdasarkan Surat Keputusan Direksi Nomor: 034/SK-DIR/07/13.

GROUP HEAD OF PRODUCT DEVELOPMENT AND PLATFORM MANAGEMENT

Indonesian citizen, 39 years old, born in Jakarta in 1975. Obtained an Actuarial Diploma from University of Indonesia (1997), and a Master of Science from University of Philippines (2001), as well as a Magister Management, Business Administration and Information System from Universitas Bina Nusantara (2005). Serving as the Group Head of Product Development and Platform Management since July 2013 in accordance with Decree Letter of the Board of Directors No. 034/SK-DIR/07/13.

KEPALA GROUP CHANNELS AND DISTRIBUTION

Hasan Lukman

Warga Negara Indonesia, 44 tahun, lahir di Bandung pada tahun 1970. Memperoleh gelar *Bachelor of Business Administration* dari University Wales, United Kingdom (Kampus Jakarta) (1993). Menjabat sebagai Kepala *Channels and Distribution Group* merangkap Kepala Divisi *Corporate Funding* sejak 2013 berdasarkan Surat Keputusan Direksi Nomor: 022/SK-DIR/08/13.

GROUP HEAD OF CHANNELS AND DISTRIBUTION

Indonesia citizen, 44 years old, born in Bandung in 1970. Obtained a Bachelor of Business Administration degree from University Wales, United Kingdom (Campus in Jakarta) (1993). Served as the Group Head of Channels and Distribution concurrently with Division Head of Corporate Funding since 2013 in accordance with Decree Letter of the Board of Directors No. 022/SK-DIR/08/13.

KEPALA DIVISI CONSUMER LENDING PRODUCT & PROCESS

Franklin Th. Semen

Warga Negara Indonesia, 52 tahun, lahir di Jakarta pada tahun 1962. Memperoleh gelar Sarjana Ekonomi dari Universitas Jayabaya, Jakarta (1988). Menjabat sebagai Kepala Divisi *Customer Lending Product & Process* sejak 2013 berdasarkan Surat Keputusan Direksi Nomor: 042/SK-DIR/07/13.

DIVISI HEAD OF CONSUMER LENDING PRODUCT & PROCESS

Indonesian citizen, 52 years old, born in Jakarta in 1962. Obtained a Bachelor of Economics degree from Jayabaya University, Jakarta (1988). Serving as the Division Head of Consumer Lending Product & Process since 2013 in accordance with Decree Letter of the Board of Directors No. 042/SK-DIR/07/13.

KEPALA DIVISI CORPORATE FUNDING

Endah Imawati Budiman

Warga Negara Indonesia, 59 tahun, lahir di Surabaya pada tahun 1955. Memperoleh gelar Diploma dari Akademi Sekretaris Management Indonesia (ASMI), Jakarta (1983). Menjabat sebagai Kepala Divisi *Corporate Funding* sejak 2007 berdasarkan Surat Keputusan Direksi Nomor: 003/SK-DIR/1/07.

DIVISION HEAD OF CORPORATE FUNDING

Indonesian citizen, 59 years old, born in Surabaya in 1955. Obtained a Diploma from Akademi Sekretaris Management Indonesia (ASMI), Jakarta (1983). Serving as the Division Head of Corporate Funding since 2007 in accordance with Decree Letter of the Board of Directors No. 003/SK-DIR/1/07.

KEPALA DIVISI WEALTH MANAGEMENT & MORTGAGE SALES

Getta Leonardo Arisanto

Warga Negara Indonesia, 37 tahun, lahir di Jakarta pada tahun 1977. Memperoleh gelar Sarjana Ekonomi dari Universitas Persada Indonesia (2000) dan *Certified Financial Planner* dari CFP *Board Standard USA* (2008). Menjabat sebagai Kepala Divisi *Wealth Management & Mortgage Sales* sejak 2014 berdasarkan Surat Keputusan Direksi Nomor: 017/SK-DIR/09/14.

DIVISION HEAD OF WEALTH MANAGEMENT & MORTGAGE SALES

Indonesian citizen, 37 years old, born in Jakarta in 1977. Obtained a Bachelor of Economics from the Universitas Persada Indonesia (2000) and Certified Financial Planner from CFP Board of Standards, USA (2008). Served as Division Head of Wealth Management & Mortgage Sales since 2014 in accordance with Decree of the Board of Directors No. 017 / SK-DIR / 09/14.

KEPALA DIVISI RETAIL FUNDING

Tonymin Salim

Warga Negara Indonesia, 34 tahun, lahir di Jakarta pada tahun 1980. Memperoleh gelar *Bachelor of Commerce* dari Deakin University, Melbourne, Australia (2002). Menjabat sebagai Kepala Divisi *Retail Funding* sejak Agustus 2013 berdasarkan Surat Keputusan Direksi Nomor: 023/SK-DIR/08/13.

DIVISION HEAD OF RETAIL FUNDING

Indonesia citizen, 34 years, and born in Jakarta in 1980. Obtained his Bachelor of Commerce from Deakin University, Melbourne, Australia (2002). He served as the Divison Head of Retail Funding since August 2013 in accordance with Decree Letter of the Board of Directors No. 023/SK-DIR/08/13.

KEPALA DIVISI BRANCH BANKING NETWORK

Hertanto Tjahaja Surya

Warga Negara Indonesia, 55 tahun, lahir di Tangerang pada tahun 1959. Memperoleh gelar Sarjana Hukum dari Universitas Trisakti, Jakarta (1985). Menjabat sebagai Kepala Divisi *Branch Banking Network* sejak 2011 berdasarkan Surat Keputusan Direksi Nomor: 009/SK-DIR/08/11.

DIVISION HEAD OF BRANCH BANKING NETWORK

Indonesian citizen, 55 years old, born in Tangerang in 1959. Obtained his Bachelor of Legal degree from Trisakti University, Jakarta (1985). Serving as the Head of Branch Banking Network since August 2011 in accordance with Decree Letter of the Board of Directors No. 009/SK-DIR/08/11.

KEPALA DIVISI MARKETING COMMUNICATION AND SEGMENTATION

Marta Yuliana

Warga Negara Indonesia, 37 tahun, lahir di Pontianak pada tahun 1977. Memperoleh gelar Sarjana Pendidikan dari Universitas Atmajaya (1999) dan *Master of Arts* dari University of Technology, Sydney, Australia (2004). Menjabat sebagai Kepala Divisi *Marketing Communication and Segmentation* sejak 2013 berdasarkan Surat Keputusan Direksi Nomor: 032/SK-DIR/10/13.

DIVISION HEAD OF MARKETING COMMUNICATION AND SEGMENTATION

Indonesian citizen, 37 years old, born in Pontianak in 1977. Obtained a Bachelor of Education degree from Atmajaya University (1999) and a Master of Arts degree from University of Technology, Sydney, Australia (2004). Serving as the Head of Marketing Communication and Segmentation since October 2013 in accordance with Decree Letter of the Board of Directors No. 032/SK-DIR/10/13.

KEPALA DIVISI TREASURY

Ritayana

Warga Negara Indonesia, 44 tahun, lahir di Pontianak pada tahun 1970. Memperoleh gelar Sarjana Ekonomi dari Sekolah Tinggi Ilmu Ekonomi (1995). Menjabat sebagai Kepala Divisi *Treasury* sejak 2011 berdasarkan Surat Keputusan Direksi Nomor: 010/SK-DIR/08/11.

DIVISI HEAD OF TREASURY

Indonesian citizen, 44 years old, born in Pontianak in 1970. Obtained a Bachelor of Economics degree from Sekolah Tinggi Ilmu Ekonomi (1995). Serving as the Division Head of Treasury in Head Office since August 2011 in accordance with Decree Letter of the Board of Directors No. 010/SK-DIR/08/11.

KEPALA DIVISI FINANCIAL INSTITUTION & CAPITAL MARKET

Purwono

Warga Negara Indonesia, 62 tahun, lahir di Yogyakarta pada tahun 1952. Memperoleh gelar Sarjana Ekonomi dari Universitas Krisnadwipayana, Jakarta (1983) dan gelar Master Manajemen dari Universitas Airlangga, Surabaya (2000). Menjabat sebagai Kepala Divisi *Financial Institution & Capital Market* sejak 2010 berdasarkan Surat Keputusan Direksi Nomor: 003/SK-DIR/03/10.

DIVISION HEAD OF FINANCIAL INSTITUTION & CAPITAL MARKET

Indonesian citizen, 62 years, born in Yogyakarta in 1952. Obtained a Bachelor of Economics degree from Krisnadwipayana University, Jakarta (1983), and a Magister of Management from Airlangga University, Surabaya (2000). Served as the Division Head of Financial Institution & Capital Market since 2010 in accordance with Decree Letter of the Board of Directors No. 003/SK-DIR/03/10.

KEPALA DIVISI HUMAN CAPITAL MANAGEMENT

Syahda Candra

Profil dapat dilihat pada profil Komite Nominasi dan Remunerasi.

DIVISION HEAD OF HUMAN CAPITAL MANAGEMENT

Her profile is available in the profile of Nomination and Remuneration Committee.

KEPALA DIVISI CORPORATE LENDING

Hendra Dermawan

Warga Negara Indonesia, 49 tahun, lahir di Jakarta pada tahun 1965. Memperoleh gelar Sarjana Teknik dari Universitas Trisakti, Jakarta (1988). Menjabat sebagai Kepala Divisi *Corporate Lending* sejak 2012 berdasarkan Surat Keputusan Direksi Nomor: 021/SK-DIR/04/13.

DIVISION HEAD OF CORPORATE LENDING

Indonesian citizen, 49 years old, born in Jakarta in 1965. Obtained a Bachelor of Engineering degree from Trisakti University, Jakarta (1988). Serving as the Division Head of Corporate Lending since 2012 in accordance with Decree Letter of the Board of Directors No. 021/SK-DIR/04/13.

KEPALA DIVISI COMMERCIAL LENDING

Arief Notohadiwidjojo

Warga Negara Indonesia, 34 tahun, lahir di Surabaya pada tahun 1980. Memperoleh gelar *Bachelor of Science* dari Indiana University, Bloomington, Indiana, USA (2004). Menjabat sebagai Kepala Divisi *Commercial Lending* sejak 2007 berdasarkan Surat Keputusan Direksi Nomor: 007/SK-DIR/8/07.

DIVISION HEAD OF COMMERCIAL LENDING

Indonesia citizen, 34 years old, born in Surabaya in 1980. Obtained a Bachelor of Science degree from Indiana University, Bloomington, Indiana, USA in 2004. Serving as the Division Head of Commercial Lending since 2007 in accordance with Decree Letter No. 007/SK-DIR/8/07.

KEPALA DIVISI MULTI FINANCE LENDING

Ryano Andreas Tandayu

Warga Negara Indonesia, 47 tahun, lahir di Bandung pada tahun 1967. Memperoleh gelar Sarjana Ekonomi dari Universitas Tarumanagara, Jakarta (1991). Menjabat sebagai Kepala Divisi *Multi Finance Lending* sejak 2011 berdasarkan Surat Keputusan Direksi Nomor: 013/SK-DIR/08/11.

DIVISION HEAD OF MULTI FINANCE LENDING

Indonesian citizen, 47 years old, born in Bandung in 1967. Obtained a Bachelor of Economics degree from Tarumanagara University, Jakarta (1991). Serving as the Head of Multi Finance Lending since 2011 in accordance with Decree Letter of the Board of Directors No. 013/SK-DIR/08/11.

KEPALA DIVISI LENDING SUPPORT

Devid Lukman

Warga Negara Indonesia, 50 tahun, lahir di Dabo Singkep (Kepulauan Riau) pada tahun 1964. Memperoleh gelar Sarjana Ekonomi dari Universitas Katolik Parahyangan, Bandung (1988). Menjabat sebagai Kepala Divisi *Lending Support* sejak 2014 berdasarkan Surat Keputusan Direksi Nomor: 064/SK-DIR/08/14.

DIVISI HEAD OF LENDING SUPPORT

Indonesian citizen, 50 years old, born in Dabo Singkep (Riau Islands) in 1964. Obtained a Bachelor of Economics from Parahyangan Catholic University, Bandung (1988). Serving as the Division Head of Lending Support since 2014 in accordance with Decree Letter of the Board of Directors No. 064/SK-DIR/08/14.

KEPALA DIVISI OPERASIONAL

Theresia Maria Dhewayani

Warga Negara Indonesia, 55 tahun, lahir di Semarang pada tahun 1959. Memperoleh gelar Sarjana Hukum bidang perdata dari Universitas 17 Agustus'45, Semarang (1984). Menjabat sebagai Kepala Divisi Operasional sejak 2012 berdasarkan Surat Keputusan Direksi Nomor: 049/SK-DIR/05/12.

DIVISION HEAD OF OPERATION

Indonesia citizen, 55 years old, born in Semarang in 1959. Obtained a Bachelor of Legal degree in Civil from University of 17 Agustus'45, Semarang (1984). Serving as the Division Head of Operation since May 2012 in accordance with Decree Letter of the Board of Directors No. 049/SK-DIR/05/12.

WAKIL KEPALA DIVISI OPERASIONAL

Nio Effendi

Warga Negara Indonesia, 55 tahun, lahir di Tanjung Karang, Bandar Lampung pada tahun 1959. Memperoleh gelar Sarjana Ekonomi dari Universitas Atma Jaya, Yogyakarta (1987). Menjabat sebagai Wakil Kepala Divisi Operasional sejak 2013 berdasarkan Surat Keputusan Direksi Nomor: 024/SK-DIR/12/12.

DEPUTY DIVISION HEAD OF OPERATION

Indonesian citizen, 55 years old, born in Tanjung Karang, Bandar Lampung in 1959. Obtained a Bachelor of Economics from the Atma Jaya University, Yogyakarta (1987). Served as Deputy Division Head of Operation since 2013 in accordance with Decree Letter of the Board of Directors No. 024 / SK-DIR / 12/12.

KEPALA DIVISI TEKNOLOGI SISTEM INFORMASI

Yohanes Robby Yuwono

Warga Negara Indonesia, 45 tahun, lahir di Jakarta pada tahun 1969. Memperoleh gelar Sarjana Informasi Manajemen dari STMIK Gunadarma (1994). Menjabat sebagai Kepala Divisi Teknologi Sistem Informasi sejak 2007 berdasarkan Surat Keputusan Direksi Nomor: 001/SK-DIR/4/07.

DIVISION HEAD OF INFORMATION TECHNOLOGY SYSTEM

Indonesian citizen, 45 years old, born in Jakarta in 1969. Obtained a Bachelor of Management Information from STMIK Gunadarma (1994). Serving as the Division Head Information Technology System since 2007 in accordance with Decree Letter of the Board of Directors No. 001/SK-DIR/4/07.

KEPALA DIVISI NETWORK, MIS & DEVELOPMENT

Purwoko

Warga Negara Indonesia, 38 tahun, lahir di Jakarta pada tahun 1976. Memperoleh gelar Sarjana Teknik Elektro dari Institut Sains dan Teknologi Nasional, Jakarta(2000). Menjabat sebagai Kepala Divisi *Network, MIS & Development* sejak 2014 berdasarkan Surat Keputusan Direksi Nomor: 059/SK-DIR/08/14.

DIVISION HEAD OF NETWORK, MIS & DEVELOPMENT

Indonesian citizen, 38 years old, born in Jakarta in 1976. Obtained a degree in Electrical Engineering from Institut Sains dan Teknologi Nasional, Jakarta (2000). Served as the Division Head of Network, MIS & Development since 2014 in accordance with Decree Letter of the Board of Directors No. 059/SK-DIR/08/14.

KEPALA DIVISI AKUNTING & MIS

Tumbur Parulian Limbong

Warga Negara Indonesia, 40 tahun, lahir di Jakarta pada tahun 1974. Memperoleh gelar Sarjana Ekonomi dari Universitas Borobudur, Jakarta (1996). Menjabat sebagai Kepala Divisi Akunting dan MIS sejak 2008 berdasarkan Surat Keputusan Direksi Nomor: 14/SK-DIR/6/08.

DIVISION HEAD OF ACCOUNTING & MIS

Indonesian citizen, 40 years old, born in Jakarta 1974. Obtained a Bachelor of Economics degree from Borobudur University, Jakarta (1996). Serving as the Division Head of Accounting and Financial Control since June 2008 in accordance with Decree Letter of the Board of Directors No. 14/SK-DIR/6/08.

KEPALA DIVISI ADMINISTRASI PERKREDITAN

Schubert Chazanah

Warga Negara Indonesia, 47 tahun, lahir di Jakarta pada tahun 1967. Memperoleh gelar Sarjana Ekonomi dari Universitas Mercu Buana, Jakarta (1991). Menjabat sebagai Kepala Divisi Administrasi Perkeditan sejak 2005 berdasarkan Surat Keputusan Direksi Nomor: 003/SK-DIR/10/05.

DIVISION HEAD OF CREDIT ADMINISTRATION

Indonesian citizen, 47 years old, born in Jakarta in 1967. Obtained a Bachelor of Economics degree from Mercu Buana University, Jakarta (1991). Serving as the Head of Credit Administration in Central Jakarta since 2005 in accordance with Decree Letter of the Board of Directors No. 003/SK-DIR/10/5.

KEPALA DIVISI LEGAL KREDIT

Novita Indriyani

Waga Negara Indonesia, 42 tahun, lahir di Jakarta pada tahun 1972. Memperoleh gelar Sarjana Hukum dari Universitas Tarumanagara, Jakarta (1995). Menjabat sebagai Kepala Divisi Legal Kredit sejak 2011 berdasarkan Surat Keputusan Direksi Nomor: 015/SK-DIR/08/11.

DIVISION HEAD OF LEGAL CREDIT

Indonesian citizen, 42 years old, born in Jakarta in 1972. Obtained a Bachelor of Legal degree from Tarumanagara University, Jakarta (1995). Serving as the Division Head of Legal Credit since 2011 in accordance with Decree Letter of the Board of Directors No. 015/SKDIR/08/11.

KEPALA DIVISI *COMPLIANCE*, UNIT KERJA PENGENALAN NASABAH (UKPN) DAN *INTERNAL CONTROL*

Syarifudin

Warga Negara Indonesia, 49 tahun, lahir di Bangka pada tahun 1965. Memperoleh gelar Sarjana Ekonomi dari Universitas Lampung (1990). Menjabat sebagai Kepala Divisi *Compliance*, Unit Kerja Pengenalan Nasabah (UKPN) & *Internal Control* sejak 2013 berdasarkan Surat Keputusan Direksi Nomor: 032/SK-DIR/06/13.

DIVISION HEAD OF UNIT OF COMPLIANCE, KNOW YOUR CUSTOMERS AND INTERNAL CONTROL

Indonesian citizen, 49 years old, born in Bangka in 1965. Obtained a Bachelor of Economics degree from University of Lampung (1990). Serving as the Division Head of Compliance, Know your Customers and Internal Control Unit, since June 2013 in accordance with Decree Letter of the Board of Directors No. 032/SK-DIR/06/13.

KEPALA DIVISI MANAJEMEN RISIKO

Hermawan

Warga Negara Indonesia, 44 tahun, lahir di Jakarta pada tahun 1970. Memperoleh gelar Diploma III dari Akademi Borobudur, Jakarta (1992), Sarjana Ekonomi dari Sekolah Tinggi Ilmu Ekonomi Yayasan Administrasi Indonesia, Jakarta (1995), dan Master Manajemen dari Sekolah Tinggi Ilmu Manajemen Labora, Jakarta (1997). Menjabat sebagai Kepala Divisi Manajemen Risiko sejak 2013 berdasarkan Surat Keputusan Direksi Nomor: 008/SK-DIR/05/13.

DIVISION HEAD OF RISK MANAGEMENT

Indonesian citizen, 44 years old, born in Jakarta in 1970. Obtained a Diploma III from Borobudur Academy, Jakarta (1992), Bachelor of Economics from Sekolah Tinggi Ilmu Ekonomi Yayasan Administrasi Indonesia, Jakarta (1995), and a Master of Management from Sekolah Tinggi Ilmu Manajemen Labora, Jakarta (1997). Served as the Divison Head of Risk Management since 2013 in accordance with Decree Letter of the Board of the Directors No. 008/SK-DIR/05/13.

KEPALA DIVISI SISTEM DAN PROSEDUR

Teguh Sukaryanto

Warga Negara Indonesia, 52 tahun, lahir di Tanjungkarang, Bandar Lampung pada tahun 1962. Memperoleh gelar Sarjana Ekonomi dari Universitas Lampung (1987). Menjabat sebagai Kepala Divisi Sistem dan Prosedur sejak 2012 berdasarkan Surat Keputusan Direksi Nomor: 016/SK-DIR/12/12.

DIVISION HEAD OF SYSTEM AND PROCEDURE

Indonesian citizen, 52 years old, born in Tanjungkarang in 1962. Obtained a Bachelor of Economics degree from University of Lampung (1987). Serving as the Division Head of System and Procedure since December 2012 in accordance with Decree Letter of the Board of Directors SK No. 016/SK-DIR/12/12.

KEPALA AREA CABANG CIDENG

Amelia

Warga Negara Indonesia, 49 tahun, lahir di Lampung Utara pada tahun 1965. Memperoleh gelar Sarjana Ekonomi dari Universitas Jayabaya, Jakarta (1989). Menjabat sebagai Kepala Cabang Cideng merangkap Kepala Area Cabang Cideng dan Kepala Cabang Pembantu Koordinator Cideng sejak 2012 berdasarkan Surat Keputusan Direksi Nomor: 005/SK-DIR/07/12.

AREA HEAD OF CIDENG BRANCH

Indonesian citizen, 49 years old, born in North Lampung in 1965. Obtained a Bachelor of Economics degree from Jayabaya University, Jakarta (1989). Serving as the Branch Manager concurrently as the Area Manager of Cideng, and as the Manager of Coordinating Branch Office, Cideng since July 2012 in accordance with Decree Letter of the Board of Directors No. 005/SK-DIR/07/12.

KEPALA AREA CABANG SENAYAN

Sanny Setiadi

Warga Negara Indonesia, 53 tahun, lahir di Jakarta pada tahun 1961. Memperoleh gelar Sarjana Ekonomi dari Universitas Tarumanagara, Jakarta (1987). Menjabat sebagai Kepala Area Cabang Senayan sejak 2012 berdasarkan Surat Keputusan Direksi Nomor: 039/SK-DIR/06/12.

AREA HEAD OF SENAYAN BRANCH

Indonesian citizen, 53 years old, born in Jakarta in 1961. Obtained a Bachelor of Economics degree from Tarumanagara University, Jakarta (1987). Serving as the Area Head of Senayan Branch since June 2012 in accordance with Decree Letter of the Board of Directors No. 039/SK-DIR/06/12.

KEPALA AREA CABANG FATMAWATI

Mohamad Saifudin Zuhri

Warga Negara Indonesia, 50 tahun, lahir di Klaten pada tahun 1964. Memperoleh gelar Sarjana Ekonomi dari Universitas Islam Indonesia, Yogyakarta (1988). Menjabat sebagai Kepala Area Cabang Fatmawati sejak 2012 berdasarkan Surat Keputusan Direksi Nomor: 038/SK-DIR/06/12.

AREA HEAD OF FATMAWATI BRANCH

Indonesian citizen, 50 years old, born in Klaten in 1964. Obtained a Bachelor of Economics degree from Universitas Islam Indonesia (UII), Yogyakarta (1988). Serving as the Area Head of Fatmawati Branch since June 2012 in accordance with Decree Letter of the Board of Directors No. 038/SK-DIR/06/12.

KEPALA AREA CABANG BOGOR

Rosita B. Rajaisun

Warga Negara Indonesia, 43 tahun, lahir di Palembang pada tahun 1971. Memperoleh gelar Sarjana Ekonomi dari Akademi Keuangan dan Perbankan, Jakarta (1994). Menjabat sebagai Kepala Area Cabang Bogor sejak 2013 berdasarkan Surat Keputusan Direksi Nomor: 030/SK-DIR/06/13.

AREA HEAD OF BOGOR BRANCH

Indonesian citizen, 43 years old, born in Palembang in 1971. Obtained a Bachelor of Economics degree from Akademi Keuangan dan Perbankan, Jakarta (1994). Serving as Area Head of Bogor Branch since June 2013 in accordance with Decree Letter of the Board of Directors No. 030/SK-DIR/06/13.

KEPALA AREA CABANG SURABAYA

Lim Meng

Warga Negara Indonesia, 47 tahun, lahir di Deli Serdang, Sumatera Utara pada tahun 1967. Memperoleh gelar Sarjana Ekonomi dari Universitas Wijaya Kusuma Surabaya (2000). Menjabat sebagai Kepala Area Cabang Surabaya sejak 2014 berdasarkan Surat Keputusan Direksi Nomor: 020/SK-DIR/01/14.

AREA HEAD OF SURABAYA BRANCH

Indonesian citizen, 47 years old, born in Deli Serdang, North Sumatra in 1967. Obtained a Bachelor of Economics from the Wijaya Kusuma Surabaya University (2000). Served as Area Head of Surabaya Branch since 2014 in accordance with Decree Letter of the Board of Directors No. 020/SK-DIR/01/14.

KEPALA AREA CABANG BANDUNG

Theresia Sri Pakarti

Warga Negara Indonesia, 55 tahun, lahir di Tegal pada tahun 1959. Memperoleh gelar Sarjana Ekonomi dari Universitas Padjajaran, Bandung (1984). Menjabat sebagai Kepala Area Cabang Bandung sejak 2015 berdasarkan Surat Keputusan Direksi Nomor: 024/SK-DIR/HCM/01/15.

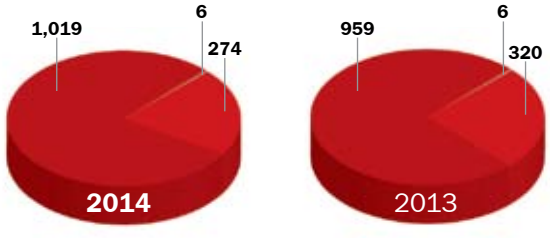
AREA HEAD OF BANDUNG BRANCH

Indonesian citizen, 55 years old, born in Tegal in 1959. Obtained a Bachelor of Economics from the Padjajaran University (1984). Served as Area Head of Bandung Branch since 2015 in accordance with Decree Letter of the Board of Directors No. 024/SK-DIR/HCM/01/15.

PROFIL **KARYAWAN**

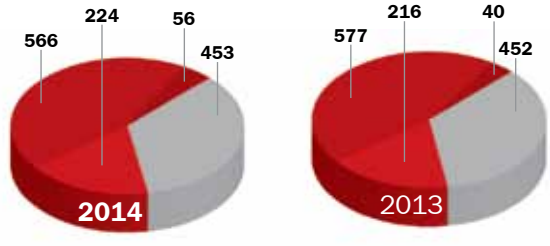
Employee Profile

Komposisi SDM Berdasarkan Level Jabatan
Employee Composition Profile by Position Level



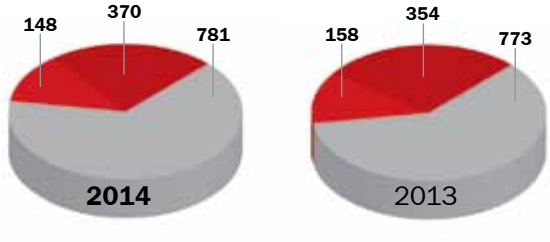
Jabatan / Position	2014	2013
Direksi / Board of Directors	6 orang (people)	6 orang (people)
Manajemen / Management	274 orang (people)	320 orang (people)
Pelaksana / Executive	1,019 orang (people)	959 orang (people)
TOTAL / TOTAL	**1,299 orang (people)**	**1,285 orang (people)**

Komposisi SDM Berdasarkan Tingkat Pendidikan
Employee Composition Profile by Education Level



Jabatan / Position	2014	2013
< SMA / High School	453 orang (people)	452 orang (people)
Diploma / Diploma	224 orang (people)	216 orang (people)
Sarjana / Bachelor (Graduate)	566 orang (people)	577 orang (people)
Pasca Sarjana / Magister (Post Graduate)	56 orang (people)	40 orang (people)
TOTAL / TOTAL	**1,299 orang (people)**	**1,285 orang (people)**

Komposisi SDM Berdasarkan Status Kepegawaian
Employee Composition Profile by Employment Status



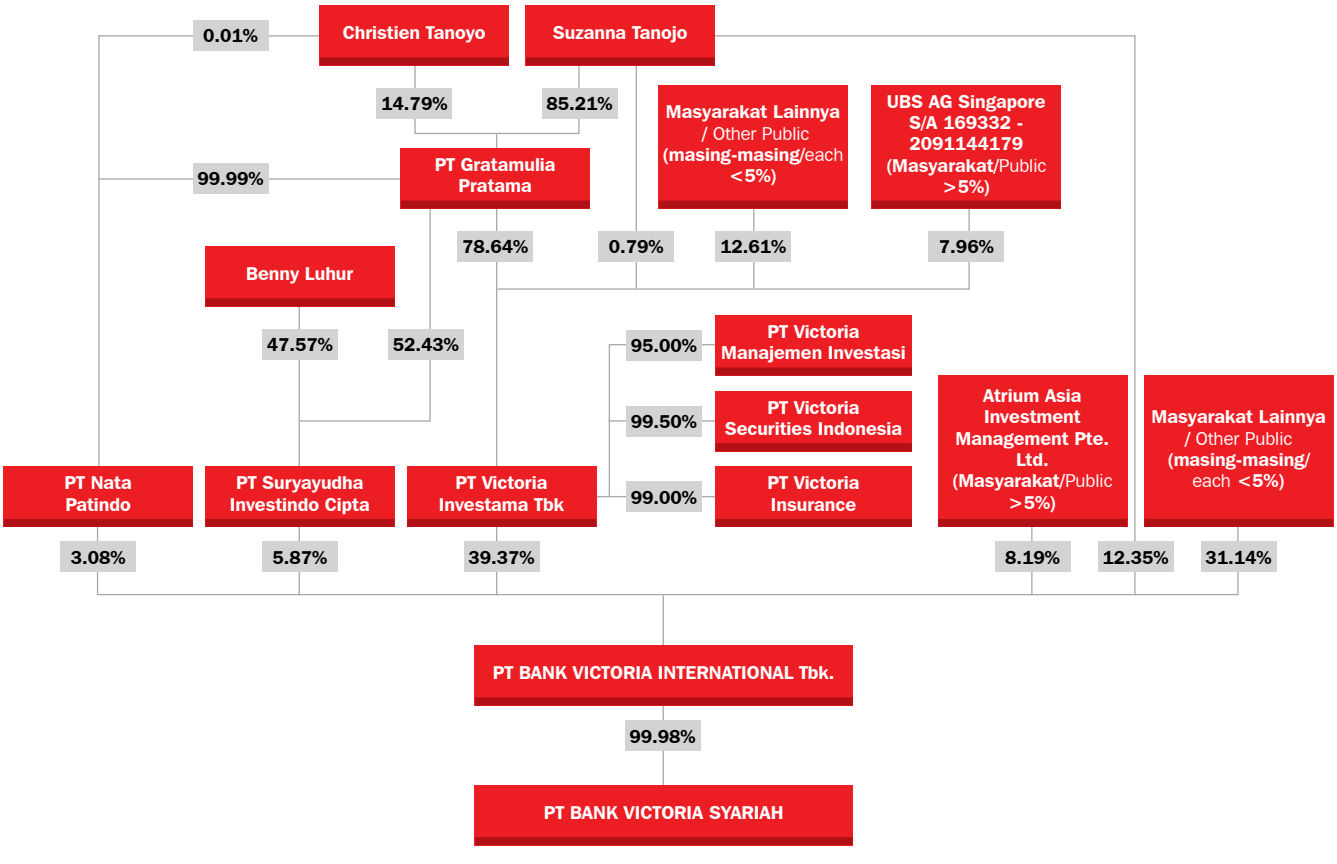
Jabatan / Position	2014	2013
Pegawai Tetap / Permanent Employee	781 orang (people)	773 orang (people)
Pegawai Tidak Tetap / Non-permanent Employee	148 orang (people)	158 orang (people)
Outsourcing	370 orang (people)	354 orang (people)
TOTAL / TOTAL	**1,299 orang (people)**	**1,285 orang (people)**

Dalam rangka menyiapkan *performance oriented and high calibre personnel* sebagai *key driver* pertumbuhan bisnis yang pruden dan sesuai dengan azas-azas perbankan yang sehat, Bank Victoria secara berkelanjutan melakukan pengembangan kompetensi SDM sesuai kebutuhan dan perkembangan bisnis. Penetapan keikutsertaan karyawan dalam program pengembangan kompetensi dilakukan berdasarkan *Training Need Analysis* dengan memperhatikan kesetaraan gender dan persamaaan kesempatan kepada seluruh karyawan di masing-masing level organisasi. Untuk melaksanakan program pengembangan kompetensi SDM tersebut, Bank Victoria telah mengeluarkan biaya sebesar Rp8.409.546.955 selama tahun 2014.

In order to prepare performance oriented and high caliber personnels as the key driver for prudent business growth and in accordance with the principles of sound banking, Bank Victoria continued to develop its human resource competencies to suit the business needs and growth. The determination of employees' participation in competence development programs decided based on the Training Need Analysis with respect to gender equality and equal opportunity to all employees at each organization level. To implement the HR competency development programs, Bank Victoria has spent expenditure amounting to Rp8,409,546,955 throughout 2014.

STRUKTUR **PEMEGANG SAHAM**

Shareholder Structure



Berdasarkan surat Biro Administrasi Efek (PT Adimitra Jasa Korpora d/h PT Adimitra Trasferindo) Nomor: LB-01/BVIC/012015 tanggal 6 Januari 2015 perihal Laporan Bulanan tentang Komposisi Pemegang Saham Perseroan.

Based on the letter of Securities Administration Bureau (PT Adimitra Jasa Korpora previously PT Adimitra Trasferindo) No. LB-01/BVIC/012015 dated 6 January 2015 concerning Monthly Report on the Company's Shareholders Composition.

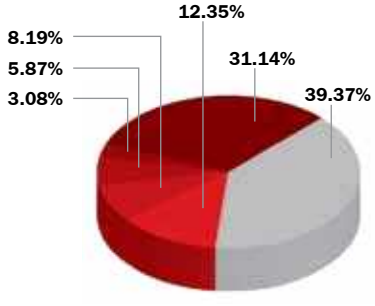
KOMPOSISI KEPEMILIKAN SAHAM

Composition of Shares Ownership

Sampai dengan akhir tahun 2014, jumlah saham beredar Bank Victoria tercatat sebesar 7.139.166.980 lembar saham.

Until the end of 2014, Bank Victoria's outstanding shares were 7,139,166,980 shares.

Kepemilikan Saham PT Bank Victoria International Tbk.
Shares Ownership of PT Bank Victoria International Tbk.



Tabel Komposisi Kepemilikan Saham Bank Victoria
Table of Composition of Shares Ownership of Bank Victoria

Nama Name	Jumlah Saham Number of Shares	Kepemilikan Ownership
PT Victoria Investama Tbk.	2,810,915,903	39.37%
Suzanna Tanojo	882,000,000	12.35%
Atrium Asia Investment Management Pte. Ltd.	584,723,619	8.19%
PT Suryayudha Investindo Cipta	418,953,250	5.87%
PT Nata Patindo	220,000,000	3.08%
Masyarakat Lainnya (masing-masing <5%) / Public (each<5%)	2,222,574,208	31.14%
TOTAL / TOTAL	**7,139,166,980**	**100.00%**

Keterangan Description	Jumlah Saham Number of Shares	Persentase Percentage	Nilai Nominal Nominal Value
SAHAM DENGAN SERTIFIKAT KOLEKTIF / COLLECTIVE SHARE CERTIFICATES	**1,224,000**	**0.02%**	**Rp 122,400,000**
Pemegang Saham Pendiri / Founder Shareholders	-	0.00%	Rp -
Masyarakat / Public			
Pemodal Nasional / National Investors			
>=5%	-	0.00%	Rp -
Lainnya / Others	1,199,500	0.02%	Rp 119,950,000
Pemodal Asing / Foreign Investors			
>=5%	-	0.00%	Rp -
Lainnya / Others	24,500	0.00%	Rp 2,450,000
SAHAM DALAM PENITIPAN KOLEKTIF PT KSEI / SHARES IN COLLECTIVE CUSTODY	**7,137,942,980**	**99.98%**	**Rp 713,794,298,000**
Pemegang Saham Pendiri / Founder Shareholders			

Keterangan Description	Jumlah Saham Number of Shares	Persentase Percentage	Nilai Nominal Nominal Value
PT Nata Patindo	220,000,000	3.08%	Rp 22,000,000,000
PT Suryayudha Investindo Cipta	418,953,250	5.87%	Rp 41,895,325,000
Masyarakat / Public			
Pemodal Nasional / National Investors			
>=5%			
Suzanna Tanojo	882,000,000	12.35%	Rp 88,200,000,000
PT Victoria Investama Tbk.	2,810,915,903	39.37%	Rp 281,091,590,300
Lainnya / Others	1,348,699,877	18.89%	Rp 134,869,157,700
Pemodal Asing / Foreign Investors			
>=5%			
Atrium Asia Investment Management Pte. Ltd.	584,723,619	8.19%	Rp 58,472,361,900
Lainnya / Others	872,650,331	12.22%	Rp 87,265,033,100
TOTAL / TOTAL	**7,139,166,980**	**100.00%**	**Rp 713,916,698,000**

Tabel Pemegang Saham Bank Victoria Dengan Jumlah Saham 5% atau Lebih
Table of Shareholders of Bank Victoria with Total Shares > 5%

Nama Name	Jumlah Saham Number of Shares	Kepemilikan Ownership
PT Victoria Investama Tbk.	2,810,915,903	39.37%
Suzanna Tanojo	882,000,000	12.35%
Atrium Asia Investment Management Pte. Ltd.	584,723,619	8.19%
PT Suryayudha Investindo Cipta	418,953,250	5.87%

Tabel Kepemilikan Saham Dewan Komisaris dan Direksi
Table of Shares Ownership of the Board of Commissioners and Board of Directors

Nama Name	Jabatan/Status Position/Status	Kepemilikan Saham Pribadi Pada Bank Victoria Private Shares of Ownership at Bank Victoria		Kepemilikan Saham Keluarga Pada Bank Victoria Family Shares of Ownership at Bank Victoria	
		Lembar Saham Per Share	Persentase Percentage	Lembar Saham Per Share	Persentase Percentage
DEWAN KOMISARIS / BOARD OF COMMISSIONERS					
Daniel Budirahayu	Komisaris Utama/Komisaris Independen / President Commissioner/Independent Commissioner	-	-	-	-
Gunawan Tenggarahardja	Komisaris/Komisaris Independen / Commissioner/ Independent Commissioner	-	-	-	-
Zaenal Abidin, PhD	Komisaris/Komisaris Independen /Commissioner/ Independent Commissioner	-	-	-	-
Suzanna Tanojo	Komisaris / Commissioner	882,000,000	12.35%	325,000*	0.00%*
DIREKSI / BOARD OF DIRECTORS					
Eko Rachmansyah Gindo	Direktur Utama / President Director	-	-	-	-
Soewandy	Wakil Direktur Utama / Deputy CEO	-	-	-	-
Gregorius Andrew Andryanto Haswin	Direktur *Treasury, Financial Institutions & Capital Market* / Director of Treasury, Financial Institutions & Capital Market	-	-	-	-
Ramon Marlon Runtu	Direktur *Business* / Director of Business	-	-	-	-
Oliver Simorangkir	Direktur Operasi dan Sistem / Director of Operation and System	-	-	-	-
Tamunan	Direktur Kepatuhan & Manajemen Risiko / Director of Compliance & Risk Management	-	-	-	-

*merupakan kepemilikan saham Christien Tanoyo (orang tua Suzanna Tanojo) dengan kategori kepemilikan saham yang tidak signifikan.
*share ownership is belong to Christien Tanoyo (Suzanna Tanojo's parent) with insignificant share ownership category

ANAK PERUSAHAAN
DAN PERUSAHAAN ASOSIASI
Subidiary and Associated Company

Bank Victoria memiliki 1 Anak Perusahaan, yaitu Bank Victoria Syariah dan tidak memiliki perusahaan asosiasi.

Bank Victoria has 1 subsidiary, namely Bank Victoria Syariah and does not have an associated company.

BANK VICTORIA SYARIAH
Bank Victoria Sharia

PT Bank Victoria Syariah didirikan untuk pertama kalinya dengan nama PT Bank Swaguna berdasarkan Akta Nomor 9 tanggal 15 April 1966. Akta tersebut kemudian diubah dengan Akta Perubahan Anggaran Dasar Nomor 4 tanggal 5 September 1967 yang telah memperoleh pengesahan dari Menteri Hukum Dan Hak Asasi Manusia (d/h Menteri Kehakiman) berdasarkan Surat Keputusan Nomor: JA.5/79/5 tanggal 7 November 1967 dan telah didaftarkan pada Daftar Perusahaan di Kantor Panitera Pengadilan Negeri I di Cirebon masing-masing di bawah Nomor 1/1968 dan Nomor 2/1968 pada tanggal 10 Januari 1968, serta telah diumumkan dalam Berita Negara Republik Indonesia Nomor 42 tanggal 24 Mei 1968, Tambahan Nomor 62.

Selanjutnya, PT Bank Swaguna diubah namanya menjadi PT Bank Victoria Syariah sesuai dengan Akta Pernyataan Keputusan Pemegang Saham Nomor 5 tanggal 6 Agustus 2009 yang dibuat dihadapan Erni Rohaini SH, MBA, Notaris Daerah Khusus Ibukota Jakarta yang berkedudukan di Jakarta Selatan. Perubahan tersebut telah mendapat persetujuan Menteri Hukum Dan Hak Asasi Manusia berdasarkan Surat Keputusan Nomor: AHU-02731.AH.01.02 tahun 2010 tanggal 19 Januari 2010, serta telah diumumkan dalam Berita Negara Republik Indonesia Nomor 83 tanggal 15 Oktober 2010, Tambahan Nomor 31425.

Terakhir, Anggaran Dasar PT Bank Victoria Syariah diubah dengan Akta Nomor 45 tanggal 30 Maret 2010 yang dibuat dihadapan Sugih Haryati, SH, MKn sebagai pengganti dari Notaris Erni Rohaini, SH, MBA, Notaris Daerah Khusus Ibukota Jakarta yang berkedudukan di Jakarta Selatan. Perubahan Anggaran Dasar tersebut ditujukan untuk merubah pasal 10 ayat 3. Perubahan tersebut telah diterima dan dicatat dalam *database* Sisminbakum Departemen Hukum Dan Hak Asasi Manusia berdasarkan Surat Nomor: AHU-AH.01.10-16130 tanggal 29 Juni 2010.

Perubahan kegiatan usaha Bank Victoria Syariah dari bank umum konvensional menjadi bank umum syariah telah mendapatkan izin dari Bank Indonesia berdasarkan Keputusan Gubernur Bank Indonesia Nomor: 12/8/KEP.GBI/DpG/2010 tertanggal 10 Februari 2010. Bank Victoria Syariah mulai beroperasi dengan prinsip syariah sejak tanggal 1 April 2010. Adapun kepemilikan saham Bank Victoria pada Bank Victoria Syariah adalah sebesar 99,98%.

PT Bank Victoria Syariah was established in the name of "PT Bank Swaguna" pursuant to Article No. 9 dated 15 April 1966 having been amended by Amendment of Article of Association No. 4 dated 5 September 1987 made by and before Bebasa Daeng Lalo, a Deputy Notary in Jakarta having obtained the approval from the Minister of Law and Human Rights (formerly the Minister of Justice) pursuant to the Decree Letter No. JA.5/79/5 dated 7 November 1967 and having been registered in the List of Companies in the Register Office of District Court I of Cirebon each under No. 1/1968 and No.2/1968 dated 10 January 1968, and having been promulgated in Official Gazette of the Republic of Indonesia No.42 dated 24 May 1968, Additional No. 62.

With Deed of Statement of Decision of the Shareholders No. 5 dated 6 August 2009 made before Erni Rohaini S.H., MBA., a Notary of Special Capital Region of Jakarta having its domicile in South Jakarta and having been approved by the Minister of Law and Human Rights pursuant to Decree Letter No. No.AHU-02731. AH.01.02 of 2010 dated 19 January 2010, and having been promulgated in Official Gazette of the Republic of Indonesia No. 83 dated 15 October 2010, Additional No. 31425 ("Deed No.5 dated 6 August 2009"), the name of "PT Bank Swaguna" was changed to "PT Bank Victoria Syariah".

Lastly, Article of Association of PT Bank Victoria Syariah having been changed to Deed No.45 dated 30 March 2010 made by Sugih Haryati, S.H., M.Kn substitute for Notary of Erni Rohaini, S.H., MBA, a Notary of Special Capital Region of Jakarta having its domicile in South Jakarta, the amendment to article 10 paragraph 3 in which its amendment has been accepted and recorded in database of Sisminbakum, Department of Law and Human Rights pursuant to Letter No. AHU-AH.01.10-16130 dated 29 June 2010.

The change in business activities of PT Bank Victoria Syariah from conventional commercial bank to sharia commercial bank was based on the license obtained from Bank Indonesia pursuant to the Decision of the Governor of Bank Indonesia No. 12/8/KEP.GBI/DpG/2010 dated 10 February 2010. Bank Victoria Syariah has started the operation by implementing the sharia principles from 1 April 2010. Bank Victoria's shareholding in Bank Victoria Syariah is 99.98%.

DEWAN KOMISARIS, DIREKSI DAN PENGAWAS SYARIAH
Board of Commissioners, Board of Directors and Sharia Supervisory Board

Berdasarkan Akta Risalah Rapat Umum Pemegang Saham Luar Biasa No. 02 tanggal 1 April 2013, yang dibuat dihadapan Setiawan, SH, Notaris di Jakarta, susunan Komisaris dan Direksi PT Bank Victoria Syariah adalah sebagai berikut:

Pursuant to Deed of Minutes of Extraordinary General Meeting of Shareholders No. 02 dated 1 April 2013 having been made by Setiawan, SH, a Notary of Jakarta, the structure of the Board of Commissioners and the Board of Directors of PT Bank Victoria Syariah are the following:

Dewan Komisaris **Board of Commissioners**	
Komisaris Utama / President Commissioner	**Pangulu Oloan Simorangkir**
Komisaris Independen / Independent Commissioner	**Akhmad Supandi Wahyuseputra**
Komisaris Independen / Independent Commissioner	**Raden Soehanda Djajakoesoema**
Direksi **Board of Directors**	
Direktur Utama / President Director	**Ani Murdiati**
Direktur Bisnis / Director of Business	**Sutrisno Yulianto**
Direktur Operasional / Director of Operation	**Sari Idayanti**
Direktur Kepatuhan / Director of Compliance	**Djoko Nugroho**
Dewan Pengawas Syariah **Sharia Supervisors Board**	
Ketua / Head	**Prof. DR. H. Hasanuddin AF, MA**
Anggota / Member	**Prof. DR. Hj. Huzaemah Tahido Yanggo**

PRODUK-PRODUK BANK VICTORIA SYARIAH
Products of Bank Victoria Syariah

- **Giro iB**
  Rekening koran untuk nasabah perorangan maupun badan hukum dengan fasilitas cek dan Bilyet Giro dan prinsip *wadiah* (titipan) dan *mudharabah*.

- **Tabungan iB**
  Simpanan dalam bentuk investasi syariah dengan prinsip *mudharabah* (bagi hasil) yang saling menguntungkan.

- **Deposito iB**
  Inventasi syariah berjangka waktu 1, 3, 6 ,dan 12 bulan yang memberikan keuntungan dengan prinsip *mudharabah* (bagi hasil) yang kompetitif dan menarik.

- **Giro iB**
  Current account for an individual or a business entity with the facilities of cheque and Giro facilities with the principle of wadiah (deposit) and mudharabah.

- **iB Saving (Tabungan iB)**
  Deposit in the form of Sharia investment with the principle of mudharabah (profit sharing) which will give mutual benefit for the customers.

- **iB Deposit (Deposito iB)**
  1-month, 3-month, 6-month, 12-month Sharia Investment with competitive and attractive of mudharabah (profit sharing) principle.

- **Tabungan V-Plan iB**
  Tabungan yang penarikannya memiliki jangka waktu sesuai dengan kesepakatan dengan nasabah di awal dengan potensi bagi hasil yang kompetitif guna memenuhi kebutuhan di masa yang akan datang, sekaligus memberikan manfaat proteksi asuransi jiwa gratis.

- **Tabungan V-Bisnis iB**
  Tabungan yang diperuntukan bagi perorangan (profesional dan pengusaha) yang memiliki kegiatan usaha, yang penarikannya dapat dilakukan sesuai dengan syarat dan ketentuan tertentu yang telah disepakati dan tidak dapat ditarik dengan cek, bilyet giro, atau media lainnya yang dipersamakan dengan itu.

- **Pembiayaan *Murabahah* (Jual Beli)**
  Pembiayaan dengan menggunakan sistem jual beli untuk memenuhi kebutuhan modal kerja atau investasi.

- **Pembiayaan *Mudharabah* (Bagi Hasil)**
  Fasilitas pembiayaan dengan menggunakan sistem bagi hasil untuk memenuhi kebutuhan modal kerja.

- **Pembiayaan *Murabahah* Pemilikan Mobil**
  Fasilitas pembiayaan yang dapat digunakan untuk membiayai pembelian mobil dengan menggunakan sistem jual beli.

- **Pembiayaan *Murabahah* Pemilikan Rumah**
  Fasilitas pembiayaan yang dapat digunakan untuk membiayai pembelian rumah dengan menggunakan sistem jual beli.

- **Pembiayaan *Murabahah* Mikro**
  Fasilitas pembiayaan pembelian barang-barang kebutuhan modal kerja maupun pembelian barang investasi guna mendukung usaha nasabah sebesar harga pokok ditambah dengan marjin keuntungan bank yang disepakati.

- **Pembiayaan Multiguna**
  Fasilitas pembiayaan untuk memenuhi kebutuhan konsumtif dengan menggunakan sistem *ijarah* (sewa manfaat).

- **Pembiayaan V-Kop iB**
  Fasilitas pembiayaan yang diberikan kepada koperasi karyawan (kopkar), koperasi pegawai, koperasi pegawai negeri (KPN) atau koperasi sejenis lainnya yang berbasis syariah yang diteruskan kepada anggotanya untuk memenuhi berbagai kebutuhan diantaranya untuk pembelian kendaraan roda empat, pembelian rumah, dan kebutuhan lainnya.

- **V-Plan iB Saving (Tabungan V-Plan iB)**
  This is a type of saving that have a period time of withdrawal in accordance with the initial agreement made with the customers, This product offers a competitive profit sharing for customers to fulfill their needs in the future, while also offering benefits of free life insurance protection.

- **V-Bisnis iB Saving(Tabungan V-Bisnis iB)**
  This is a saving provided for an Individual (Professional, Entrepreneur) having business activities, that may be withdrawn in accordance with specific terms and conditions agreed by both parties, and it shall not be withdrawn by using cheque, giro or other means equivalent to the same.

- **Murabahah Financing – Sale Purchase**
  This type of Financing applies a sale – purchase system to fulfill the needs of working capital or investment.

- **Mudharabah Financing - Profit Sharing**
  This type of Financing applies a system of Profit Sharing to fulfill the needs of working capital.

- **Murabahah Financing – Car Ownership**
  This financing facility may be used to financing the car purchase applying the sale – purchase system.

- **Murabahah Financing – Home Ownership**
  This financing facility may be used to financing the purchase of the house applying the sale – purchase system.

- **Murabahah Micro Financing**
  This financing offers a facility to purchase goods for working capital or to purchase investment products that will support the customers' businesses. The amount required will be at the cost plus profit margin of the bank agreed by both parties.

- **Multi-purpose Financing**
  This financing facility is provided to fulfill the consumption needs by applying Ijarah system (lease benefits).

- **V-Kop iB Financing**
  This financing is provided by Bank Victoria Syariah to the Employee Cooperative (Kopkar), Staff Cooperatives, Civil Servant Cooperatives (KPN) or other similar cooperatives with sharia basis principle. This financing will then be passed on to the cooperative members to fulfill the needs for such as purchasing four-wheeled vehicles, houses, and other needs.

KINERJA KEUANGAN UTAMA BANK VICTORIA SYARIAH

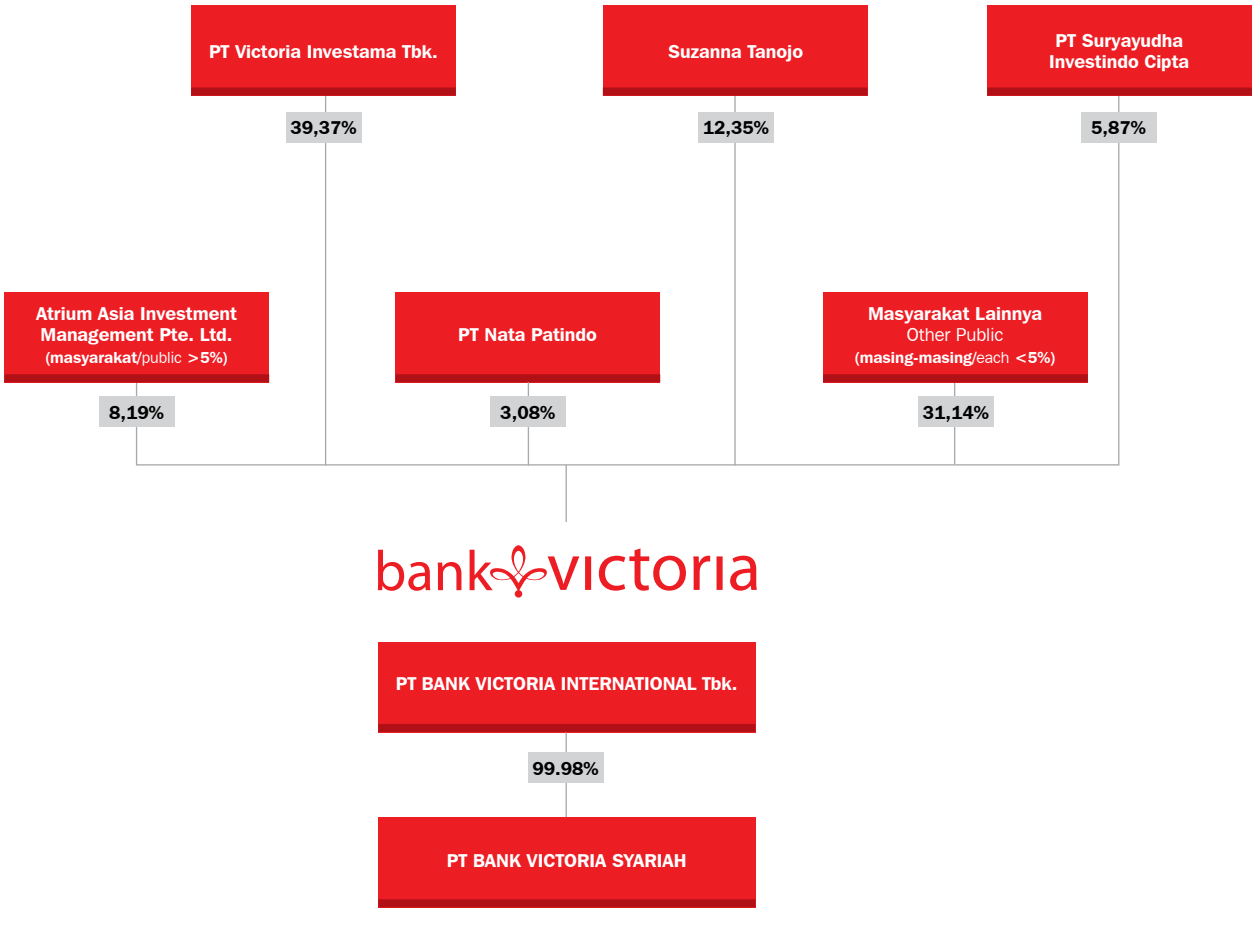
Financial Key Performance of Bank Victoria Syariah

PRODUK	2014	2013	2012	PRODUCTS
Aset	1,439,983	1,323,398	937,157	Aset
Liabilitas	84,238	187,642	161,748	Liabilities
Dana *Syirkah* Temporer	1,170,430	979,175	625,190	Temporary Syirkah Funds
Ekuitas	185,315	156,582	150,219	Equity
Piutang dan Pembiayaan	1,076,882	859,854	476,814	Receivables and Financing
Pendapatan Pengelolaan Dana oleh Bank sebagai *Mudharib*	149,849	110,973	78,995	Fund Management Revenues by the Bank as Mudharib
Hak Bagi Hasil Milik Bank	45,509	53,759	39,534	Bank's Right over Revenue Sharing
Beban Operasional Lainnya	(73,921)	(50,445)	(38,699)	Other Operational Costs
Laba Operasional	(25,248)	4,389	5,329	Operational Profit
Laba Tahun Berjalan	(19,366)	4,075	10,164	Current Year Profit
Laba Komprehensif Selama Tahun Berjalan	(19,338)	6,363	10,397	Current Comprehensive Profit
CAR	15.27%	18.40 %	28.08%	CAR
FDR	95.19%	84.65%	46.08%	FDR
ROA	(1.87%)	0.50%	1.43%	ROA
ROE	(17.61%)	3.70%	8.93%	ROE
NIM	3.34%	2.96%	2.36%	NIM
NPF Net	4.75%	3.31%	2.41%	NPF Net

Sumber : Laporan Keuangan *Audited* Bank Victoria Syariah
Source : Audited Financial Report of Bank Victoria Syariah

STRUKTUR **KORPORASI**

Corporation Structure



KRONOLOGI **PENCATATAN SAHAM**

Chronology of Share Listing

Bank Victoria pertama kali mencatatkan sahamnya dan Waran Seri I di Bursa Efek Jakarta pada tanggal 30 Juni 1999 setelah memperoleh pernyataan efektif dari Ketua Badan Pengawas Pasar Modal (Bapepam) berdasarkan Surat Keputusan Nomor: S-835/PM/1999 tanggal 4 Juni 1999 untuk melakukan penawaran umum kepada masyarakat sejumlah 250.000.000 saham dengan nilai nominal dan harga penawaran sebesar Rp100,- per saham dan sejumlah 80.000.000 Waran Seri I.

Bank Victoria first listed its shares and Series I Warrants at the Jakarta Stock Exchange on 30 June 1999 after obtaining an effective notification from the Chairman of the Capital Market Supervisory Agency (Bapepam) pursuant to Letter No. S-835/PM/1999 dated 4 June 1999 to conduct an initial public offering of 250 million shares with par value and offering price of Rp 100,- per share and 80,000,000 Series I Warrants.

Pada tanggal 28 September 2000, Bank mencatatkan saham dan Waran Seri II di Bursa Efek Jakarta. Bank memperoleh pernyataan efektif dari Ketua Bapepam melalui Surat Nomor: S-2044/PM/2000 tanggal 14 Agustus 2000 untuk melakukan Penawaran Umum Terbatas (PUT) I kepada para Pemegang Saham dalam rangka penerbitan Hak Memesan Efek Terlebih Dahulu sejumlah 614.000.000 saham dengan nilai nominal Rp100,- per saham yang akan ditawarkan dengan harga Rp115,- per saham dan sejumlah 85.960.000 Waran Seri II. Dari total PUT I tersebut, jumlah yang diambil oleh Pemegang Saham yang berhak sejumlah 100.000.000 saham.

On 28 September 2000, the Bank listed its shares and Series II Warrants at the Jakarta Stock Exchange. Bank obtained an effective notification of the Chairman of the Capital Market Supervisory Agency and Financial Institution (Bapepam) through Letter No. S-2044/PM/2000 dated 14 August 2000 to conduct Limited Public Offering (LPO) I to the Shareholders on issuance of Pre-emptive Rights of 614,000,000 shares with a par value of Rp 100,- per share which will be offered at a price of Rp115,- per share and 85,960,000 Series II Warrants. From this LPO I, shares that were undertaken by the entitled Shareholders had a total of 100,000,000 shares.

Pada tanggal 20 Maret 2003, Bank mencatatkan saham dan Waran Seri III di Bursa Efek Jakarta. Bank memperoleh pernyataan efektif dari Ketua Bapepam melalui Surat Nomor: S-36/PM/2003 tanggal 21 Februari 2003 untuk melakukan Penawaran Umum Terbatas II dengan Hak Memesan Efek Terlebih Dahulu sejumlah 705.243.360 saham dengan nilai nominal Rp100,- per saham yang akan ditawarkan dengan harga Rp100,- per saham dan sejumlah 423.146.016 Waran Seri III. Dari total PUT II tersebut, jumlah yang diambil oleh Pemegang Saham yang berhak sejumlah 400.000.000 saham.

On 20 March 2003, the Bank listed its shares and Series III Warrants at the Jakarta Stock Exchange. Bank obtained an effective notification of the Chairman of the Capital Market Supervisory Agency and Financial Institution (Bapepam) through Letter No. S-36/PM/2003 dated 21 February 2003 for a Limited Public Offering II with Pre-emptive Rights of 705,243,360 shares with a par value of Rp100,- per share which will offered at a price of Rp100,- per share and 423,146,016 Series III Warrants. Of the total PUT II, shares undertaken by the entitled Shareholders had a total of 400,000,000 shares.

Pada tanggal 26 Juni 2006, Bank mencatatkan saham dan Waran Seri IV di Bursa Efek Jakarta. Bank memperoleh pernyataan efektif dari Ketua Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam-LK) melalui Surat Nomor: S-452/BL/2006 tanggal 12 Juni 2006 untuk melakukan Penawaran Umum Terbatas III sejumlah 670.363.760 saham dengan nilai nominal Rp100,- per saham yang akan ditawarkan dengan harga Rp115,- per saham dan sejumlah 469.277.676 Waran Seri IV. Dari total PUT III tersebut, jumlah yang diambil oleh Pemegang Saham yang berhak sejumlah 670.363.760 saham.

On 26 June 2006, the Bank listed its shares and Series IV Warrants at the Jakarta Stock Exchange. Bank obtained an effective notification of the Chairman of the Capital Market Supervisory Agency and Financial Institution (Bapepam-LK) through letter No. S-452/BL/2006 dated 12 June 2006 for its Limited Public Offering III of 670,363,760 shares with a par value of Rp100,- per share which will be offered at a price of Rp115,- per share and 469,277,676 Series IV Warrant. From total PUT III, shares undertaken by the entitled Shareholders had a total of shares 670,363,760 shares.

Pada tanggal 11 Juli 2008, Bank mencatatkan saham dan Waran Seri V di Bursa Efek Indonesia. Bank memperoleh pernyataan efektif dari Ketua Bapepam-LK melalui Surat Nomor: S-4114/BL/2008 tanggal 26 Juni 2008 untuk melakukan Penawaran Umum Terbatas IV sejumlah 1.167.498.560 saham dengan nilai nominal Rp100,- per saham yang akan ditawarkan dengan harga Rp100,- per saham dan sejumlah 630.449.220 Waran Seri V.

On 11 July 2008, the Bank listed its shares and Series V Warrants in the Indonesia Stock Exchange. Bank obtained an effective notification of the Chairman of the Capital Market Supervisory Agency and Financial Institution (Bapepam-LK) through Letter No. S-4114/BL/2008 dated 26 June 2008 to conduct the Limited Public Offering IV amounting to 1,167,498,560 shares with a par value of Rp 100,- per share which will be offered at a price of Rp100,- per share and 630,449,220 Series V Warrants.

Pada tanggal 4 Juli 2011, Bank mencatatkan saham dan Waran Seri V di Bursa Efek Indonesia. Bank memperoleh pernyataan efektif dari Ketua Bapepam-LK melalui Surat Nomor: S-6737/BL/2011 tanggal 17 Juni 2011 untuk melakukan PUT V sejumlah 1.954.919.259 saham dengan nilai nominal Rp100,- per saham yang akan ditawarkan dengan harga Rp100,- per saham dan sejumlah 1.448.939.990 Waran Seri VI.

Sampai dengan akhir tahun 2014, Bank Victoria tercatat memiliki sebanyak 7.139.166.980 lembar saham yang seluruhnya telah tercatat pada Bursa Efek Indonesia.

On 4 July 2011, the Bank listed its shares and Series V Warrants in the Indonesia Stock Exchange. Bank obtained an effective notification of the Chairman of the Capital Market Supervisory Agency and Financial Institution (Bapepam-LK) through Letter No. S-6737/BL/2011 dated 17 June 2011 to conduct a PUT V of 1,954,919,259 shares with a par value of Rp100, - per share which will be offered at a price of Rp100,- per share and 1,448,939,990 Series VI Warrant.

Until the end of 2014, Bank Victoria has as many as 7,139,166,980 shares listed on the Indonesian Stock Exchange.

Tabel Kronologi Pencatatan Saham Bank Victoria
Table of Chronology of Share Listing of Bank Victoria

No.	Keterangan Description	Tahun Year	Jumlah Saham yang Ditempatkan & Disetor Shares Placed & Issued	Pernyataan Efektif dari Bapepam-LK (d/h Bapepam) Effective Notification from Bapepam-LK (previously Bapepam)
1.	*Company Listing*	1999	534.000.000	4 Juni 1999 4 June 1999
2.	Penawaran Umum Terbatas I Limited Public Offering I	2000	100.000.000	14 Agustus 2000 14 August 2000
3.	Hasil Pelaksanaan Waran Seri I dan II Implementation Results of Warrant Series I and II	2002	66.793.400	-
4.	Penawaran Umum Terbatas II Limited Public Offering II	2003	400.000.000	21 Februari 2003 21 February 2003
5.	Hasil Pelaksanaan Waran Seri III Implementation Results of Warrant Series III	2004	193.799.960	-
6.	Hasil Pelaksanaan Waran Seri III Implementation Results of Warrant Series III	2006	46.200.000	-
7.	Penawaran Umum Terbatas III Limited Public Offering III	2006	670.363.760	12 Juni 2006 12 June 2006
8.	Hasil Pelaksanaan Waran Seri IV Implementation Results of Warrant Series IV	2007	323.840.000	-
9.	Penawaran Umum Terbatas IV Limited Public Offering IV	2008	1.167.498.560	26 Juni 2008 26 June 2008
10.	Hasil Pelaksanaan Waran Seri IV dan V Implementation Results of Warrant Series IV and V	2009	344.244.500	-
11.	Hasil Pelaksanaan Waran Seri IV dan V Implementation Results of Warrant Series IV and V	2010	249.707.135	-
12.	Hasil Pelaksanaan PMTHMETD Implementation Results of PMTHMETD	2011	414.580.000	-
13.	Penawaran Umum Terbatas V Limited Public Offering V	2011	1.954.919.259	17 Juni 2011 17 June 2011
14.	Hasil Pelaksanaan Waran Seri IV dan V Implementation Results of Warrant Series IV and V	2011	81.724.314	-
15.	Hasil Pelaksanaan Waran Seri V dan VI Implementation Results of Warrant Series V and VI	2012	56.673.554	-
16.	Hasil Pelaksanaan Waran Seri V dan VI Implementation Results of Warrant Series V and VI	2013	25.923.831	-
17.	Hasil Pelaksanaan Waran Seri VI Implementation Results of Warrant Series VI	2014	508.898.707	-
	TOTAL / TOTAL		**7.139.166.980**	

KRONOLOGI **PENCATATAN OBLIGASI**

Chronology of Registered Bonds

Bank Victoria pertama kali mencatatkan obligasinya di Bursa Efek Surabaya pada tanggal 14 Maret 2000. Bank memperoleh pernyataan efektif dari Ketua Bapepam melalui Surat Nomor: S-2683/PM/1999 tanggal 28 Desember 1999 untuk melakukan penawaran umum Obligasi Bank Victoria I Tahun 2000 Dengan Tingkat Bunga Tetap Dan Mengambang sejumlah Rp100.000.000.000, yang terbagi dalam 2 seri Obligasi, yaitu Seri A sejumlah Rp75.000.000.000 dan seri B sejumlah Rp25.000.000.000.

Pada tanggal 22 Maret 2007, Bank mencatatkan Obligasi II Bank Victoria Tahun 2007 Dengan Tingkat Bunga Tetap dan Obligasi Subordinasi I Bank Victoria Tahun 2007 Dengan Tingkat Bunga Tetap di Bursa Efek Indonesia. Bank memperoleh pernyataan efektif dari Ketua Bapepam-LK melalui Surat Nomor: S-1080/BL/2007 tanggal 9 Maret 2007 untuk melakukan penawaran umum Obligasi II Bank Victoria Tahun 2007 Dengan Tingkat Bunga Tetap dan Obligasi Subordinasi I Bank Victoria Tahun 2007 Dengan Tingkat Bunga Tetap masing-masing sejumlah Rp200.000.000.000.

Pada tanggal 28 Juni 2012, Bank mencatatkan Obligasi Bank Victoria III Tahun 2012 Dengan Tingkat Bunga Tetap dan Obligasi Subordinasi Bank Victoria II Tahun 2012 Dengan Tingkat Bunga Tetap di Bursa Efek Indonesia. Bank memperoleh pernyataan efektif dari Ketua Bapepam-LK melalui Surat Nomor: S-7574/BL/2012 tanggal 19 Juni 2012 untuk melakukan penawaran umum Obligasi Bank Victoria III Tahun 2012 Dengan Tingkat Bunga Tetap dan Obligasi Subordinasi Bank Victoria II Tahun 2012 Dengan Tingkat Bunga Tetap masing-masing sejumlah Rp200.000.000.000 dan Rp300.000.000.000.

Pada tanggal 28 Juni 2013, Bank mencatatkan Obligasi Bank Victoria IV Tahun 2013 Dengan Tingkat Bunga Tetap dan Obligasi Subordinasi Bank Victoria III Tahun 2013 Dengan Tingkat Bunga Tetap di Bursa Efek Indonesia. Bank memperoleh pernyataan efektif dari Ketua Bapepam-LK melalui Surat Nomor: S-179/D.04/2013 tanggal 19 Juni 2013 untuk melakukan penawaran umum Obligasi Bank Victoria IV Tahun 2013 Dengan Tingkat Bunga Tetap dan Obligasi Subordinasi Bank Victoria III Tahun 2013 Dengan Tingkat Bunga Tetap masing-masing sejumlah Rp200.000.000.000 dan Rp300.000.000.000.

Bank Victoria first listed its bond at the Surabaya Stock Exchange on 14 March 2000. The Bank obtained an effective notification from the Chairman of the Capital Market Supervisory Agency (Bapepam) through Letter No. S-2683/PM/1999 dated 28 December 1999 to conduct a public offering of Bank Victoria Bonds I in 2000 with Fixed And Floating Interest Rate amounting to Rp100,000,000,000, divided into 2 series Bonds: Series A amounting to Rp75,000,000,000 and Series B amounting to Rp25,000,000,000.

On March 22, 2007, Bank listed Bank Victorian Bonds II in 2007 with Fixed Interest Rate and Bank Victoria Subordinated Bonds I in 2007 with Fixed Interest Ratein the Indonesia Stock Exchange. Bank obtained an effective notification of the Chairman of the Capital Market Supervisory Agency and Financial Institution (Bapepam-LK) through Letter No. S-1080/BL/2007 dated 9 March 2007 to conduct a public offering of Bank Victoria Bonds II in 2007 with Fixed Interest Rateand Bank Victoria Subordinated Bonds in 2007 with Fixed Interest Rateamounting to Rp200,000,000,000 respectively.

On 28 June 2012, the Bank listed Bank Victoria Bond III in 2012 with Fixed Interest Rate and Bonds Victoria Bank Subordinated II in 2012 with Fixed Interest Rate on the Indonesian Stock Exchange. Bank obtained an effective notification of the Chairman of the Capital Market Supervisory Agency and Financial Institution (Bapepam-LK) through Letter No. S-7574/BL/ 2012 dated 19 June 2012 to conduct a public offering of Bank Victoria Bond III in 2012 with Fixed Interest Rate and the Bank Victoria Subordinated Bonds II in 2012 with Fixed Interest Rate amounting to Rp200,000,000,000 and Rp300,000,000,000 respectively.

On 28 June 2013, the Bank listed Bank Victoria Bond IV in 2013 with Fixed Interest Rate and the Bank Victoria Subordinated Bonds III in 2013 with Fixed Interest Rate in Indonesia Stock Exchange. Bank obtained an effective notification of the Chairman of the Capital Market Supervisory Agency and Financial Institution (Bapepam-LK) through Letter No. S-179/D.04/2013 dated 19 June 2013 to conduct a public offering of Bank Victoria Bond IV in 2013 with Fixed Interest Rate and Bank Victoria Subordinated Bonds III in 2013 with Fixed Interest Rate amounting to Rp200,000,000,000 and Rp300,000,000,000 respectively.

Tabel Kronologi Pencatatan Obligasi Bank Victoria
Table of Chronology of Bond of Bank Victoria

(per 31 Desember 2014)
(per 31 December 2014)

No.	Obligasi Bonds	Jumlah (juta Rp) Total (million Rp)	Tenor (Tahun) Tenor (Year)	Tanggal Terbit Issuance Date	Tanggal Jatuh Tempo Dates of Maturity	Peringkat Saat Diterbitkan Rating when Issued	Peringkat Terakhir Last Rating	Status Pembayaran Payment Status
1.	Obligasi Bank Victoria I Tahun 2000 Dengan Tingkat Bunga Tetap Seri A* Bank Victoria Bond I Series A of 2000 at a Fixed Interest Rate*	75.000	7	3 Maret 2000 3 March 2000	3 Maret 2007 3 March 2007	BBB+ dari PT Kasnic Duff & Phelps Credit Rating Indonesia BBB+ from PT Kasnic Duff & Phelps Credit Rating Indonesia	BBB+ dari PT Kasnic Duff & Phelps Credit Rating Indonesia** BBB+ from PT Kasnic Duff & Phelps Credit Rating Indonesia**	Lunas Paid
2.	Obligasi Bank Victoria I Tahun 2000 Dengan Tingkat Bunga Mengambang Seri B* Bank Victoria Bond I Series B of 2000 at a Floating Interest Rate*	25.000	7	3 Maret 2000 3 March 2000	3 Maret 2007 3 March 2007	BBB+ dari PT Kasnic Duff & Phelps Credit Rating Indonesia BBB+ from PT Kasnic Duff & Phelps Credit Rating Indonesia	BBB+ dari PT Kasnic Duff & Phelps Credit Rating Indonesia** BBB+ from PT Kasnic Duff & Phelps Credit Rating Indonesia**	Lunas Paid
3.	Obligasi II Bank Victoria Tahun 2007 Dengan Tingkat Bunga Tetap Bank Victoria Bond II of 2007 at a Fixed Interest Rate	200.000	5	21 Maret 2007 21 March 2007	21 Maret 2012 21 March 2012	A3.id dari PT Moody's Indonesia (setara A-, Kasnic) A3.id from PT Moody's Indonesia (equivalent to A-, Kasnic)	A3.id dari PT Moody's Indonesia (setara A-, Kasnic)** A3.id from PT Moody's Indonesia (equivalent to A-, Kasnic)**	Lunas Paid
4.	Obligasi Subordinasi I Bank Victoria Tahun 2007 Dengan Tingkat Bunga Tetap Bank Victoria Subordinated Bond I of 2007 at a Fixed Interest Rate	200.000	10	21 Maret 2007 21 March 2007	21 Maret 2017 21 March 2017	Baa2.id dari PT Moody's Indonesia (setara BBB, Kasnic) Baa2.id from PT Moody's Indonesia (equivalent to BBB, Kasnic)	Baa2.id dari PT Moody's Indonesia (setara BBB, Kasnic)** Baa2.id from PT Moody's Indonesia (equivalent to BBB, Kasnic)**	Lunas Paid
5.	Obligasi Bank Victoria III Tahun 2012 Dengan Tingkat Bunga Tetap Bank Victoria Bond III of 2012 at a Fixed Interest Rate	200.000	5	27 Juni 2012 27 June 2012	27 Juni 2017 27 June 2017	idBBB+ *(Triple B plus)* dari PT Pemeringkat Efek Indonesia (PEFINDO) idBBB+ (Triple B Plus) from PT Pemeringkat Efek Indonesia (PEFINDO)	idA- *(Single A Minus)* dari PT Pemeringkat Efek Indonesia (PEFINDO) idA- (Single A Minus from PT Pemeringkat Efek Indonesia (PEFINDO)	Belum Lunas Not paid
6.	Obligasi Subordinasi Bank Victoria II Tahun 2012 Dengan Tingkat Bunga Tetap Bank Victoria Subordinated Bond II of 2012 at a Fixed Interest Rate	300.000	7	27 Juni 2012 27 June 2012	27 Juni 2019 27 June 2019	IdBBB *(Triple B)* dari PT Pemeringkat Efek Indonesia (PEFINDO) idBBB (Triple B) from PT Pemeringkat Efek Indonesia (PEFINDO)	idBBB+ *(Triple B Plus)* dari PT Pemeringkat Efek Indonesia (PEFINDO) idBBB+ (Triple B Plus) from PT Pemeringkat Efek Indonesia (PEFINDO)	Belum Lunas Not paid
7.	Obligasi Bank Victoria IV Tahun 2013 Dengan Tingkat Bunga Tetap Bank Victoria Bond IV of 2013 at a Fixed Interest Rate	200.000	5	27 Juni 2013 27 June 2013	27 Juni 2018 27 June 2018	idA- *(Single A Minus)* dari PT Pemeringkat Efek Indonesia (PEFINDO) idA- (Single A Minus) from PT Pemeringkat Efek Indonesia (PEFINDO)	idA- *(Single A Minus)* dari PT Pemeringkat Efek Indonesia (PEFINDO) idA- (Single A Minus) from PT Pemeringkat Efek Indonesia (PEFINDO)	Belum Lunas Not paid

No.	Obligasi Bonds	Jumlah (juta Rp) Total (million Rp)	Tenor (Tahun) Tenor (Year)	Tanggal Terbit Issuance Date	Tanggal Jatuh Tempo Dates of Maturity	Peringkat Saat Diterbitkan Rating when Issued	Peringkat Terakhir Last Rating	Status Pembayaran Payment Status
8.	Obligasi Subordinasi Bank Victoria III Tahun 2013 Dengan Tingkat Bunga Tetap Bank Victoria Subordinated Bond III of 2013 at a Fixed Interest Rate	300.000	7	27 Juni 2013 27 June 2013	27 Juni 2020 27 June 2020	idBBB+ *(Triple B Plus)* dari PT Pemeringkat Efek Indonesia (PEFINDO) idBBB+ (Triple B Plus) From PT Pemeringkat Efek Indonesia (PEFINDO)	idBBB+ *(Triple B Plus)* dari PT Pemeringkat Efek Indonesia (PEFINDO) idBBB+ (Triple B Plus) From PT Pemeringkat Efek Indonesia (PEFINDO)	Belum Lunas Not paid

Catatan :

*) Semua Obligasi Bank Victoria dicatatkan di Bursa Efek Indonesia (untuk Obligasi Bank Victoria I Tahun 2000 Dengan Tingkat Bunga Tetap Seri A dan Obligasi Bank Victoria I Tahun 2000 Dengan Tingkat Bunga Mengambang Seri B dicatatkan pada Bursa Efek Surabaya).

**) Peringkat terakhir Obligasi Bank Victoria I Tahun 2000 Dengan Tingkat Bunga Tetap Seri A dan Obligasi Bank Victoria I Tahun 2000 Dengan Tingkat Bunga Mengambang Seri B per Maret 2007, sedangkan peringkat terakhir Obligasi II Bank Victoria Tahun 2007 Dengan Tingkat Bunga Tetap dan Obligasi Subordinasi I Bank Victoria Tahun 2007 Dengan Tingkat Bunga Tetap per Maret 2012.

Note :

*) All Bank Victoria's Bond have been listed in Indonesia Stock Exchange (for Bank Victoria Bond I in 2000 with Fixed Interest Rate series A and Bank Victoria Bond I in 2000 with Fixed Interest Rate series B have been listed in Surabaya Stock Exchange)

**) Last Rating for Bank Victoria Bond I in 2000 with Fixed Rate Series A and Bank Victoria Bonds I in 2000 With Floating Rate Series B as of March 2007, while the last rankings for Bank Victoria Bonds II in 2007 with Fixed Interest Rate and Bank Victoria Bond Subordinated I in 2007 with Fixed Interest Rate as of March 2012.

JADWAL PEMBAYARAN BUNGA OBLIGASI

Bond Interest Payment Schedule

Bank Victoria telah memenuhi seluruh kewajiban pembayaran bunga Obligasi Bank Victoria I Tahun 2000 Dengan Tingkat Bunga Tetap Seri A, Obligasi Bank Victoria I Tahun 2000 Dengan Tingkat Bunga Mengambang Seri B, Obligasi II Bank Victoria Tahun 2007 Dengan Tingkat Bunga Tetap, serta Obligasi Subordinasi I Bank Victoria Tahun 2007 Dengan Tingkat Bunga Tetap.

Bank Victoria juga telah memenuhi seluruh kewajiban pembayaran bunga Obligasi Bank Victoria III Tahun 2012 Dengan Tingkat Bunga Tetap, Obligasi Subordinasi Bank Victoria II Tahun 2012 Dengan Tingkat Bunga Tetap, Obligasi Bank Victoria IV Tahun 2013 Dengan Tingkat Bunga Tetap, dan Obligasi Subordinasi Bank Victoria III Tahun 2013 Dengan Tingkat Bunga Tetap sampai dengan tahun 2014. Pembayaran bunga untuk jenis obligasi tersebut dilakukan setiap tiga bulan sekali, yaitu pada bulan Maret, Juni, September, dan Desember.

Bank Victoria has fulfilled all of its interest payment obligations for Bank Victoria Bonds I in 2000 with Fixed Interest Rate Series A, Bank Victoria Bonds I in 2000 With Floating Rate Series B, Bank Victoria Bonds II in 2007 with Fixed Interest Rate, as well as Bank Victoria Subordinated Bonds I Year 2007 with Fixed Interest Rate.

Bank Victoria also has met all of its interest payment obligations of Bank Victoria Bonds III in 2012 with Fixed Interest Rate, Bank Victoria Subordinated Bonds II in 2012 with Fixed Interest Rate, Bank Victoria Bonds IV in 2013 with Fixed Interest Rate, and Bank Victoria Subordinated Bonds III Year 2013 with Fixed Interest Rate until 2014. Payment of interest for this type of bonds was done every three months, ie in March, June, September, and December.

Tabel Jadwal Pembayaran Bunga Obligasi dan Obligasi Subordinasi Bank Victoria
Table of Interest Payment Schedule of Bank Victoria Bond and Subordinated Bond

Nama Obligasi Name of Bonds	Tanggal Pembayaran Bunga Dates of Interest Payment	Status Pembayaran Payment Status	Nama Obligasi Name of Bonds	Tanggal Pembayaran Bunga Dates of Interest Payment	Status Pembayaran Payment Status
Obligasi Bank Victoria III Tahun 2012 Dengan Tingkat Bunga Tetap Bank Victoria Bond III of 2012 at a Fixed Interest Rate	27 September 2012 27 September 2012	Lunas Paid	Obligasi Subordinasi Bank Victoria II Tahun 2012 Dengan Tingkat Bunga Tetap Bank Victoria Subordinated Bond II of 2012 at a Fixed Interest Rate	27 September 2012 27 September 2012	Lunas Paid
	27 Desember 2012 27 December 2012	Lunas Paid		27 Desember 2012 27 December 2012	Lunas Paid
	27 Maret 2013 27 March 2013	Lunas Paid		27 Maret 2013 27 March 2013	Lunas Paid
	27 Juni 2013 27 June 2013	Lunas Paid		27 Juni 2013 27 June 2013	Lunas Paid
	27 September 2013 27 September 2013	Lunas Paid		27 September 2013 27 September 2013	Lunas Paid
	27 Desember 2013 27 December 2013	Lunas Paid		27 Desember 2013 27 December 2013	Lunas Paid

Nama Obligasi Name of Bonds	Tanggal Pembayaran Bunga Dates of Interest Payment	Status Pembayaran Payment Status	Nama Obligasi Name of Bonds	Tanggal Pembayaran Bunga Dates of Interest Payment	Status Pembayaran Payment Status
	27 Maret 2014 27 March 2014	Lunas Paid		27 Maret 2014 27 March 2014	Lunas Paid
	27 Juni 2014 27 June 2014	Lunas Paid		27 Juni 2014 27 June 2014	Lunas Paid
	27 September 2014 27 September 2014	Lunas Paid		27 September 2014 27 September 2014	Lunas Paid
	27 Desember 2014 27 December 2014	Lunas Paid		27 Desember 2014 27 December 2014	Lunas Paid
	27 Maret 2015 27 March 2015	Belum Lunas Not Paid		27 Maret 2015 27 March 2015	Belum Lunas Not Paid
	27 Juni 2015 27 June 2015	Belum Lunas Not Paid		27 Juni 2015 27 June 2015	Belum Lunas Not Paid
	27 September 2015 27 September 2015	Belum Lunas Not Paid		27 September 2015 27 September 2015	Belum Lunas Not Paid
	27 Desember 2015 27 December 2015	Belum Lunas Not Paid		27 Desember 2015 27 December 2015	Belum Lunas Not Paid
	27 Maret 2016 27 March 2016	Belum Lunas Not Paid		27 Maret 2016 27 March 2016	Belum Lunas Not Paid
	27 Juni 2016 27 June 2016	Belum Lunas Not Paid		27 Juni 2016 27 June 2016	Belum Lunas Not Paid
	27 September 2016 27 September 2016	Belum Lunas Not Paid		27 September 2016 27 September 2016	Belum Lunas Not Paid
	27 Desember 2016 27 December 2016	Belum Lunas Not Paid		27 Desember 2016 27 December 2016	Belum Lunas Not Paid
	27 Maret 2017 27 March 2017	Belum Lunas Not Paid		27 Maret 2017 27 March 2017	Belum Lunas Not Paid
	27 Juni 2017 27 June 2017	Belum Lunas Not Paid		27 Juni 2017 27 June 2017	Belum Lunas Not Paid
	Tenor Sudah Selesai Tenor Completed	-		27 September 2017 27 September 2017	Belum Lunas Not Paid
	Tenor Sudah Selesai Tenor Completed	-		27 Desember 2017 27 December 2017	Belum Lunas Not Paid
	Tenor Sudah Selesai Tenor Completed	-		27 Maret 2018 27 March 2018	Belum Lunas Not Paid
	Tenor Sudah Selesai Tenor Completed	-		27 Juni 2018 27 June 2018	Belum Lunas Not Paid
	Tenor Sudah Selesai Tenor Completed	-		27 September 2018 27 September 2018	Belum Lunas Not Paid
	Tenor Sudah Selesai Tenor Completed	-		27 Desember 2018 27 December 2018	Belum Lunas Not Paid
	Tenor Sudah Selesai Tenor Completed	-		27 Maret 2019 27 March 2019	Belum Lunas Not Paid
	Tenor Sudah Selesai Tenor Completed	-		27 Juni 2019 27 June 2019	Belum Lunas Not Paid
Obligasi Bank Victoria IV Tahun 2013 Dengan Tingkat Bunga Tetap Bank Victoria Bond IV of 2013 at a Fixed Interest Rate	27 September 2013 27 September 2013	Lunas Paid	Obligasi Subordinasi Bank Victoria III Tahun 2013 Dengan Tingkat Bunga Tetap Bank Victoria Subordinated Bond III of 2013 at a Fixed Interest Rate	27 September 2013 27 September 2013	Lunas Paid
	27 Desember 2013 27 December 2013	Lunas Paid		27 Desember 2013 27 December 2013	Lunas Paid
	27 Maret 2014 27 March 2014	Lunas Paid		27 Maret 2014 27 March 2014	Lunas Paid
	27 Juni 2014 27 June 2014	Lunas Paid		27 Juni 2014 27 June 2014	Lunas Paid
	27 September 2014 27 September 2014	Lunas Paid		27 September 2014 27 September 2014	Lunas Paid
	27 Desember 2014 27 December 2014	Lunas Paid		27 Desember 2014 27 December 2014	Lunas Paid
	27 Maret 2015 27 March 2015	Belum Lunas Not Paid		27 Maret 2015 27 March 2015	Belum Lunas Not Paid
	27 Juni 2015 27 June 2015	Belum Lunas Not Paid		27 Juni 2015 27 June 2015	Belum Lunas Not Paid

Nama Obligasi Name of Bonds	Tanggal Pembayaran Bunga Dates of Interest Payment	Status Pembayaran Payment Status	Nama Obligasi Name of Bonds	Tanggal Pembayaran Bunga Dates of Interest Payment	Status Pembayaran Payment Status
	27 September 2015 27 September 2015	Belum Lunas Not Paid		27 September 2015 27 September 2015	Belum Lunas Not Paid
	27 Desember 2015 27 December 2015	Belum Lunas Not Paid		27 Desember 2015 27 December 2015	Belum Lunas Not Paid
	27 Maret 2016 27 March 2016	Belum Lunas Not Paid		27 Maret 2016 27 March 2016	Belum Lunas Not Paid
	27 Juni 2016 27 June 2016	Belum Lunas Not Paid		27 Juni 2016 27 June 2016	Belum Lunas Not Paid
	27 September 2016 27 September 2016	Belum Lunas Not Paid		27 September 2016 27 September 2016	Belum Lunas Not Paid
	27 Desember 2016 27 December 2016	Belum Lunas Not Paid		27 Desember 2016 27 December 2016	Belum Lunas Not Paid
	27 Maret 2017 27 March 2017	Belum Lunas Not Paid		27 Maret 2017 27 March 2017	Belum Lunas Not Paid
	27 Juni 2017 27 June 2017	Belum Lunas Not Paid		27 Juni 2017 27 June 2017	Belum Lunas Not Paid
	27 September 2017 27 September 2017	Belum Lunas Not Paid		27 September 2017 27 September 2017	Belum Lunas Not Paid
	27 Desember 2017 27 December 2017	Belum Lunas Not Paid		27 Desember 2017 27 December 2017	Belum Lunas Not Paid
	27 Maret 2018 27 March 2018	Belum Lunas Not Paid		27 Maret 2018 27 March 2018	Belum Lunas Not Paid
	27 Juni 2018 27 June 2018	Belum Lunas Not Paid		27 Juni 2018 27 June 2018	Belum Lunas Not Paid
	Tenor Sudah Selesai Tenor Completed	-		27 September 2018 27 September 2018	Belum Lunas Not Paid
	Tenor Sudah Selesai Tenor Completed	-		27 Desember 2018 27 December 2018	Belum Lunas Not Paid
	Tenor Sudah Selesai Tenor Completed	-		27 Maret 2019 27 March 2019	Belum Lunas Not Paid
	Tenor Sudah Selesai Tenor Completed	-		27 Juni 2019 27 June 2019	Belum Lunas Not Paid
	Tenor Sudah Selesai Tenor Completed	-		27 September 2019 27 September 2019	Belum Lunas Not Paid
	Tenor Sudah Selesai Tenor Completed	-		27 Desember 2019 27 December 2019	Belum Lunas Not Paid
	Tenor Sudah Selesai Tenor Completed	-		27 Maret 2020 27 March 2020	Belum Lunas Not Paid
	Tenor Sudah Selesai Tenor Completed	-		27 Juni 2020 27 June 2020	Belum Lunas Not Paid

LEMBAGA PENUNJANG **PASAR MODAL**

Capital Market Supporting Institution

WALI AMANAT

Trustee

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Nomor STTD / STTD Number	:	20/STTD-WA/PM/2000 tanggal 2 Oktober 2000 / 20/STTD-WA/PM/2000 dated 2 October 2000
Keanggotaan Asosiasi / Association Memberships	:	Asosiasi Wali Amanat Indonesia (AWAI) sesuai Surat Keterangan AWAI No. AWAI/06/2008 tanggal 17 Desember 2008 / The Indonesian Trustee Association according to Letter of Statement AWAI No. AWAI/06/2008 dated 17 December 2008
Pedoman Kerja / Work Guidance	:	Peraturan Otoritas Jasa Keuangan (d/h Bapepam-LK) Regulation of the Financial Services Authority (previously Bapepam-LK)

Jasa yang diberikan di Bank terkait perwakilan pemegang Obligasi Bank Victoria IV Tahun 2013 Dengan Tingkat Bunga Tetap dan Obligasi Subordinasi Bank Victoria III Tahun 2013 Dengan Tingkat Bunga Tetap berdasarkan surat penunjukkan Nomor: 041/DIR-EKS/03/13 tanggal 14 Maret 2013.

Services provided at the Bank related to representative of Bank Victoria Bondholders IV in 2013 with Fixed Interest Rate and Bank Victoria Subordinated Bonds III in 2013 with Fixed Interest Ratebased on appointment letter No. 041/DIR-EKS/03/13 dated 14 March 2013.

KONSULTAN HUKUM

Legal Consultant

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Nomor STTD / STTD Number	:	95/STTD-KH/PM/1996 tanggal 10 September 1996 / 95/STTD-KH/PM/1996 dated 10 September 1996
Keanggotaan Asosiasi / Association Memberships	:	Himpunan Konsultan Hukum Pasar Modal (HKHPM) No. 98016 / Capital Market Legal Consultant Association No. 98016
Pedoman Kerja / Work Guidance	:	Standar Profesi Konsultan Hukum Pasar Modal (lampiran dari Keputusan Himpunan Konsultan Hukum Pasar Modal No. KEP.01/HKHPM/2005 tanggal 18 Februari 2005) / Capital Market Legal Consultant Profession Standard (appendix for Capital Market Legal Consultant Association Decree No. KEP.01/HKHPM/2005 dated 18 February 2005)

Jasa yang diberikan di Bank terkait pemeriksaan segi hukum untuk corporate action Obligasi Bank Victoria IV Tahun 2013 Dengan Tingkat Bunga Tetap dan Obligasi Subordinasi Bank Victoria III Tahun 2013 Dengan Tingkat Bunga Tetap berdasarkan surat penunjukkan Nomor: 042/DIR-EKS/03/13 tanggal 14 Maret 2013.

Services provided at the Bank related on legal aspect examination related to corporate action of Bank Victoria Bond IV in 2013 with Fixed Interest Rate and Bank Victoria Subordinated Bonds III in 2013 with Fixed Interest Rate based on appointment letter No. 042 / DIR-EKS / 03/13 dated 14 March 2013.

NOTARIS
Notary

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Nomor STTD / STTD Number	:	02/STTD-N/PM/1996 tanggal 12 Februari 1996 / 02/STTD-N/PM/1996 dated 12 February 1996
Keanggotaan Asosiasi / Association Memberships	:	Ikatan Notaris Indonesia (INI) Nomor: 011.003.027.260958 / Indonesian Notary Association No. 011.003.027.260958
Pedoman Kerja / Work Guidance	:	Pernyataan Undang-Undang Nomor 30 Tahun 2004 tentang Jabatan Notaris dan Kode Etik Ikatan Notaris Indonesia / Statement of Law No. 3- year 2004 regarding Notary Title and Indonesian Notary Association Code of Conduct

Jasa yang diberikan di Bank terkait pembuatan akta dalam rangka penawaran umum Obligasi Bank Victoria IV Tahun 2013 Dengan Tingkat Bunga Tetap dan Obligasi Subordinasi Bank Victoria III Tahun 2013 Dengan Tingkat Bunga Tetap berdasarkan surat penunjukan Nomor: 043/DIR-EKS/03/13 tanggal 14 Maret 2013.

Services provided at the Bank related on deed preparation in the Public Offering of Bank Victoria Bond IV in 2013 with Fixed Interest Rate and Bank Victoria Subordinated Bonds III in 2013 with Fixed Interest Rate based on appointment letter No. 043/DIR-EKS/03/13 dated 14 March 2013.

AKUNTAN PUBLIK
Public Accountant

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W www.pwc.com/id

Nomor STTD / STTD Number	:	384/PM/STTD-AP/2004 / 384/PM/STTD-AP/2004
Keanggotaan Asosiasi / Association Memberships	:	Ikatan Akuntan Indonesia (IAI) Nomor 11.D8545 / Indonesian Accountant Association No. 11.D8545
Pedoman Kerja / Work Guidance	:	Pernyataan Standar Akuntansi Keuangan (PSAK) dan Standar Profesional Akuntan Publik (SPAP) / Statement of Financial Accounting Standards and Public Accountant Professional Standard

Jasa yang diberikan di Bank terkait audit Laporan Keuangan Tahun Buku 2014 berdasarkan kontrak kerja Nomor: EL2014092904/LLS/FAA/gy tanggal 29 September 2014.

Services provided at the Bank related to Financial Statements audit for Fiscal Year 2014 was based on a work contract No. EL2014092904/LLS/FAA/gy dated 29 September 2014.

BIRO ADMINISTRASI EFEK
Securities Administration Bureau

PT Adimitra Jasa Korpora
Plaza Property Lantai 2
Komplek Pertokoan Pulo Mas Blok VIII No. 1
Jl. Perintis Kemerdekaan
Jakarta, 13210
T +62-21 4788 1515
F +62-21 4709 697
E adimitra-opr@adimitra-transferindo.co.id

Ijin Usaha / Service Permit	:	Keputusan OJK Nomor: KEP-41/D.04/2014 tanggal 19 September 2014 / FSA Decision No. KEP-41 / D.04 / 2014 dated 19 September 2014
Keanggotaan Asosiasi / Association Memberships	:	Biro Administrasi Efek Indonesia Nomor: ABI/11/2015-012 / Securities Administration Bureau of Indonesia Number ABI/11/2015-012
Pedoman Kerja / Work Guidance	:	Peraturan Otoritas Jasa Keuangan (d/h Bapepam-LK) / Financial Services Authority Regulation (previously Bapepam-LK)

Jasa yang diberikan di Bank terkait pencatatan saham serta Obligasi dan Obligasi Subordinasi Bank Victoria berdasarkan surat penunjukkan Nomor: PW-01/BV/0599 tanggal 10 Mei 1999.

Services provided at the Bank related to Bank Victoria share, bonds, subordinated bonds listing based on the appointment letter Number: PW-01 / BV / 0599 dated May 10, 1999.

PERUSAHAAN PEMERINGKAT EFEK
Securities Rating Agency

PT Pemeringkat Efek Indonesia
Panin Tower Lantai 17, Senayan City
Jl. Asia Afrika Lot 19
Jakarta, 10270
T +62-21 7278 2380
F +62-21 7278 2370
W www.pefindo.com

Nomor STTD / STTD Number	:	KEP-39/PM-PI/1994 tanggal 13 Agustus 1994 / KEP-39 / PM-PID / 1994 dated August 13, 1994
Keanggotaan Asosiasi / Association Memberships	:	Association of Credit Rating Agency in Asia (ACRAA) / Association of Credit Rating Agencies in Asia (ACRAA)
Pedoman Kerja / Work Guidance	:	Metodologi Pemeringkatan PT Pemeringkat Efek Indonesia (PEFINDO) / PT Pemeringkat Efek Indonesia (PEFINDO) Rating Methodology

Jasa yang diberikan di Bank terkait pemeringkatan Obligasi Bank Victoria IV Tahun 2013 Dengan Tingkat Bunga Tetap dan Obligasi Subordinasi Bank Victoria III Tahun 2013 Dengan Tingkat Bunga Tetap berdasarkan perjanjian kerja Nomor: 23/PPJP/PEF-DIR/III/2013 tanggal 26 Maret 2013.

Services provided at the Bank related to ranking of Bank Victoria Bond IV in 2013 with Fixed Interest Rate and Bank Victoria Subordinated Bonds III in 2013 with Fixed Interest Rate based on work agreement Number: 23/PPJP/PEF-DIR/III/2013 dated 26 March 2013.

KUSTODIAN
Custodian

PT Kustodian Sentral Efek Indonesia
Gedung Bursa Efek Indonesia Tower I Lt. 5
Jl. Jenderal Sudirman Kav. 52-53
Jakarta, 12190
T +62-21 515 2855
F +62-21 5299 1199
W www.ksei.co.id

PENGHARGAAN
Awards

Bank Berpredikat "Sangat Bagus" Atas Kinerja Keuangan 2013
"Excellent" Bank in 2013 Financial Performance

Acara / Event	:	*Infobank Awards 2014*
Penyelenggara / Organizer	:	Infobank
Tanggal / Date	:	18 Juli 2014 / 18 July 2014

Bank dengan Pertumbuhan Bisnis Terekspansif
Bank with the Most Expansive Business Growth

Acara / Event	:	Anugerah Perusahaan Tbk. Indonesia 2014 / Awards for Indonesia Public Company 2014
Penyelenggara / Organizer	:	Economic Review
Tanggal / Date	:	29 Agustus 2014 / 29 August 2014

Gold Champion Kategori Mortgage (BUKU I+II)
Gold Champion Category Mortgage (BUKU I+II)

Acara / Event	:	*Indonesia WOW Brand 2014*
Penyelenggara / Organizer	:	Mark Plus, Inc dan Mark Plus Insight
Tanggal / Date	:	11 September 2014 11 September 2014

Peringkat 8 Kategori Private Keuangan Listed
Eighth in Listed Finance Private Category

Acara / Event	:	Penghargaan Laporan Tahunan 2013 / Annual Report Awards 2013
Penyelenggara / Organizer	:	KNKG, BEI, BI, OJK, Dirjen Pajak, Kementerian BUMN, IAI
Tanggal / Date	:	Oktober 2014 / October 2014

Peringkat 5 BUKU II Perusahaan Tbk, Modal Inti Rp1T – Rp5T
Fifth in BUKU II Public Company, Core Capital Rp1 trillion – Rp5 trillion

Acara / Event	:	Anugerah Perbankan Indonesia 2014 / Indonesia Banking Awards 2014
Penyelenggara / Organizer	:	Economic Review
Tanggal / Date	:	18 November 2014 / 18 November 2014

ALAMAT PERUSAHAAN **DAN ENTITAS ANAK**

Company and Subsidiary's Address

PERUSAHAAN

Company

Kantor Pusat Operasional / Operational Head Office

PT BANK VICTORIA INTERNATIONAL Tbk.
Senayan City, Panin Tower Lt. 15
Jl. Asia Afrika Lot. 19
Jakarta, 10270

Kantor Cabang Senayan
Gedung Bank Panin Senayan
Lantai Dasar
Jl. Jend. Sudirman No. 1,
Kelurahan Gelora
Jakarta Selatan, 12710
Telp : (021) 573 5425
Fax : (021) 573 5429

Kantor Cabang Cideng
Jl. Cideng Timur No. 33
Kelurahan Petojo Utara,
Kecamatan Gambir
Jakarta Pusat, 10130
Telp : (021) 633 8913
Fax : (021) 633 8914

Kantor Cabang Fatmawati
Jl. RS. Fatmawati No. 85A
RT 006 RW 005, Cipete Utara,
Kebayoran Baru
Jakarta Selatan, 12150
Telp : (021) 720 1496
Fax : (021) 720 1497

Kantor Cabang Bogor
Jl. Pakuan No. 8
Kel. Baranangsiang, Kec. Bogor Timur,
Kotamadya Bogor
Jawa Barat
Telp : (0251) 834 3800
Fax : (0251) 834 3807

Kantor Cabang Surabaya
Jl. Raya Darmo No. 173
Kelurahan Darmo,
Kecamatan Wonokromo
Surabaya, 60241
Telp : (031) 567 0778
Fax : (031) 567 0775

Kantor Cabang Bandung
Jl. Braga No. 16
Kelurahan Braga,
Kecamatan Sumur Bandung
Bandung, Jawa Barat
Tlp : (022) 426 6846
Fax : (022) 426 6845

KCP Anggrek Neli Murni
Jl. Anggrek Nelimurni Raya
Blok A No. 97B
Kelurahan Kemanggisan,
Kecamatan Palmerah
Jakarta Barat, 11480
Telp : (021) 5367 1734
Fax : (021) 5367 1735

KCP Aries Niaga
Rukan Aries Niaga
Blok A1 No. 3-J, Jl. Taman Aries
Kelurahan Meruya Utara,
Kecamatan Kembangan
Jakarta Barat, 11620
Telp : (021) 5890 6903
Fax : (021) 5890 6904

KCP Ariobimo
Gedung Ariobimo Lantai Dasar
Jl. HR Rasuna Said Kav. X2 No. 5
Kelurahan Kuningan Timur,
Kecamatan Setiabudi
Jakarta Selatan, 12950
Telp : (021) 522 5891
Fax : (021) 522 5892

KCP Bekasi
Jl. Ir. H. Juanda No. 132
Kelurahan Margahayu,
Kecamatan Bekasi Timur
Bekasi, 17113
Telp : (021) 880 2358
Fax : (021) 880 2924

KCP Bekasi Square
Ruko Bekasi Square No. 62
Jl. Ahmad Yani, Kelurahan Pekayon,
Kecamatan Bekasi Barat
Bekasi, 13710
Telp : (021) 8243 4832
Fax : (021) 8243 4833

KCP Bendungan Hilir
Jl. Bendungan Hilir Raya No. 94 D-E
Kelurahan Bendungan Hilir,
Kecamatan Tanah Abang
Jakarta Pusat, 10210
Telp : (021) 574 7474
Fax : (021) 573 4988

KCP BIP
Graha BIP Lantai Dasar
Jl. Gatot Subroto Kav. 23
Kelurahan Karet Semanggi,
Kecamatan Setiabudi
Jakarta Selatan, 12930
Telp : (021) 525 8208
Fax : (021) 525 8028

KCP BSD
Bumi Serpong Damai Sektor IV
Blok RE No. 52
Kelurahan Lengkong Wetan,
Kecamatan Serpong
Tangerang
Telp : (021) 5315 2783
Fax : (021) 5315 2785

KCP Cikini
Hotel Formule 1 Unit GF. 06
Jl. Cikini Raya No. 75,
Kecamatan Menteng
Jakarta Pusat
Telp : (021) 314 5210
Fax : (021) 314 5223

KCP CBD Pluit
Central Business District Pluit S-01
Jl. Pluit Selatan Raya No. 1,
Kelurahan Penjaringan
Jakarta Utara, 14440
Telp : (021) 6667 2934
Fax : (021) 6667 2935

KCP Cempaka Mas
Komplek Mega Grosir Cempaka Mas
Blok Q No. 8
Jl. Letjend Suprapto
Kelurahan Sumur Batu,
Kecamatan Kemayoran
Jakarta Pusat, 10640
Telp : (021) 422 7453
Fax : (021) 422 7492

KCP Cibubur
Kawasan Niaga Citra Grand City Walk
Blok CW10 No. 7
Kelurahan Jati Karya,
Kecamatan Jati Sampurna
Cibubur, Bekasi
Telp : (021) 2937 6793
Fax : (021) 2937 6784

KCP Cinere
Jalan Cinere Raya Blok A -60
Desa Cinere, Kecamatan Sawangan
Bogor, 16514
Telp : (021) 753 5952
Fax : (021) 753 5957

KCP Citra Dua
Rukan Citra Niaga Blok A/5
Kelurahan Pegadungan,
Kecamatan Kalideres
Jakarta Barat, 11830
Telp : (021) 5437 6656
Fax : (021) 5437 6695

KCP Daan Mogot
Rukan Pusat Bisnis Blok KJG
No. 8, Daan Mogot Baru,
Kelurahan Kalideres,
Kecamatan Kalideres
Jakarta Barat, 11840
Telp : (021) 5437 7359
Fax : (021) 5437 7368

KCP Duta Mas
Komplek Perumahan Taman Duta Mas
Blok D8 No. 12
Kelurahan Wijaya Kusuma,
Kecamatan Grogol-Petamburan
Jakarta Barat, 11460
Telp : (021) 5697 9990
Fax : (021) 5697 9996

KCP Green Garden
Komplek Green Garden
Blok A14 No. 28
Jl. Panjang Kedoya Utara, Kelurahan
Kedoya Utara, Kecamatan Kebon Jeruk
Jakarta Barat, 11520
Telp : (021) 5835 6803
Fax : (021) 5835 6844

KCP Green Ville
Komplek Green Ville
Blok BG No. 23
Jl. Tanjung Duren Barat Kelurahan Duri
Kepa, Kecamatan Kebun Jeruk
Jakarta Barat, 11510
Telp : (021) 5695 8648
Fax : (021) 5695 8649

KCP Citra 2 Ext
Komp. Citra 2 Extension
Blok BG 313 No. 27,
Pegadungan, Kalideres
Jakarta Barat, 11830
Telp : (021) 5437 3764
Fax : (021) 5437 3764

KCP Jababeka
Ruko Metro Boulevard
Blok A No. 23
Jl. Niaga Raya Desa Pasir Sari,
Kecamatan Cikarang
Bekasi, 17550
Telp : (021) 8984 2153
Fax : (021) 8984 2154

KCP JaCC
Jakarta City Center
Lt. Dasar Blok C35 No. R9
Jl. Kebon Kacang Raya
Kelurahan Kebon Melati,
Kecamatan Tanah Abang
Jakarta Pusat, 10230
Telp : (021) 3199 0701
Fax : (021) 3199 0703

KCP Jatinegara
Pertokoan Bukit Duri
Blok A No. 12
Kelurahan Kampung Melayu,
Kecamatan Jatinegara
Jakarta Timur, 13320
Telp : (021) 852 0446
Fax : (021) 851 5227

KCP Jembatan Dua
Komplek Ruko Robinson
Jl. Jembatan Dua Raya
No. 82 B-M,
Kelurahan Pejagalan,
Kecamatan Penjaringan
Jakarta Utara, 14450
Telp : (021) 66607774
Fax : (021) 66607775

KCP Jembatan Lima
Jl. KHM Mansyur
No. 202D (d/h Jembatan Lima)
Kelurahan Tanah Sereal,
Kecamatan Tambora
Jakarta Barat, 11210
Telp : (021) 6386 8721
Fax : (021) 626 1083

KCP Joglo
Ruko Botanic Junction
Blok H7 No. 12
JL. Joglo Raya, Kelurahan Joglo,
Kecamatan Kembangan
Jakarta Barat, 11640
Telp : (021) 5890 7173
Fax : (021) 5890 6376

KCP Pasar Baru
Jl. Lautze Raya No. 65,
RT. 001/RW. 06
Kelurahan Pasar Baru,
Kecamatan Sawah Besar
Jakarta Pusat, 10710
Telp : (021) 350 4272
Fax : (021) 350 0761

KCP Kalimalang
Jl. KH Noerali No. 41H
Kelurahan Bintara Jaya,
Kecamatan Bekasi Barat
Bekasi, 17136
Telp : (021) 8690 5626
Fax : (021) 8690 5627

KCP Kebayoran Lama
Jalan Raya Kebayoran Lama
Blok A 1-2 No. 2
Kelurahan Grogol Selatan, Kecamatan
Kebayoran Lama
Jakarta Selatan, 12220
Telp : (021) 725 0071
Fax : (021) 725 0017

KCP Kebon Jeruk
Kompleks Pertokoan Intercon
Blok B No. 4-5
Jl. Meruya Ilir Raya
Kelurahan Srengseng,
Kecamatan Kembangan
Jakarta Barat, 11620
Telp : (021) 587 4427
Fax : (021) 584 2379

KCP Kedoya
Komp. Kedoya Centre
Blok E No. 4-5
Jl. Raya Perjuangan I RT. 014/010
Jakarta Barat, 11530
Telp : (021) 5890 6903
Fax : (021) 5890 6904

KCP Kelapa Gading 1
Rukan Artha Gading
Blok B No. 20
Jl. Boulevard Artha Gading
Kelurahan Kelapa Gading Barat,
Kecamatan Kelapa Gading
Jakarta Utara, 14240
Telp : (021) 4585 6670
Fax : (021) 4585 6669

KCP Kelapa Gading 2
Komplek Ruko Kelapa Gading
Blok LC-6 No. 14
Jl. Raya Boulevard Barat
Kelurahan Kelapa Gading Barat,
Kecamatan Kelapa Gading
Jakarta Utara, 14240
Telp : (021) 450 7672
Fax : (021) 452 8854

KCP Kemang
Jl. Kemang Raya No. 82C
Kelurahan Bangka,
Kecamatan Mampang Prapatan
Jakarta Selatan, 12730
Telp : (021) 719 3521
Fax : (021) 719 3721

KCP Ketapang
Komplek Ketapang Indah
Jl. KH Zainul Arifin
Blok B2, No. 16
Kelurahan Krukut,
Kecamatan Taman Sari
Jakarta Barat, 11140
Telp : (021) 633 8559
Fax : (021) 6385 5658

KCP Kopi
Jl.Kopi No. 28, RT. 003/RW. 03
Kelurahan Roa Malaka,
Kecamatan Tambora
Jakarta Barat, 11230
Telp : (021) 691 8807
Fax : (021) 691 8808

KCP Lindeteves
Lindeteves Trade Center
Blok RA No. 61
Jl. Hayam Wuruk No. 127
Kelurahan Mangga Besar,
Kecamatan Taman Sari
Jakarta Barat, 11180
Telp : (021) 6220 0668
Fax : (021) 6220 0788

KCP Mangga Besar
Jl. Mangga Besar Raya No. 30 B-C
Kelurahan Maphar,
Kecamatan Taman Sari
Jakarta Barat, 11160
Telp : (021) 625 4832
Fax : (021) 625 4833

KCP Muara Karang
Apartemen Riverside No. 21-23
Jl. Pluit Karang Barat
Kelurahan Pluit,
Kecamatan Penjaringan
Jakarta Utara, 14450
Telp : (021) 6660 1881
Fax : (021) 6660 4857

KCP Mutiara Taman Palem
Ruko Mutiara Taman Palem
Blok C19 No. 33
Jl. Lingkar Luar Kamal Raya
Kelurahan Cengkareng Timur,
Kecamatan Cengkareng
Jakarta Barat, 11730
Telp : (021) 5435 6551
Fax : (021) 5435 6552

KCP Paramount Serpong
Ruko Rodeo Drive
Blok B No. 6
Jl. Boulevard Gading Serpong
Kelurahan Pakulonan Barat,
Kecamatan Kelapa Dua
Tangerang, 15333
Telp : (021) 5421 7245
Fax : (021) 5421 7247

KCP Patal Senayan
Rukan Permata Senayan
Blok B No. 6
Jl. Tentara Pelajar
Kelurahan Grogol Utara,
Kecamatan Kebayoran Lama
Jakarta Selatan, 12210
Telp : (021) 5794 0668
Fax : (021) 5794 0667

KCP Pecenongan
Jl. Pecenongan Raya No. 26
Kelurahan Kebon Kelapa,
Kecamatan Gambir
Jakarta Pusat, 10120
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Fax : (021) 386 5637

KCP Permata Hijau
Ruko Grand ITC Permata Hijau
Blok E No. 17
JL. Letjen Soepono
(Jl. Arteri Permata Hijau)
Kelurahan Grogol Utara, Kecamatan
Kebayoran Lama
Jakarta Selatan, 12210
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Fax : (021) 5366 4511

KCP Pantai Indah Kapuk
Bukit Golf Mediterania Blok B/18
Pantai Indah Kapuk
Kelurahan Kamal Muara,
Kecamatan Penjaringan
Jakarta Utara, 14460
Telp : (021) 5694 5973
Fax : (021) 5694 5974

KCP Pluit
Jl. Pluit Karang Timur No. 44
Blok O-VIII
Kelurahan Pluit,
Kecamatan Penjaringan
Jakarta Utara, 14450
Telp : (021) 6669 7032
Fax : (021) 6669 7034

KCP Pondok Indah
Plaza Pondok Indah Blok II
Blok UPS No. 51
Jl. Metro Pondok Indah
Kelurahan Pondok Pinang,
Kecamatan Kebayoran Lama
Jakarta Selatan, 12310
Telp : (021) 7591 5628
Fax : (021) 7591 5625

KCP Pulogadung
Pulogadung Trade Center
Blok 8A No. 58
Jl. Raya Bekasi KM 21 Kawasan Industri
PT JIEP Pulo Gadung
Kelurahan Rawa Terate,
Kecamatan Cakung
Jakarta Timur, 13920
Telp : (021) 461 3958
Fax : (021) 461 3959

KCP Puri Indah
Komplek Puri Indah
Blok A No. 3
Jl. Puri Indah Raya
Kelurahan Kembangan Selatan,
Kecamatan Kembangan
Jakarta Barat, 11610
Telp : (021) 582 0216
Fax : (021) 582 0217

KCP Puri Sentra Niaga
Rukan Sentra Niaga Puri Indah
Blok T4 No. 16
JL. Puri Agung Indah Raya
Kelurahan Kembangan Selatan,
Kecamatan Kembangan
Jakarta Barat, 11610
Telp : (021) 5835 3442
Fax : (021) 5834 3443

KCP Radio Dalam
Jl. Radio Dalam Raya No. A/I C
RT. 001/04 (Komplek Yado)
Kelurahan Gandaria Utara,
Kecamatan Kebayoran Baru
Jakarta Selatan, 12140
Telp : (021) 725 2979
Fax : (021) 725 2980

KCP Senayan City
Panin Tower Ground Floor Unit A
Jl. Asia Afrika
Kecamatan Tanah Abang,
Kelurahan Gelora Senayan
Jakarta Pusat, 10270
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Fax : (021) 7278 1750

KCP Senen
Graha Atrium Lantai Dasar
Suite G. 03A
Jl. Senen Raya No. 135
Kelurahan Senen,
Kecamatan Senen
Jakarta Pusat, 10410
Telp : (021) 351 3119
Fax : (021) 351 3161

KCP Setiabudi
Gedung Setiabudi Atrium
Lt. 1 Suite 101F
Jl. HR Rasuna Said Kav. 62
Kelurahan Karet,
Kecamatan Setiabudi
Jakarta Selatan, 12920
Telp : (021) 522 0565
Fax : (021) 522 0575

KCP Skyline
Menara Cakrawala Lt. Dasar
Jl. Moh. Husni Thamrin No. 9
Kelurahan Kebon Sirih,
Kecamatan Menteng
Jakarta Pusat, 10340
Telp : (021) 3983 3206
Fax : (021) 3983 3210

KCP Sunter
Kompleks Rukan Sunter Permai
Blok A-9
Jl. Danau Sunter Utara
Kelurahan Sunter Agung,
Kecamatan Tanjung Priok
Jakarta Utara, 14350
Telp : (021) 6530 7347
Fax : (021) 6530 7348

KCP Taman Palem Lestari
Ruko Taman Palem
Blok D1 N0. 19D
Kelurahan Cengakareng Barat,
Kecamatan Cengkareng
Jakarta Barat, 11730
Telp : (021) 5596 0771
Fax : (021) 5596 0772

KCP Taman Rasuna
Rasuna Office Part Tahap 3
Unit UO 1A, Lantai 4 Podium Selatan,
Jl. HR Rasuna Said
Kecamatan Setiabudi,
Kelurahan Menteng Atas
Jakarta Selatan, 12960
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Fax : (021) 8370 5242

KCP Tanjung Duren
Jl. Tanjung Duren Raya
Blok Z. III No. 687A
Kelurahan Tanjung Duren Utara,
Kecamatan Grogol Petamburan
Jakarta Barat, 11470
Telp : (021) 5696 0722
Fax : (021) 5696 1711

KCP Tangerang
Jl. Merdeka Raya No. 89A,
RT. 005/RW. 07
Kelurahan Pabuaran,
Kecamatan Karawaci
Tangerang, 15114
Telp : (021) 551 0737
Fax : (021) 551 0741

KCP Tebet
Jl. Prof. Dr. Soepomo, SH No. 73A
Kelurahan Menteng Dalam,
Kecamatan Tebet
Jakarta Selatan, 12870
Telp : (021) 8379 0823
Fax : (021) 8379 0828

KCP Wisma Slipi
Wisma Slipi Lantai Dasar
Jl. Let. Jend. S Parman Kav. 12
Kelurahan Kemanggisan,
Kecamatan Palmerah
Jakarta Barat, 11480
Telp : (021) 530 8800
Fax : (021) 530 7207

KCP Villa Melati Mas
Komp. Villa Melati Mas
Blok B-10 No. 53
Jl. Bougenville Raya
Desa Jalupang,
Kecamatan Serpong
Tangerang, 15323
Telp : (021) 537 0591
Fax : (021) 537 0592

Kantor Kas Grand Boutiqe
Grand Boutique Center
Blok D Kav. 1
JL. Mangga Dua Raya
Kelurahan Ancol,
Kecamatan Pademangan
Jakarta Utara, 14430
Telp : (021) 612 2378
Fax : (021) 612 2379

Kantor Kas Bintaro
Jl. Raya Bintaro Utama
Blok A No. 7 Sektor 3
Desa Pondok Karya,
Kecamatan Pondok Aren
Tangerang, 15225
Telp : (021) 7369 0479
Fax : (021) 7369 0482

Kantor Kas Menteng
Plaza Menteng Unit GF-14
Jl. HOS Cokroaminoto No. 79
Kelurahan Menteng,
Kecamatan Menteng
Jakarta Pusat, 10310
Telp : (021) 390 7615
Fax : (021) 390 7614

Kantor Kas Hang Tuah
Jl. Hang-Tuah Raya No. 4
Kelurahan Gunung,
Kecamatan Kebayoran Baru
Jakarta Selatan, 12120
Telp : (021) 7279 7450
Fax : (021) 7279 7483

Kantor Kas ITC Mangga 2
ITC Mangga Dua Lantai 2
Blok A No. 6
Kelurahan Ancol,
Kecamatan Penjaringan
Jakarta Pusat, 10730
Telp : (021) 6230 0771
Fax : (021) 6230 0964

Kantor Kas Tanah Abang
Pusat Grosir Metro Tanah Abang
Lt. 6 Unit 5
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Kelurahan Kebon Kacang,
Kecamatan Tanah Abang
Jakarta Pusat, 10240
Telp : (021) 3003 6010
Fax : (021) 3003 6030

Kantor Kas Tomang
Lobby Gedung Mandala Airlines
Jl. Tomang Raya No. 33-37
Kelurahan Tomang,
Kecamatan Grogol Petamburan
Jakarta Barat, 11440
Telp : (021) 5697 2227
Fax : (021) 5697 2237

Kantor Kas Wisma Indocement
Wisma Indocement Lantai Dasar
Jl. Jend. Sudirman Kav. 70 - 71
Kelurahan Setiabudi,
Kecamatan Setiabudi
Jakarta Selatan, 12970
Telp : (021) 522 3765
Fax : (021) 522 3762

Kantor Kas Grand Wijaya
Komplek Grand Wijaya Blok C No. 10
JL. Wijaya II
Kelurahan Pulo,
Kecamatan Kebayoran Baru
Jakarta Selatan, 12160
Telp : (021) 720 0009
Fax : (021) 720 2878

Kantor Kas Talang Betutu
Jl. Talang Betutu No. 15
Jakarta Pusat
Telp : (021) 310 0636
Fax : (021) 310 0636

Kantor Kas Hotel Golden
Lobi Golden Boutique Hotel
Jl. Angkasa No. 1
Jakarta Pusat, 10270
Telp : (021) 659 2731
Fax : (021) 659 7091

Kantor Kas Lokasari Plaza
Lokasari Plaza Blok A02
Jl. Mangga Besar Raya No. 81
Jakarta Pusat
Telp : (021) 625 7417
Fax : (021) 625 7439

Kantor Kas Sahid Sudirman
Sahid Sudirman Residence
Unit LB/01
Jl. Jend. Sudirman Kav. 86
Jakarta Pusat, 10220
Telp : (021) 5297 0293
Fax : (021) 5297 0294

Kantor Kas Permata Buana
Taman Permata Buana Blok D1/31
Jl. Pulau Bira V
Kelurahan Kembangan Utara,
Kecamatan Kembangan
Jakarta Barat, 11610
Telp : (021) 5835 1917
Fax : (021) 5835 1918

Kantor Kas Meruya Ilir
Jl. Meruya Ilir Raya No. 12B
RT. 004/RW. 01
Kelurahan Srengseng,
Kecamatan Kembangan
Jakarta Barat, 11630
Telp : (021) 586 2070
Fax : (021) 584 9454

Kantor Kas Asemka
Jl. Pintu Kecil No. 58 E
Kelurahan Roamalaka,
Kecamatan Tambora
Jakarta Barat, 11230
Telp : (021) 6983 0696
Fax : (021) 6983 0697

Kantor Kas Duta Merlin
Komplek Pertokoan Duta Merlin
Blok A No. 10
JL. Gajah Mada No. 3-5
Kelurahan Petojo Utara,
Kecamatan Gambir
Jakarta Pusat, 10160
Telp : (021) 6386 5970
Fax : (021) 6386 5971

Kantor Kas Teluk Gong
Komplek Duta Harapan Indah
Blok L No. 6
Kelurahan Kapuk Muara,
Kecamatan Penjaringan
Jakarta Utara, 14460
Telp : (021) 662 8390
Fax : (021) 662 8391

Kantor Kas Karawaci
Komplek Karawaci Office Park
Blok I No. 27
JL. Pintu Besar Selatan
Kelurahan Panunggangan Barat
Kecamatan Cibodas
Tangerang, 15139
Telp : (021) 558 2581
Fax : (021) 558 2592

Kantor Kas Cikokol
Ruko Mahkota Mas
Blok C No. 07
Kelurahan Cikokol,
Kecamatan Tangerang
Tangerang, 15117
Telp : (021) 554 3118
Fax : (021) 554 3119

Kantor Kas Habibie Centre
Jl. Kemang Selatan Raya No. 98,
Jakarta Selatan
Telp : (021) 780 8132
Fax : (021) 780 6882

Kantor Kas Mediterania
Apartemen Mediterania Garden
Residence 2 Tower E/SH01/EE
Jl. Tanjung Duren Raya Kav. 5-9,
Tanjung Duren,
Jakarta Barat
Telp : (021) 5698 1783
Fax : (021) 5698 1784

Kantor Kas Central Park
Garden Shopping Arcade B/08/BG
Jl. Tanjung Duren Raya
Kav. 5-9, Tanjung Duren
Jakarta Barat
Telp : (021) 2920 6257
Fax : (021) 2920 6258

Kantor Kas Semanan
Komplek Ruko Plaza deLumina
Blok B-3A
Jl. Lingkar Luar Barat, Semanan
Jakarta Barat
Telp : (021) 2903 0615
Fax : (021) 2903 0616

Kantor Kas Hybrida
Jl. Raya Kelapa Hybrida
Blok RA 3/21
Pengangsaan, Kelapa Gading
Jakarta Utara
Telp : (021) 4584 4466
Fax : (021) 4584 4433

Kantor Kas La Piazza
Jl. Taman Mandiri I No. 8 Kav A1-B1
Kelapa Gading Timur,
Jakarta Utara
Telp : (021) 451 4012
Fax : (021) 451 4013

Kantor Kas Utan Panjang
Jl. Utan Panjang Raya III/6D
Kemayoran, Jakarta Pusat
Telp : (021) 424 2630
Fax : (021) 424 2638

Kantor Kas Samanhudi
Jl. Samanhudi No. 57-57A
Pasar Baru, Jakarta Pusat
Telp : (021) 351 3109
Fax : (021) 351 3187

Kantor Kas Muara Karang 2
Jl. Pluit Karang Utara No. 46
Blok I1 Selatan Kav.48
Penjaringan, Jakarta Utara
Telp : (021) 660 4144
Fax : (021) 660 4116

Kantor Kas Gedong Panjang
Jl. Gedong Panjang Raya No. 5A
Tambora, Jakarta Barat
Telp : (021) 690 0453
Fax : (021) 690 0455

Kantor Kas Tanah Abang
Jl. KH. Fachrudin
Pertokoan Grosir Mall Tanah Abang
Blok B Lantai 5
Loss Ktr. No. 2
Kelurahan Kampung Bali,
Kecamatan Tanah Abang
Jakarta Pusat, 10240
Telp : (021) 3003 6010
Fax : (021) 3003 6030

Kantor Kas Bulungan
Jl. Bulungan Raya No.18
Kramat Pela, Jakarta Selatan
Telp : (021) 722 8138
Fax : (021) 722 8139

KCP Kas Gajah Mada
Jl. Gajah Mada No. 41
Kelurahan Krukut,
Kecamatan Tamansari
Jakarta Barat
Telp : (021) 6386 6845
Fax : (021) 6386 6846

ENTITAS ANAK
Subsidiary Entity

Kantor Pusat Operasional / Operational Head Office
PT Bank Victoria Syariah
Rukan Permata Senayan Blok E No. 52,53,55
Jl. Tentara Pelajar, Grogol Utara, Kebayoran Lama
Jakarta Selatan, 12210

Kantor Cabang Pembantu Tebet, Jakarta
Grand Soepomo
Jl. Prof. Dr. Soepomo, SH
Blok A Lt.2 No.73,
Tebet, Jakarta Selatan
Telp : (021) 8378 5567
Fax : (021) 8378 5568

Kantor Cabang Pembantu Kramat Jati, Jakarta
Ruko Pasar Induk Kramat Jati
Blok D2/33
Jalan Raya Bogor KM. 17,
Jakarta Timur
Telp : (021) 8779 7573
Fax : (021) 8779 7574

Kantor Cabang Pembantu Depok, Jakarta
Jalan Proklamasi Raya No. 118
Cipayung, Sukmajaya,
Depok II Timur
Telp : (021) 7783 1115
Fax : (021) 7783 1182

Kantor Cabang Pembantu Tangerang, Jakarta
Ruko Modernland Blok AR/23
Jalan Jend. Sudirman Cikokol,
Tangerang
Telp : (021) 5574 7698
Fax : (021) 5574 7699

Kantor Cabang Bekasi
Bekasi Square Jl. A. Yani, Pekayon,
Bekasi
Telp : (021) 8243 4874-75
Fax : (021) 8243 4876

Kantor Cabang Banten
Jalan Jend. Ahmad Yani No. 152 A,
Kel. Sumur Pecung, Kec. Serang
Serang, Banten
Telp : (0254) 227 621
Fax : (0254) 227 622

Kantor Cabang Bandung
Jalan Gatot Subroto No. 3,
Bandung, Jawa Barat
Telp : (022) 8734 0303
Fax : (022) 8734 0311

Kantor Cabang Pembantu Braga, Bandung
Braga Plaza, Jl Braga No. 5-11,
Bandung, 40111
Telp : (022) 420 4941
Fax : (022) 426 0676

Kantor Cabang Pembantu Caringin, Bandung
Ruko Pasar Caringin Blok A1/27
Jl. Soekarno Hatta,
Bandung, Jawa Barat
Telp : (022) 540 5861
Fax : (022) 540 5862

Kantor Cabang Cirebon
Cirebon Super Block, Blok GS / 5
Jl. Dr. Cipto Mangunkusumo No. 26,
Cirebon, Jawa Barat
Telp : (0231) 829 1051-52
Fax : (0231) 829 1053

Kantor Cabang Pembantu Arjawinangun, Cirebon
Jl. By Pass No.4
Arjawinangun, Cirebon
Telp : (0231) 830 3525
Fax : (0231) 830 3502

Kantor Cabang Pembantu Kuningan, Jawa Barat
Ruko Taman Kuningan,
Blok A No. 11,
Kuningan, Jawa Barat
Telp : (0232) 888 2969
Fax : (0232) 879 596

Kantor Cabang Tegal
Ruko Nirmala Square Blok A/12
Jl. Yos Sudarso,
Tegal, Jawa Tengah
Telp : (0283) 351 024, 353 875
Fax : (0283) 351 027

Kantor Cabang Pembantu Banjaran, Tegal
Jl. Adiwerna No. 7 Banjaran
Tegal, Jawa Tengah
Telp : (0283) 442 203
Fax : (0283) 442 204

Kantor Cabang Pembantu Brebes, Tegal
Jalan A. Yani No. 82,
Brebes, Jawa Tengah
Telp : (0283) 671 376
Fax : (0283) 671 426

Kantor Cabang Solo
Ruko Honggowongso Square
Blok A/7,
Jl. Honggowongso, Solo
Telp : (0271) 660 832
Fax : (0271) 660 932

Kantor Cabang Badung, Tuban, Denpasar
Ruko Tuban Plaza No. 44-45
Jl. By Pass Ngurah Rai,
Tuban, Denpasar
Telp : (0361) 753 531-32
Fax : (0361) 768 081

Kantor Cabang Pembantu Diponegoro, Denpasar
Ruko Artha Luhur, Kav. 4
Jl. Diponegoro,
Denpasar
Telp : (0361) 237 695
Fax : (0361) 257 662

AKSES **INFORMASI**

Access to Information

Bank Victoria telah menyediakan akses informasi bagi Pemegang Saham dan pemangku kepentingan untuk mendapatkan informasi lebih lanjut melalui:

Bank Victoria has provided access for the Shareholders and Stakeholders to obtain further information via:

SEKRETARIS PERUSAHAAN

Corporate Secretary

Ruly Dwi Rahayu
Panin Tower Lantai 15, Senayan City
Jl. Asia Afrika Lot 19
Jakarta, 10270
T +62-21 7278 1800
F +62-21 7278 1900
E corsec@victoriabank.co.id
W www.victoriabank.co.id

Selain itu, informasi mengenai perkembangan saham dan permodalan Bank Victoria juga dapat diakses melalui *website* Bursa Efek Indonesia (www.idx.co.id).

In addition, information concerning the growth of Bank Victoria shares and capital is also accessible through the Indonesia Stock Exchange website (www.idx.co.id).

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ANALISIS DAN PEMBAHASAN MANAJEMEN **ATAS KINERJA PERUSAHAAN**

Management Discussion and Analysis on The Company's Performance

Gejolak perekonomian global yang terus berlanjut di 2014 membawa tantangan tersendiri bagi Bank Victoria. Hal tersebut mendorong manajemen Bank untuk berupaya mempertahankan kinerja baik yang telah diraih di tahun-tahun sebelumnya. Bank telah melakukan beberapa inovasi untuk meningkatkan kinerja produk dan jasa layanan yang diberikan. Hal tersebut ditunjukkan dengan peningkatan jumlah dana pihak ketiga yang dihimpun Bank Victoria sebesar 14,31% dan peningkatan penyaluran pinjaman sebesar 10,78%. Selain itu, jasa layanan Bank juga meningkat 4,47%.

The global economy turmoil that continued in 2014 brought a distinct challenge for Bank Victoria. It encouraged the Bank's management to put an effort in maintaining good performance that has been achieved in previous years. The Bank has developed several innovations to improve the performance of the products and services provided. This was indicated by an increase in the total of third party funds collected by the Bank of 14.31% and an increase in loan extension by 10.78%. In addition, the Bank's services also increased by 4.47%.

TINJAUAN **BISNIS**

Business Review

PEREKONOMIAN INDONESIA

Selama tahun 2014, di tengah tingginya sejumlah tantangan global dan domestik, kinerja perekonomian Indonesia relatif cukup baik. Hal ini terlihat dengan stabilitas makroekonomi yang terjaga dan proses penyesuaian ke arah yang lebih sehat. Baiknya kinerja perekonomian Indonesia juga diperlihatkan dengan fundamental ekonomi dan berbagai kebijakan stabilisasi ekonomi, serta reformasi struktural yang ditempuh Bank Indonesia dan pemerintah (Sumber: Tinjauan Kebijakan Moneter Bank Indonesia, Januari 2015).

Pertumbuhan ekonomi Indonesia tahun 2014 yang diukur berdasarkan Produk Dometik Bruto (PDB) atas dasar harga berlaku mencatat pertumbuhan sebesar 5,02% dari tahun 2013. PDB 2014 tercatat mencapai Rp10.542,69 triliun. Dari sisi produksi, pertumbuhan tertinggi berasal dari lapangan usaha Informasi dan Komunikasi sebesar 10,02%, diikuti Jasa Perusahaan sebesar 9,81% dan Jasa Lainnya sebesar 8,92%. Sedangkan, pertumbuhan lapangan usaha Jasa Keuangan dan Asuransi hanya sebesar 4,93%. Dari sisi pengeluaran, pertumbuhan tertinggi berasal dari Pengeluaran Konsumsi Lembaga Non Profit Rumah Tangga (LNPRT) sebesar 12,43%, diikuti Perubahan Inventori sebesar 9,20% dan Pengeluaran Konsumsi Rumah Tangga sebesar 5,14%. Secara spasial, pertumbuhan ekonomi Indonesia tersebut terjadi di seluruh Provinsi dengan pertumbuhan tertinggi terjadi di provinsi Sulawesi Barat sebesar 8,73%, diikuti provinsi Jambi sebesar 7,93% dan provinsi Sulawesi Selatan sebesar 7,57% (Sumber: Berita Resmi Statistik Badan Pusat Statistik Nomor: 17/02/Th.XVIII, 5 Februari 2015).

Meskipun tumbuh sebesar 5,02%, namun pertumbuhan tersebut melambat sejak 5 tahun terakhir. Perlambatan pertumbuhan ekonomi Indonesia yang terjadi di tahun 2014 khususnya berasal dari sisi eksternal akibat pengaruh ekspor yang menurun dikarenakan turunnya permintaan dan harga komoditas global, serta adanya kebijakan pembatasan ekspor mineral mentah. Dari sisi permintaan domestik, perlambatan tersebut didorong oleh terbatasnya konsumsi pemerintah seiring dengan program penghematan anggaran (Sumber: Tinjauan Kebijakan Moneter Bank Indonesia, Januari 2015).

Meskipun demikian, seiring dengan kebijakan stabilisasi yang dilakukan secara konsisten, khususnya terkait dengan peningkatan suku bunga Bank Indonesia, Neraca Pembayaran Indonesia (NPI) membaik sehingga cadangan devisa pada akhir Desember 2014 meningkat menjadi USD 111,9 miliar atau setara dengan 6,5 bulan impor dan pembayaran utang luar negeri pemerintah yang di atas standar kecukupan internasional sekitar 3 bulan impor. Inflasi tetap terkendali, yaitu sebesar 8,36% *(yoy)*, lebih rendah dari tahun sebelumnya yang sebesar 8,38%. Pencapaian tersebut berada di atas sasaran inflasi yang telah ditetapkan sebesar 4,5±1%.

INDONESIA'S ECONOMY

During 2014, in the midst of considerable global and domestic challenges, Indonesia's economic performance was relatively good. This was indicated in a maintained macroeconomic stability and the adjustment process to a more healthy direction. A good Indonesia's performance was also shown by the economic fundamentals and economic stabilization policies as well as structural reforms pursued by Bank Indonesia and the government (Source: Monetary Policy Review, BI, January 2015).

The Indonesia's economic growth in 2014 as measured by Gross Dometik Product (GDP) at current prices registered a growth of 5.02% from 2013. GDP in 2014 was Rp10,542.69 trillion. On the production side, the highest growth came from the Information and Communication business with 10.02%, followed by Corporate Services with 9.81% and Other Services with 8.92%. Meanwhile, the Financial and Insurance Services business only grew about 4.93%. On the expenditure side, the highest growth came from the Household Non Profit Organization Consumption Expenditure (LNPRT) about 12.43%, followed by Inventory Changes with 9.20% and Household Consumption Expenditure with 5.14%. Spatially, Indonesia's economic growth was achieved in all Provinces with the highest growth was achieved in West Sulawesi with 8.73%, followed by Jambi with 7.93% and South Sulawesi with 7.57%.

Although the economy grew by 5.02%, but such growth has slowed for the last 5 years. Indonesia's economic growth slowdown in 2014, especially occurred in the external side caused by the declining exports influence due to falling demand and global commodity prices, as well as the policy of raw minerals export restrictions. In terms of domestic demand, the slowdown was driven by limited government consumption in line with budget austerity policy (Source: Monetary Policy Review, BI, January 2015).

Nevertheless, in line with the stabilization policy that was implemented consistently, especially related to the increase in Bank Indonesia's rate, Indonesia's balance of payments (BOP) improved so the foreign exchange reserves at the end of December 2014 increased to USD111.9 billion, equivalent to 6.5 months of imports and government foreign debt payments was above international adequacy standards around 3 months of imports. Inflation remains under control about 8.36% (yoy), lower than previous year of 8.38%. The achievement was above the inflation target set at 4.5±1%. In addition, Rupiah recorded quite

Selain itu, nilai tukar Rupiah mencatat apresiasi yang cukup tinggi terhadap Yen Jepang dan Euro serta masih cukup kompetitif bila dibandingkan dengan negara mitra dagang, walaupun Rupiah melemah terhadap USD secara *point to point* sebesar 1,74% *(yoy)* ke level Rp12.385 per USD (Sumber: Tinjauan Kebijakan Moneter Bank Indonesia, Januari 2015).

KONDISI INDUSTRI PERBANKAN

Selama 2014, stabilitas sistem keuangan Indonesia tetap terjaga dengan ditopang oleh industri perbankan yang *solid* sehingga mendukung proses penyesuaian ekonomi ke arah yang lebih sehat. Suku bunga perbankan mengalami peningkatan respon terhadap kenaikan suku bunga Bank Indonesia. Dana Pihak Ketiga (DPK) mengalami pertumbuhan yang dipicu oleh peningkatan pertumbuhan deposito. Namun, beberapa komponen dari DPK mengalami penurunan pertumbuhan, yaitu DPK jenis giro dan tabungan. Demikian pula dengan pertumbuhan kredit yang sepanjang tahun 2014 berada dalam tren menurun yang sejalan dengan melambatnya permintaan domestik. Perlambatan kredit tersebut terjadi hampir di semua sektor, termasuk sektor-sektor utama, seperti sektor perdagangan, hotel, restoran dan sektor industri pengolahan (Sumber: Tinjauan Kebijakan Moneter Bank Indonesia, Januari 2015).

Terkait dengan risiko perbankan, risiko kredit, risiko likuiditas, dan risiko pasar relatif stabil dan terkendali. Rasio kecukupan modal *(Capital Adequacy Ratio)* meningkat serta rasio kredit bermasalah *(Non Performing Loan)* masih rendah. Selain itu, kondisi permodalan juga masih kuat untuk memelihara industri perbankan secara keseluruhan. Hal ini menunjukkan daya tahan perbankan yang masih kuat untuk mengatasi tekanan dan gejolak, termasuk berlanjutnya tren kenaikan suku bunga perbankan (Sumber: Tinjauan Kebijakan Moneter Bank Indonesia, Januari 2015).

high appreciation against Japanese Yen and Euro, and was still quite competitive when compared with trading partners, although Rupiah was lower against USD in point-to-point basis at 1.74% (yoy) to the level of Rp12.385 per USD (Source: Monetary Policy Review, BI, January 2015).

BANKING INDUSTRY CONDITION

During 2014, the stability of the Indonesia's financial system was still well maintained supported by a solid banking industry thus supporting the economic adjustment process towards a more healthy direction. Banking interest rate experienced an increase in respond towards the increase of Bank Indonesia' rate. Third Party Fund *(Dana Pihak Ketiga)* experienced growth which was driven by an increase in the growth of deposits. However, some components of the TPF experienced a decline, namely DPK in current and savings accounts. Similarly, the credit growth throughout 2014 was suffering a downward trend in line with the slowdown in domestic demand. The credit slowdown occurred in nearly all sectors, including key sectors, such as trade, hotels, restaurants and manufacturing sectors (Source: Monetary Policy Review, BI, January 2015).

Related to risk in banking industry, the credit risk, liquidity risk and market risk were relatively stable and controllable. The Capital Adequacy Ratio increased and NPL (Non Performing Loan) was still low. In addition, the capital condition was still strong to maintain the banking industry as a whole. This indicated the banking industry's resilience to cope with stress and turmoil, including the continuing upward trend in bank interest rates (Source: Monetary Policy Review, BI, January 2015).

TINJAUAN **OPERASIONAL**

Operational Review

Dalam menjalankan usahanya, Bank Victoria menghimpun dana masyarakat yang kemudian disalurkan dalam bentuk pemberian kredit kepada perorangan maupun korporasi. Selain itu, Bank juga menyediakan berbagai layanan lainnya yang memudahkan nasabah dalam melakukan berbagai kegiatan.

Produk dan layanan yang disediakan Bank Victoria sebagai berikut:
1. Produk simpanan, terdiri dari:
   a) Produk tabungan: Tabungan Victoria, Tabungan V-Pro, Tabungan V-Plan, Tabungan V-Junior, Tabungan V-Bisnis, Tabungan VIP Safe, TabunganKu, Tabungan Victoria 88;
   b) Produk giro (dalam mata uang Rupiah); serta
   c) Produk deposito: Deposito Berjangka, Deposito Harian, dan Deposito Berhadiah.
2. Produk pinjaman, terdiri dari: Kredit Modal Kerja, Kredit Investasi, Kredit Pemilikan Rumah, Kredit Pemilikan Mobil, dan Kredit Multi Guna.
3. Jasa layanan, terdiri dari: Surat Kredit Berdokumen Dalam Negeri (SKBDN), *Western Union*, Kliring/Inkaso, Bank Garansi, Pembayaran Listrik PLN Praqtis, Pembayaran Telkom, Pembayaran Gaji Karyawan, *Money Changer*, serta ATM Victoria.

Selain itu, Bank Victoria melalui anak usaha yang bergerak di bidang Syariah menyediakan produk dan layanan sebagai berikut:
1. Produk simpanan, meliputi: Giro iB, Tabungan iB, Deposito iB, Tabungan V-Plan iB, dan Tabungan V-Bisnis iB.
2. Produk pembiayaan: Pembiayaan *Murabahah*, Pembiayaan *Mudharabah*, Pembiayaan *Murabahah* Pemilikan Mobil, Pembiayaan *Murabahah* Pemilikan Rumah, Pembiayaan *Murabahah* Mikro, Pembiayaan Multiguna, Pembiayaan V-Kop iB.

KINERJA OPERASIONAL

Kinerja operasional Bank diklasifikasikan berdasarkan kinerja produk dan layanan yang diberikan, serta segmen usaha Bank. Kinerja produk dan layanan terdiri dari kinerja produk simpanan, produk pinjaman, dan jasa layanan. Sedangkan segmen usaha terdiri dari segmen operasi dan segmen geografis.

KINERJA PRODUK DAN LAYANAN

PRODUK SIMPANAN

Produk simpanan merupakan dana pihak ketiga yang berhasil dihimpun oleh Bank melaui berbagai produk tabungan, giro, dan deposito. Pada 2014, Bank melakukan inovasi dengan mengembangkan berbagai produk simpanan, yaitu produk tabungan dan deposito. Bank menerbitkan Tabungan VIP Safe yang memberikan perlindungan asuransi bagi nasabah. Bank juga

In conducting its business, Bank Victoria collects public funds then distributes it in the form of credit to individuals and corporations. In addition, the Bank also provides a variety of other services to facilitate customers to perform various activities.

The products and services provided by Bank Victoria are as follows:
1. Saving deposits product, consisting of:
   a) Savings products: Tabungan Victoria, Tabungan V-Pro, Tabungan V-Plan, Tabungan V-Junior, Tabungan V-Bisnis, Tabungan VIP Safe, TabunganKu, Tabungan Victoria 88;
   b) Demand deposits product (in Rupiah currency); and
   c) Term deposits product: Time Deposits, Daily Deposit and Deposit with Prizes.
2. Loan products, consisting of: Working Capital Credit, Investment Credit, Home Loan, Car Loan, and Multipupose Credit.
3. Services consisting of: Domestic Letter of Credit (SKBDN), Western Union, Clearing/Collection, Bank Guarantee, Praqtis Electricity Payment, Telkom Payments, Employee Salary Payment, Money Changer, and ATM Victoria.

In addition, Bank Victoria through its subsidiaries engaged in providing Sharia's products and services as follows:
1. Savings deposits products, including: Giro iB, Tabungan iB, Deposito iB, Tabungan V-Plan iB, and Tabungan V-Bisnis iB.
2. Financing products: Murabahah Financing, Mudharabah Financing, Murabahah Financing Car Ownership, Murabahah Financing Home Ownership, Murabahah Micro Financing, Multipurpose Financing, V-Kop iB Financing.

OPERATIONAL PERFORMANCE

The Bank's operational performance is classified based on the performance of the products and services provided, as well as the Bank's business segments. The products and services performance consist of the performance of savings deposits products, loan products, and services. While business segments consist of operating and geographical segments.

PRODUCTS AND SERVICES PERFORMANCE

SAVING DEPOSITS PRODUCTS

Savings deposits products are third party funds collected by the Bank through a variety of savings product, demand deposits product and term deposits. In 2014, the Bank came up with innovations by developing a variety of saving deposit products, namely savings and deposit products. The Bank issued Tabungan VIP Safe which provides insurance protection for the customers.

menerbitkan Program VIP Duo dan Program VIP Super Duo yang merupakan produk *bundling* deposito dan asuransi. Inovasi yang dilakukan tersebut telah meningkatkan kinerja penghimpunan dana pihak ketiga, baik dari jumlah rekening maupun jumlah dana. Kinerja produk simpanan Bank dijelaskan sebagai berikut:

The Bank also offered VIP Duo Program and VIP Super Duo Program which is a bundling of deposits and insurance products. The Innovation has increased the performance of third party funds in form of the total accounts and total funds. The performance of Bank's saving deposit products is described as follows:

Tabel Jumlah Rekening Dana Pihak Ketiga
Table of Total Third Party Funds

(dalam unit rekening) (in account unit)

KETERANGAN	2014	Komposisi Composition	2013	Komposisi Composition	Pertumbuhan Growth	REMARKS
Tabungan	37,822	66.85%	27,715	62.60%	36.47%	Saving Deposits
Giro	2,187	3.87%	2,141	4.84%	2.15%	Demand Deposits
Deposito Berjangka	16,570	29.29%	14,420	32.57%	14.91%	Time Deposits
TOTAL	**56,579**	**100.00%**	**44,276**	**100.00%**	**27.79%**	TOTAL

Jumlah rekening dana pihak ketiga yang berhasil dihimpun Bank di 2014 mengalami peningkatan sebesar 27,79% dari 44.276 unit rekening di 2013 menjadi 56.579 unit rekening di 2014. Peningkatan tersebut didominasi oleh peningkatan tabungan sebesar 36,47%, diikuti peningkatan deposito berjangka sebesar 14,91% dan peningkatan giro sebesar 2,15%.

The total of third party funds accounts that has been collected by the Bank in 2014 increased by 27.79% from 44,276 units in 2013 to 56,579 account unit in 2014. This increase was dominated by an increase in saving deposits of 36.47%, followed by an increase in time deposits of 14.91% and an increase in demand deposits of 2.15%.

Tabel Jumlah Dana Pihak Ketiga
Table of Total Third Party Funds

(dalam juta Rp) (in million Rp)

KETERANGAN	2014	Komposisi Composition	2013	Komposisi Composition	Pertumbuhan Growth	REMARKS
Tabungan	878,870	5.43%	670,694	4.74%	31.04%	Saving Deposits
Giro	681,685	4.21%	1,102,048	7.79%	(38.14%)	Demand Deposits
Deposito Berjangka	14,617,423	90.35%	12,380,340	87.47%	18.07%	Time Deposits
TOTAL	**16,177,978**	**100.00%**	**14,153,082**	**100.00%**	**14.31%**	TOTAL

Sedangkan, jumlah dana pihak ketiga yang berhasil dihimpun Bank mengalami peningkatan sebesar 14,31% dari Rp14.153,08 miliar di 2013 menjadi Rp16.177,98 miliar di 2014. Peningkatan ini berasal dari peningkatan jumlah tabungan sebesar 31,04% dan peningkatan jumlah deposito berjangka sebesar 18,07%. Penjelasan mengenai kinerja produk simpanan diuraikan sebagai berikut:

Meanwhile, total third party funds collected by the Bank increased by 14.31% from Rp14,153.08 billion in 2013 to Rp16,177.98 billion in 2014. This increase came from the increase of the saving deposits of 31.04% and time deposits of 18.07%. A description of the deposit products performance is described as follows:

Tabungan

Produk tabungan Bank mengalami peningkatan di 2014, baik dari jumlah rekening maupun jumlah dana. Jumlah rekening meningkat sebesar 36,47% dari 27.715 unit rekening di 2013 menjadi 37.822 rekening di 2014. Peningkatan rekening tabungan khususnya berasal dari peningkatan rekening tabungan pihak ketiga sebesar 36,49% dari 27.553 unit rekening di 2013 menjadi 37.608 unit rekening di 2014.

Saving Deposits

Bank's savings products increased in 2014, in term of the account unit number and the total funds. The number of account unit increased by 36.47% from 27,715 units in 2013 to 37,822 account units in 2014. The increase in the savings account units, especially came from an increase in the third party savings account by 36.49% from 27,553 account units in 2013 to 37,608 account units in 2014.

Tabel Jumlah Rekening Produk Tabungan
Table of Saving Deposits Product Accounts

(dalam unit rekening) (in account unit)

KETERANGAN	2014	Komposisi Composition	2013	Komposisi Composition	Pertumbuhan Growth	REMARKS
Pihak Ketiga	37,608	99.43%	27,553	99.42%	36.49%	Third Parties
Pihak Berelasi	214	0.57%	162	0.58%	32.10%	Related Parties
TOTAL	**37,822**	**100.00%**	**27,715**	**100.00%**	**36.47%**	**TOTAL**

Sedangkan, jumlah dana yang dihimpun Bank melalui produk tabungan meningkat 31,04% dari Rp670,69 miliar di 2013 menjadi Rp878,87 miliar di 2014. Peningkatan dana produk tabungan khususnya berasal dari tabungan pihak ketiga yang meningkat sebesar 30,38% dari Rp658,64 miliar di 2013 menjadi Rp858,76 miliar di 2014.

The amount of funds collected through the Bank's savings products increased by 31.04% from Rp670.69 billion in 2013 to Rp878.87 billion in 2014. The increase in savings products fund, especially came from third parties savings which increased by 30.38% from Rp658.64 billion in 2013 to Rp858.76 billion in 2014.

Tabel Jumlah Dana Produk Tabungan
Table of Total Saving Deposits Products Funds

(dalam juta Rp) (in million Rp)

KETERANGAN	2014	Komposisi Composition	2013	Komposisi Composition	Pertumbuhan Growth	REMARKS
Pihak Ketiga	858,758	97.71%	658,636	98.20%	30.38%	Third Parties
Pihak Berelasi	20,112	2.29%	12,058	1.80%	66.79%	Related Parties
TOTAL	**878,870**	**100.00%**	**670,694**	**100.00%**	**31.04%**	**TOTAL**

Giro

Pada 2014, jumlah rekening produk giro meningkat sebesar 2,15% dari 2.141 unit rekening di 2013 menjadi 2.187 unit rekening di 2014. Jumlah rekening produk giro pihak ketiga meningkat 43 unit rekening atau sebesar 2,02%, sedangkan jumlah rekening produk giro pihak berelasi meningkat 3 unit rekening atau sebesar 25,00%.

Demand Deposits

In 2014, the total demand deposits accounts increased by 2.15% from 2,141 account units in 2013 to 2,187 units in 2014. The total of third party demand deposits accounts increased by 43 account units or by 2.02%, while the total related party demand deposits accounts increased by 3 account units or by 25.00%.

Tabel Jumlah Rekening Produk Giro
Table of Total Demand Deposits Product Accounts

(dalam unit rekening) (in account unit)

KETERANGAN	2014	Komposisi Composition	2013	Komposisi Composition	Pertumbuhan Growth	REMARKS
Pihak Ketiga	2,172	99.31%	2,129	99.44%	2.02%	Third Parties
Pihak Berelasi	15	0.69%	12	0.56%	25.00%	Related Parties
TOTAL	**2,187**	**100.00%**	2,141	**100.00%**	**2.15%**	**TOTAL**

Sedangkan, jumlah dana produk giro mengalami penurunan sebesar 38,14% dari Rp1.102,05 miliar di 2013 menjadi Rp681,69 miliar di 2014. Penurunan tersebut khususnya berasal dari penurunan dana produk giro pihak ketiga sebesar 38,29% dari Rp1.097,00 miliar di 2013 menjadi Rp676,97 miliar di 2014. Penurunan dana produk giro tersebut dipengaruhi faktor kondisi ekonomi yang menyebabkan semakin ketatnya persaingan Bank dalam menarik dana giro pihak ketiga. Penurunan ini sejalan dengan penurunan produk giro bank umum secara keseluruhan.

Meanwhile, the total demand deposits funds decreased by 38.14% from Rp1,102.05 billion in 2013 to Rp681.69 billion in 2014. Such decline was particularly from a decrease in third party demand deposits by 38.29% from Rp1,097.00 billion in 2013 to Rp676.97 billion in 2014. The decline in the demand deposits funds was influenced by economic condition factors which caused to an increasing stiff competition of the Bank in attracting the third party demand deposits. This decline was in line with the decrease in commercial banks' demand deposit product as a whole.

Tabel Jumlah Dana Produk Giro
Table of Total Demand Deposits Product Funds

(dalam juta Rp) (in million Rp)

KETERANGAN	2014	Komposisi Composition	2013	Komposisi Composition	Pertumbuhan Growth	REMARKS
Pihak Ketiga	676,969	99.31%	1,096,995	99.54%	(38.29%)	Third Parties
Pihak Berelasi	4,716	0.69%	5,053	0.46%	(6.66%)	Related Parties
TOTAL	**681,685**	**100.00%**	**1,102,048**	**100.00%**	**(38.14%)**	**TOTAL**

Deposito Berjangka

Produk deposito berjangka Bank mengalami peningkatan di 2014, baik jumlah rekening maupun jumlah dana. Jumlah rekening produk deposito berjangka meningkat sebesar 14,91% dari 14.420 unit rekening di 2013 menjadi 16.570 unit rekening di 2014. Peningkatan tersebut khususnya berasal dari peningkatan rekening produk deposito berjangka 3 bulan sebesar 64,30% atau meningkat 1.904 unit rekening. Peningkatan tersebut disebabkan profiling deposito yang dilakukan Bank, yaitu dengan lebih fokus untuk meningkatkan portofolio deposito berjangka di atas 1 bulan yang didukung dengan adanya program V88 yang merupakan produk *bundling* deposito berjangka 3 bulan.

Time Deposits

The Bank's time deposit products increased in 2014, both in term of the total account units and the total funds. The total time deposit account units increased by 14.91% from 14,420 account units in 2013 to 16,570 account units in 2014. This increase was particularly derived from the increase in 3-month time deposit accounts by 64.30%, an increase of 1,904 units of account. This increase was due to deposits profiling conducted by the Bank, by giving more focus on increasing the term deposits above 1-month portfolio supported by the V88 program which is a 3-month time deposits bundling product.

Tabel Jumlah Rekening Produk Deposito Berjangka
Table of Total Time Deposits Product Accounts

(dalam unit rekening) (in account unit)

KETERANGAN	2014	Komposisi Composition	2013	Komposisi Composition	Pertumbuhan Growth	REMARKS
1 bulan	7,446	44.94%	7,257	50.33%	2.60%	1 month
3 bulan	4,865	29.36%	2,961	20.53%	64.30%	3 month
6 bulan	3,729	22.50%	3,682	25.53%	1.28%	6 month
12 bulan	530	3.20%	520	3.61%	1.92%	12 month
TOTAL	**16,570**	**100.00%**	**14,420**	**100.00%**	**14.91%**	**TOTAL**

Sedangkan, jumlah dana produk deposito berjangka mengalami peningkatan sebesar 18,07% dari Rp12.380,34 miliar di 2013 menjadi Rp14.617,42 miliar di 2014. Peningkatan tersebut khususnya berasal dari peningkatan produk deposito berjangka 3 bulan sebesar 62,65% dari Rp2.468,20 miliar di 2013 menjadi Rp4.014,62 miliar di 2014.

Meanwhile, the total time deposit funds increased by 18.07% from Rp12,380.34 billion in 2013 to Rp14,617.42 billion in 2014. This increase was particularly derived from the increase in 3-month time deposit products by 62.65% from Rp2,468.20 billion in 2013 to Rp4,014.62 billion in 2014.

Tabel Jumlah Dana Produk Deposito Berjangka
Table of Total Time Deposits Fund Amount

(dalam juta Rp) (in million Rp)

KETERANGAN	2014	Komposisi Composition	2013	Komposisi Composition	Pertumbuhan Growth	REMARKS
1 bulan	5,889,248	40.29%	6,251,358	50.49%	(5.79%)	1 month
3 bulan	4,014,619	27.46%	2,468,205	19.94%	62.65%	3 month
6 bulan	3,751,672	25.67%	2,947,798	23.81%	27.27%	6 month
12 bulan	961,884	6.58%	712,979	5.76%	34.91%	12 month
TOTAL	**14,617,423**	**100.00%**	**12,380,340**	**100.00%**	**18.07%**	**TOTAL**

PRODUK PINJAMAN

Produk pinjaman merupakan pemberian kredit/pembiayaan kepada pihak ketiga, baik perorangan maupun perusahaan. Pada 2014, Bank melakukan inovasi untuk meningkatkan penyaluran kredit dengan cara memberikan tingkat suku bunga yang menarik, khususnya bagi kredit pemilikan rumah dan mobil. Hal ini telah mendorong pertumbuhan positif produk pinjaman Bank. Produk pinjaman meningkat sebesar 10,78% dari Rp11.220,40 miliar di 2013 menjadi Rp12.430,39 miliar di 2014. Penjelasan mengenai produk pinjaman diuraikan sebagai berikut:

LOAN PRODUCTS

Loan products is loans/financing extension to third parties, either individuals and corporate. In 2014, the Bank tried to innovate to increase credit extension by offering attractive interest rates, especially for mortgage and car loan. This has encouraged positive growth in the Bank's loan products. Loan products increased by 10.78% from Rp11,220.40 billion in 2013 to Rp12,430.39 billion in 2014. A description of the loan products is described as follows:

Tabel Produk Pinjaman Berdasarkan Jenis
Table of Loans by Type

(dalam juta Rp) (in million Rp)

KETERANGAN	2014	Komposisi Composition	2013	Komposisi Composition	Pertumbuhan Growth	REMARKS
Pinjaman Tetap	7,800,601	62.75%	6,367,391	56.75%	22.51%	Fixed Loans
Pinjaman Konsumen	542,381	4.36%	465,204	4.15%	16.59%	Consumer Loans
Pinjaman Rekening Koran	1,139,861	9.17%	1,212,714	10.81%	(6.01%)	Overdraft Loans
Pinjaman Tetap Dengan Angsuran	1,713,609	13.79%	2,129,128	18.98%	(19.52%)	Fixed Loans with Installments
Pinjaman Serba Guna	157,441	1.27%	184,703	1.65%	(14.76%)	Other Loans
Pinjaman Tanpa Agunan	1,073	0.01%	1,314	0.01%	(18.37%)	Unsecured Loans
Pembiayaan Syariah	1,075,424	8.65%	859,945	7.66%	25.06%	Sharia Financing
TOTAL	**12,430,390**	**100.00%**	**11,220,399**	**100.00%**	**10.78%**	**TOTAL**

Berdasarkan jenis, struktur pinjaman yang diberikan Bank di 2014 didominasi oleh pinjaman tetap, pinjaman tetap dengan angsuran, pinjaman rekening koran, pembiayaan syariah, pinjaman konsumen, pinjaman serba guna, dan pinjaman tanpa agunan. Kinerja penyaluran pinjaman tersebut bervariasi. Pinjaman tetap, pinjaman konsumen, dan pembiayaan syariah mengalami pertumbuhan positif dengan peningkatan terbesar dari pinjaman tetap. Pinjaman tetap meningkat Rp1.433,21 miliar atau sebesar 22,51% dari Rp6.367,39 miliar di 2013 menjadi Rp7.800,60 miliar di 2014. Sedangkan pinjaman rekening koran, pinjaman tetap dengan angsuran, pinjaman serba guna, dan pinjaman tanpa agunan mengalami pertumbuhan negatif.

Based on the type, the loans structure provided by the Bank in 2014 was dominated by fixed loans, fixed loans with installment, overdraft loans, Sharia financing, consumer loans, other loans, and unsecured loans. The loans portfolio performance varies. Fixed loans, consumer loans, and Sharia financing experienced positive growth with the largest increase in fixed loans. Fixed loans increased by Rp1,433.21 billion or 22.51% from Rp6,367.39 billion in 2013 to Rp7,800.60 billion in 2014. While the overdraft loans, fixed loans with installment, other loans, and unsecured loans experienced negative growth.

Tabel Produk Pinjaman Berdasarkan Sektor Ekonomi
Table of Loans Product by Economic Sector

(dalam juta Rp) (in million Rp)

KETERANGAN	2014	Komposisi Composition	2013	Komposisi Composition	Pertumbuhan Growth	REMARKS
Perdagangan, Restoran dan Hotel	2,340,706	18.83%	2,230,490	19.88%	4.94%	Trading, Restaurant and Hotel
Lembaga Pembiayaan	2,571,185	20.68%	2,264,588	20.18%	13.54%	Financing
Industri	1,583,972	12.74%	1,612,787	14.37%	(1.79%)	Industry
Konstruksi	1,010,864	8.13%	651,421	5.81%	55.18%	Construction
Real Estate	1,174,734	9.45%	852,187	7.59%	37.85%	Real Estate
Jasa-jasa Sosial/ Masyarakat	343,639	2.76%	136,900	1.22%	151.01%	Social/Community Services
Lain-lain	2,333,668	18.77%	2,612,080	23.28%	(10.66%)	Others
Syariah	1,071,621	8.62%	859,945	7.66%	24.62%	Syariah
TOTAL	**12,430,390**	**100.00%**	**11,220,399**	**100.00%**	**10.78%**	**TOTAL**

Berdasarkan sektor ekonomi, struktur pinjaman yang diberikan Bank di 2014 didominasi oleh sektor lembaga pembiayaan, diikuti sektor perdagangan, restoran dan hotel, sektor lain-lain, sektor industri, sektor *real estate*, sektor syariah, sektor konstruksi, dan sektor jasa-jasa sosial. Sebagian besar sektor tersebut mengalami peningkatan penyaluran pinjaman. Peningkatan terbesar berasal dari sektor konstruksi yang mencapai Rp359,44 miliar atau sebesar 55,18% dari Rp651,42 miliar di 2013 menjadi Rp1.010,86 miliar di 2014. Sedangkan penyaluran pinjaman sektor industri dan lain-lain mengalami penurunan.

Based on the economic sector, the loan structure provided by the Bank in 2014 was dominated by the financing sector, followed by trading, restaurants and hotels, others, industry, real estate, sharia, construction, and the social services sectors. Most of the sectors experienced an increase in loans extension. The largest increase came from the construction sector that reached Rp359.44 billion or 55.18% from Rp651.42 billion in 2013 to Rp1,010.86 billion in 2014. While the loans extension in industry and other sectors experienced a decrease.

Tabel Produk Pinjaman UMKM
Table of MSME Loans Product

(dalam juta Rp) (in million Rp)

KETERANGAN	2014	Komposisi Composition	2013	Komposisi Composition	Pertumbuhan Growth	REMARKS
Usaha Mikro	74,621	6.03%	124,063	9.86%	(39.85%)	Micro Enterprise
Usaha Kecil	131,619	10.64%	119,722	9.52%	9.94%	Small Enterprise
Usaha Menengah	1,030,625	83.33%	1,014,082	80.62%	1.63%	Medium Enterprise
TOTAL	**1,236,865**	**100.00%**	**1,257,867**	**100.00%**	**(1.67%)**	**TOTAL**

Berdasarkan pinjaman Usaha Mikro, Kecil, dan Menengah (UMKM), struktur pinjaman yang diberikan Bank didominasi oleh pinjaman usaha menengah, diikuti pinjaman usaha kecil dan usaha mikro. Secara keseluruhan, pinjaman UMKM tersebut mengalami penurunan sebesar 1,67% dari Rp1.257,87 miliar di 2013 menjadi Rp1.236,87 miliar di 2014. Penurunan tersebut berasal dari penurunan pinjaman usaha mikro sebesar 39,85% dari Rp124,06 miliar di 2013 menjadi Rp74,62 miliar di 2014. Namun demikian, pinjaman usaha kecil dan usaha menengah masing-masing mengalami peningkatan sebesar 9,94% dan 1,63%.

Based on the Micro, Small, and Medium Enterprises (MSME) loans sector, the loans structure provided by the Bank was dominated by medium enterprise loans, small enterprise loans and followed by micro enterprise loans. Overall, the MSME loans decreased by 1.67% from Rp1.257,87 billion in 2013 to Rp1.236,87 billion in 2014. This decline was caused by the decrease of micro enterprise loans by 39.85% from Rp124.06 billion in 2013 to Rp74.62 billion in 2014. However, small enterprise loans and medium enterprises loans increased by 9.94% and 1.63% respectively.

JASA LAYANAN

Jasa layanan merupakan usaha penunjang yang disediakan Bank Victoria untuk memberikan kemudahan kepada nasabah Bank dalam melakukan berbagai kegiatan. Selama 2014, Bank Victoria telah melakukan berbagai inovasi untuk meningkatkan pemberian jasa layanan Bank, khususnya melalui layanan kliring. Hal ini telah berhasil meningkatkan kinerja jasa layanan yang diuraikan sebagai berikut:

SERVICES

Services were business supports provided by Bank Victoria to provide convenience to the Bank's customers in a variety of activities. During 2014, Bank Victoria has conducted numerous innovations to improve service delivery in particular through the clearing services.This has been successful in improving the services performance as described as follows:

Tabel Jasa Layanan
Table of Services

(dalam juta Rp) (in million Rp)

KETERANGAN	2014	Komposisi Composition	2013	Komposisi Composition	Pertumbuhan Growth	REMARKS
Surat Kredit Berdokumen Dalam Negeri (SKBDN)	502	0.00%	1,812	0.01%	(72.30%)	Domestic Documented LC
Western Union	9,328	0.07%	8,570	0.07%	8.84%	Small Enterprise
Kliring	5,895,555	46.35%	5,715,721	46.94%	3.15%	Clearing
Bank Garansi	231,690	1.82%	171,271	1.41%	35.28%	Bank Guarantee
Pembayaran Listrik PLN Praqtis						PLN Praqtis Electricity Payment
Postpaid	473,344	3.72%	436,103	3.58%	8.54%	Postpaid
Prepaid	1,518	0.01%	760	0.01%	99.74%	Prepaid
Pembayaran Telkom	16,044	0.13%	17,493	0.14%	(8.28%)	Telkom Payment
Pembayaran Gaji Karyawan	8,667	0.07%	4,491	0.04%	92.99%	Employee Salary Payment

KETERANGAN	2014	Komposisi Composition	2013	Komposisi Composition	Pertumbuhan Growth	REMARKS
Money Changer	0	0.00%	4	0.00%	(100.00%)	Money Changer
ATM Victoria	188,051	1.48%	104,447	0.86%	80.04%	ATM Victoria
TOTAL	**12,720,216**	**100.00%**	**12,176,348**	**100.00%**	**4.47%**	**TOTAL**

Pada 2014, pemberian jasa layanan Bank didominasi oleh layanan kliring, diikuti layanan pembayaran listrik PLN Praqtis untuk *postpaid*, dan layanan ATM Victoria. Secara keseluruhan, pemberian jasa layanan Bank meningkat sebesar 4,47% dari Rp12.176,35 miliar di 2013 menjadi Rp12.720,22 miliar di 2014. Peningkatan tersebut khususnya berasal dari peningkatan layanan kliring yang mencapai Rp179,83 miliar dari Rp5.715,72 miliar di 2013 menjadi Rp5.895,56 miliar di 2014. Sedangkan, penurunan layanan khususnya berasal dari penurunan layanan pembayaran telkom sebesar Rp1,45 miliar dan penurunan layanan SKBDN sebesar Rp1,31 miliar.

In 2014, the provision of the Bank's services was dominated by clearing services, followed by PLN Praqtis electricity payment services for postpaid and Victoria ATM service. Overall, the Bank's services increased by 4.47% from Rp12,176.35 billion in 2013 to Rp12,720.22 billion in 2014. This increase was particularly derived from the increase in clearing services amounting to Rp179.83 billion from Rp5,715.72 billion in 2013 to Rp5,895.56 billion in 2014. Meanwhile, the decrease in services, especially came from a decrease in Telkom payment services amounting to Rp1.45 billion and a Rp1,31 billion decrease in SKBDN services.

SEGMEN USAHA

Segmen usaha adalah sekelompok aset dan operasi yang menyediakan barang atau jasa yang memiliki risiko serta tingkat pengembalian yang berbeda dengan segmen usaha lainnya. Dalam menjalankan kegiatan usaha, Bank Victoria membagi segmen usaha berdasarkan peraturan kebijakan akuntansi menjadi segmen operasi dan segmen geografis.

SEGMEN OPERASI

Segmen operasi Bank dikelompokkan berdasarkan PSAK 5 (Revisi 2009) mengenai "Segmen Operasi". Berdasarkan peraturan tersebut dan kondisi Bank, segmen operasi Bank Victoria disajikan berdasarkan bank umum - konvensional dan bank syariah.

BUSINESS SEGMENT

A business segment is a group of assets and operations engaged in providing products or services that are subject to risks and the rate of returns that are different from other business segments. In conducting its business activities, Bank Victoria divided business segments based on the accounting policy regulation into operating and geographical segments.

OPERATING SEGMENT

Bank's operating segments are grouped in accordance with FASS 5 (2009 Revision) on "Operating Segments". Based on the Bank's rules and conditions, Bank Victoria operating segments are presented by commercial banks - conventional and Sharia bank.

Tabel Segmen Operasi Bank Victoria
Table of Bank Victoria Operating Segment

(dalam juta Rp) (in million Rp)

URAIAN	2014				DESCRIPTION
	Konvensional Conventional	Syariah Sharia	Eliminasi Elimination	Jumlah Total	
Pendapatan Bunga dan Syariah - neto	292,111	45,509	-	337,620	Interest Income and Sharia - net
Pendapatan Operasional Lainnya	131,358	3,164	(2,567)	131,954	Other Operating Income
Beban Operasional Lainnya	(292,168)	(73,921)	-	(366,089)	Other Operating Expenses
Laba (Rugi) Operasional	131,300	(25,248)	(2,567)	103,485	Income (Loss) Operations
Jumlah Aset	**20,138,679**	**1,439,983**	**(213,780)**	**21,364,882**	**Total Assets**
JUMLAH LIABILITAS	**18,400,818**	**134,238**	**(100,432)**	**18,434,623**	**Total Liabilities**

URAIAN	2013				DESCRIPTION
	Konvensional Conventional	Syariah Sharia	Eliminasi Elimination	Jumlah Total	
Pendapatan Bunga dan Syariah - neto	364,239	53,759	(2,734)	415,264	Interest Income and Sharia - net
Pendapatan Operasional Lainnya	102,697	1,075	2,728	106,500	Other Operating Income
Beban Operasional Lainnya	(175,356)	(50,421)	(2)	(225,779)	Other Operating Expenses
Laba (Rugi) Operasional	291,600	4,412	(24)	295,989	Income (Loss) Operations
Jumlah Aset	**17,942,098**	**1,324,384**	**(113,351)**	**19,153,131**	**Total Assets**
JUMLAH LIABILITAS	**16,358,775**	**120,620**	**(1)**	**16,479,394**	**Total Liabilities**

URAIAN	Pertumbuhan / Growth			DESCRIPTION
	Konvensional Conventional	Syariah Sharia	Jumlah Total	
Pendapatan Bunga dan Syariah - neto	(19.80%)	(15.35%)	(18.70%)	Interest Income and Sharia - net
Pendapatan Operasional Lainnya	27.91%	194.41%	23.90%	Other Operating Income
Beban Operasional Lainnya	66.61%	46.61%	62.14%	Other Operating Expenses
Laba (Rugi) Operasional	(54.97%)	(672.23%)	(65.04%)	Income (Loss) Operations
Jumlah Aset	**12.24%**	**8.73%**	**11.55%**	**Total Assets**
Jumlah Liabilitas	**12.48%**	**11.29%**	**11.86%**	**Total Liabilities**

Secara umum, kinerja segmen operasi Bank Victoria menunjukkan pergerakan kinerja yang sama di bank konvensional dan bank syariah. Pendapatan bunga dan pendapatan syariah-neto masing-masing menurun 19,80% dan 15,35%. Besarnya penurunan pendapatan bunga dan syariah tersebut menyebabkan penurunan laba operasional bank konvensional sebesar 54,97% dan bank syariah sebesar 672,23%. Sedangkan, jumlah aset dan jumlah liabilitas mengalami peningkatan. Jumlah aset bank konvensional meningkat sebesar 12,24% dan bank syariah meningkat 8,73%. Demikian pula dengan liabilitas bank konvensional yang meningkat sebesar 12,48% dan bank syariah yang meningkat sebesar 11,29%.

In general, the performance of Bank Victoria's operating segments showed the same performance movement with conventional banks and Sharia banks. The interest income and sharia - net decreased by 19.80% and 15.35% respectively. The decrease in interest income and sharia caused a decrease in conventional banks operating profit amounted to 54.97% and in Sharia banks amounted to 672.23%. Meanwhile, the total assets and total liabilities experienced an increase. The conventional bank's total assets increased by 12.24% and Sharia banks rose 8.73%. Similarly, the conventional bank's liabilities increased by to 12.48% and Sharia banks increased by 11.29%.

SEGMEN GEOGRAFIS

Segmen geografis Bank Victoria disajikan berdasarkan komponen Bank dan Entitas Anak yang dapat dibedakan dalam menghasilkan jasa lingkungan (wilayah) ekonomi tertentu dan imbalan yang berbeda dengan risiko dan imbalan pada komponen yang beroperasi pada lingkungan (wilayah) ekonomi lain. Berdasarkan hal tersebut, segmen geografis Bank Victoria dijelaskan berdasarkan daerah Jadetabek (Jakarta, Depok, Tangerang, dan Bekasi), Jawa Barat, Jawa Tengah dan Jawa Timur, serta Luar Jawa.

GEOGRAPHICAL SEGMENT

Bank Victoria'S geographical segment was presented based on the Bank and Subsidiaries' components that can be distinguished into providing segment that provides certain environmental economic services (region) and different yields that contain risk, and yield in the components that operate in other economic environment (region). Based on this, Bank Victoria's geographical segments were classified by Jadetabek (Jakarta, Depok, Tangerang, and Bekasi), West Java, Central Java and East Java, and the Outer Islands.

Tabel Segmen Geografis Bank Victoria
Table of Bank Victoria's Geographical Segment

(dalam juta Rp) (in million Rp)

URAIAN	2014				Jumlah Total	DESCRIPTION
	Jadetabek	Jawa Barat	Jawa Tengah dan Jawa Timur	Luar Jawa		
Pendapatan Bunga dan Syariah - neto	321,608	(4,780)	8,357	12,435	337,620	Interest Income and Sharia - net
Beban Penyisihan Kerugian Penurunan Nilai Aset Keuangan dan Non Keuangan	(29,443)	(6,854)	(5,648)	(1,520)	(43,465)	Provision for Impairment Losses on Financial and Non Financial Assets
Pendapatan Operasional Lainnya	130,789	657	218	291	131,954	Other Operating Income
Beban Umum dan Administrasi, Tenaga Kerja dan Lain-lain	(298,071)	(14,696)	(7,192)	(2,665)	(322,625)	General and Administrative Expenses, Personnel Expenses, and Others
Laba Operasional	124,883	(25,674)	(4,265)	8,542	103,485	Income Operations
Pendapatan Non Operasional - neto	8,929	20,774	(3,218)	(8,437)	18,048	Non Operating Income - net
Laba Sebelum Pajak Penghasilan	133,812	(4,900)	(7,484)	105	121,533	Income Before Income Tax

URAIAN	2014				Jumlah Total	DESCRIPTION
	Jadetabek	Jawa Barat	Jawa Tengah dan Jawa Timur	Luar Jawa		
Beban Pajak Penghasilan	(15,833)	-	-	-	(15,833)	Income Tax Expenses
Laba Tahun Berjalan	117,978	(4,900)	(7,484)	105	105,699	Profit for the Year
Jumlah Aset	**21,108,028**	**156,946**	**85,507**	**14,402**	**21,364,882**	**Total Assets**
Jumlah Liabilitas	**18,165,767**	**161,564**	**92,994**	**14,297**	**18,434,623**	**Total Liabilities**

URAIAN	2013				Jumlah Total	DESCRIPTION
	Jadetabek	Jawa Barat	Jawa Tengah dan Jawa Timur	Luar Jawa		
Pendapatan Bunga dan Syariah - neto	390,717	11,391	7,019	6,137	415,264	Interest Income and Sharia - net
Beban Penyisihan Kerugian Penurunan Nilai Aset Keuangan dan Non Keuangan	60,610	(2,698)	(1,556)	(638)	55,719	Provision for Impairment Losses on Financial and Non Financial Assets
Pendapatan Operasional Lainnya	101,528	2,453	1,108	1,411	106,500	Other Operating Income
Beban Umum dan Administrasi, Tenaga Kerja dan Lain-lain	(261,738)	(13,860)	(3,580)	(2,316)	(281,494)	General and Administrative Expenses, Personnel Expenses, and Others
Laba Operasional	291,117	(2,714)	2,991	4,595	295,989	Income Operations
Pendapatan Non Operasional - neto	25,255	(1,025)	(5,021)	(3,248)	15,962	Non Operating Income - net
Laba Sebelum Pajak Penghasilan	316,372	(3,739)	(2,030)	1,347	311,950	Income Before Income Tax
Beban Pajak Penghasilan	(67,535)	-	-	-	(67,535)	Income Tax Expenses
Laba Tahun Berjalan	248,837	(3,739)	(2,030)	1,347	244,415	Profit for the Year
Jumlah Aset	**18,704,506**	**381,623**	**30,029**	**36,973**	**19,153,131**	**Total Assets**
Jumlah Liabilitas	**16,029,621**	**382,089**	**32,059**	**35,626**	**16,479,394**	**Total Liabilities**

URAIAN	Pertumbuhan / Growth				Jumlah Total	DESCRIPTION
	Jadetabek	Jawa Barat	Jawa Tengah dan Jawa Timur	Luar Jawa		
Pendapatan Bunga dan Syariah - neto	(17.69%)	(141.97%)	19.06%	102.61%	(18.70%)	Interest Income and Sharia - net
Beban Penyisihan Kerugian Penurunan Nilai Aset Keuangan dan Non Keuangan	(148.58%)	154.09%	262.94%	138.33%	(178.01%)	Provision for Impairment Losses on Financial and Non Financial Assets
Pendapatan Operasional Lainnya	28.82%	(73.23%)	(80.32%)	(79.38%)	23.90%	Other Operating Income
Beban Umum dan Administrasi, Tenaga Kerja dan Lain-lain	13.88%	6,04%	100.89%	15.06%	14.61%	General and Administrative Expenses, Personnel Expenses, and Others
Laba Operasional	(57.10%)	(846,16%)	(242.61%)	85.89%	(65.04%)	Income Operations
Pendapatan Non Operasional - neto	(64.64%)	(2,126.77%)	35.90%	(159.76%)	13.07%	Non Operating Income – net
Laba Sebelum Pajak Penghasilan	(57.70%)	(31.07%)	(268.67%)	(92.23%)	(61.04%)	Income Before Income Tax
Beban Pajak Penghasilan	(76.56%)	NA	NA	NA	(76.56%)	Income Tax Expenses
Laba Tahun Berjalan	(52.59%)	(31.07%)	(268.67%)	(92.23%)	(56.75%)	Profit for the Year
Jumlah Aset	**12.85%**	**(58.87%)**	**184.75%**	**(61.05%)**	**11.55%**	**Total Assets**
Jumlah Liabilitas	**13.33%**	**(57.72%)**	**190.07%**	**(59.87%)**	**11.86%**	**Total Liabilities**

Kinerja Bank berdasarkan segmen geografisnya menunjukkan pergerakan yang bervariasi. Di wilayah Jadetabek dan Jawa Barat, pendapatan bunga dan syariah-neto mengalami penurunan masing-masing sebesar 17,69% dan 141,97%. Hal ini mendukung penurunan laba operasional, laba sebelum pajak penghasilan dan laba tahun berjalan di kedua wilayah tersebut. Meskipun demikian, jumlah aset di wilayah Jadetabek meningkat sebesar 12,85%, demikian pula dengan jumlah liabilitas yang meningkat sebesar 13,33%.

The Bank's performance by geographical segment showed a varied movement. In Jadetabek and West Java, net interest and sharia income decreased by 17.69% and 141.97% respectively. This explained the decline in operating profit, profit before income tax and profit for the year in both regions. Nevertheless, the number of assets in Jadetabek increased by 12.85% as well as total liabilities increased by 13.33%.

Di wilayah Jawa Tengah dan Jawa Timur, serta Luar Jawa, pendapatan bunga dan syariah-neto masing-masing meningkat sebesar 19,06% dan 102,61%. Namun, peningkatan beban penyisihan kerugian penurunan nilai aset serta beban umum dan administrasi, tenaga kerja dan lain-lain, serta penurunan pendapatan operasional lainnya dan pendapatan non operasional-neto menyebabkan penurunan laba sebelum pajak penghasilan dan laba tahun berjalan. Meskipun demikian, jumlah aset di wilayah Jawa Tengah dan Jawa Timur meningkat sebesar 184,75%, demikian pula dengan jumlah liabilitas yang meningkat sebesar 190,07%.

In Central Java and East Java, and the Outer Islands, net interest and sharia income increased by 19.06% and 102.61% respectively. However, the increase in provision for impairment losses and general and administrative expenses, personnel and other expenses, as well as a decrease in other operating income and non-operating income-net led to a decrease in income before income tax and profit for the year. Nevertheless, the number of assets in Central Java and East Java increased by 184.75%, as well as total liabilities increased by 190.07%.

ASPEK PEMASARAN

PANGSA PASAR

Bank Victoria sebagai bank konvensional, secara umum, menghadapi persaingan dengan seluruh bank umum yang ada di Indonesia dalam menentukan penguasaan pasar. Persaingan usaha tersebut antara lain dapat dilihat berdasarkan jumlah aset yang dimiliki, jumlah dana pihak ketiga yang berhasil dihimpun, dan jumlah pinjaman yang diberikan oleh Bank.

MARKETING ASPECT

MARKET SHARE

Bank Victoria as a conventional banks, in general, faces direct competition against all commercial banks in Indonesia in determining the market share. Competition among other can be seen based on the total assets, total third party funds that have been collected, and total loans extended by the Bank.

Tabel Pangsa Pasar Bank Victoria di Industri Perbankan Indonesia
Table of Bank Victoria's Market Share in Indonesian Banking Industri

(dalam triliun Rp) (in trillion Rp)

URAIAN		2014	2013	2012	DESCRIPTION	
Jumlah Aset	Bank Umum di Indonesia	5,615.15	4,954.47	4,262.59	Total Assets	Commercial Banks in Indonesia
	Bank Victoria	21.36	19.15	14.35		Bank Victoria
	Pangsa Pasar	0.38%	0.39%	0.34%		Market Share
Jumlah Dana Pihak Ketiga	Bank Umum di Indonesia	4,114.42	3,663.97	3,225.20	Total Third Party Funds	Commercial Banks in Indonesia
	Bank Victoria	16.18	14.15	11.52		Bank Victoria
	Pangsa Pasar	0.39%	0.39%	0.36%		Market Share
Jumlah Pinjaman yang Diberikan	Bank Umum di Indonesia	3,706.50	3,319.84	2,725.67	Total Loans	Commercial Banks in Indonesia
	Bank Victoria	12.43	11.22	7.82		Bank Victoria
	Pangsa Pasar	0.34%	0.34%	0.29%		Market Share
Rasio Keuangan / Financial Ratio*						
CAR	Bank Umum di Indonesia	19.57%	18.13%	17.43%	CAR	Commercial Banks in Indonesia
	Bank Victoria	18.35%	17.95%	17.96%		Bank Victoria
BOPO	Bank Umum di Indonesia	76.29%	74.08%	74.10%	BOPO	Commercial Banks in Indonesia
	Bank Victoria	93.25%	81.35%	78.82%		Bank Victoria

URAIAN		2014	2013	2012	DESCRIPTION	
ROA	Bank Umum di Indonesia	2.85%	3.08%	3.11%	ROA	Commercial Banks in Indonesia
	Bank Victoria	0.80%	1.97%	2.17%		Bank Victoria
LDR	Bank Umum di Indonesia	89.42%	89.70%	83.58%	LDR	Commercial Banks in Indonesia
	Bank Victoria	70.25%	73.39%	67.59%		Bank Victoria

Sumber: Statistik Perbankan Indonesia dan Laporan Keuangan Audited Bank Victoria
*merupakan angka PT Bank Victoria International Tbk. (induk saja).

Source: Bank Indonesia Statistics and Audited Financial Statements of Bank Victoria
*the figure is for PT Bank Victoria International Tbk. (parent only).

PANGSA PASAR BERDASARKAN ASET

Berdasarkan jumlah aset yang dimiliki, pangsa pasar Bank Victoria di 2014 mencapai 0,38%, tidak jauh berbeda dibandingkan 2013 dan 2012. Hal ini disebabkan proporsi peningkatan jumlah aset Bank Victoria yang sejalan dengan proporsi peningkatan jumlah aset bank umum di Indonesia.

PANGSA PASAR BERDASARKAN DANA PIHAK KETIGA

Berdasarkan jumlah dana pihak ketiga yang berhasil dihimpun, pangsa pasar Bank Victoria di 2014 mencapai 0,39%. Pencapaian pada kisaran tersebut telah dipertahankan Bank dalam jangka waktu 3 tahun terakhir. Hal ini disebabkan kemampuan Bank dalam mengelola produk simpanan Bank sehingga mampu meningkatkan jumlah dana pihak ketiga yang dihimpun Bank yang sejalan dengan peningkatan jumlah dana pihak ketiga yang dihimpun bank umum di Indonesia.

PANGSA PASAR BERDASARKAN PINJAMAN YANG DIBERIKAN

Berdasarkan jumlah pinjaman yang diberikan, pangsa pasar Bank Victoria di 2014 mencapai 0,34%. Pangsa pasar Bank tersebut sesuai dengan 2013 dan mengalami pertumbuhan dibandingkan 2012. Hal ini menunjukkan keberhasilan Bank dalam mengelola produk pinjaman sehingga mampu meningkatkan penyaluran kreditnya.

PERBANDINGAN RASIO KEUANGAN DENGAN RATA-RATA INDUSTRI BANK UMUM

Berdasarkan rasio keuangan Bank, tingkat kecukupan modal (CAR) di 2014 mencapai 18,35%, meningkat dibandingkan 2013 dan 2012. Namun, beban operasional per pendapatan operasional (BOPO) terus meningkat dari 2012 menjadi 93,25% di 2014. Demikian juga dengan imbal hasil atas aset (ROA) terus menurun sejak 2012 menjadi 0,80% di 2014. Selain itu, tingkat likuiditas (LDR) juga menurun menjadi 70,25%. Pergerakan rasio Bank tersebut sejalan dengan pergerakan rasio keuangan bank umum di Indonesia.

STRATEGI PEMASARAN

Untuk dapat meningkatkan pangsa pasarnya, secara umum, Bank Victoria telah mempersiapkan strategi pemasaran produk dan jasanya sebagai berikut:

a. Menetapkan *target market* industri yang menjadi fokus Bank, yaitu industri-industri yang termasuk dalam *winning industry* dan *stable industry* (*trading, manufacturing, consumer goods, consumer financing, finance company, transportation, packaging, construction, etc*).

MARKET SHARE BY ASSETS

Based on the total assets, Bank Victoria's market share in 2014 reached 0.38%, that was not much different than in 2013 and 2012. This was due to the proportion of the Bank's total assets increase which was in line with the proportion of commercial banks's total assets increase in Indonesia.

MARKET SHARE BY THIRD PARTY FUNDS

Based on the total of third party funds that have been collected, Bank Victoria's market share in 2014 reached 0.39%. The achievement in these ranges has been maintained by the Bank within the last 3 years. This was due to the Bank's ability to manage the Bank's deposit products thus increasing the total third party funds collected by the Bank in line with the increase in the total third party funds collected by commercial banks in Indonesia.

MARKET SHARE BY LOANS EXTENDED

Based on the loans extended, Bank Victoria's market share in 2014 reached 0.34%. The Bank's market share is similar with 2013 and experienced growth compared to 2012. This showed the Banks' success in managing loans product thus increasing its loans extension.

FINANCIAL RATIOS COMPARISON WITH AVERAGE COMMERCIAL BANK INDUSTRY

Based on the Bank's financial ratios, the level of capital adequacy ratio (CAR) in 2014 reached 18.35%, an increase compared to those 2013 and 2012. However, operating expenses per operating income (BOPO) continually increased from 2012 to 93.25% in 2014. Likewise, return on assets (ROA) continued to decline since 2012 to 0.80% in 2014. in addition, the level of liquidity (LDR) also decreased to 70.25%. The movement of the Bank's ratios was in line with the movement of commercial banks' financial ratio in Indonesia.

MARKETING STRATEGY

To increase its market share, in general, Bank Victoria has prepared a marketing strategy for its products and services as follows:

a. Setting an industry target market to become the Bank's focus, that is industries that are included in the winning industry and stable industry (trade, manufacturing, consumer goods, consumer financing, finance company, transportation, packaging, construction, etc).

b. Menggunakan pendekatan *One Bank* dalam memberikan solusi pelayanan jasa dan produk perbankan kepada para nasabah *(same products, same price, same service, and same policies)* di seluruh Kantor Bank Victoria yang ada sehingga seluruh nasabah Bank Victoria menerima standar layanan prima yang sama.
c. Menjadi *Relationship Bank* yang mempunyai hubungan yang baik, lebih dalam, lebih lama dan lebih banyak *(deeper, longer and multiple relationship)* dengan para nasabah, baik dari sisi kebutuhan penyedian jasa dan produk terkait dengan pendanaan *(funding)* maupun pembiayaan *(lending)*.

PROSPEK DAN STRATEGI PENGEMBANGAN USAHA BANK VICTORIA

Bank Indonesia telah memproyeksikan pertumbuhan ekonomi Indonesia pada tahun 2015 akan mencapai 5,4%-5,8%. Hal ini disebabkan tetap kuatnya konsumsi rumah tangga serta ekspansi konsumsi dan investasi pemerintah yang sejalan dengan peningkatan kapasitas fiskal untuk mendukung kegiatan ekonomi produktif, termasuk pembangunan infrastruktur. Dari sisi eksternal, pemulihan ekonomi negara maju, khususnya Amerika Serikat, diperkirakan dapat mendorong peningkatan ekspor, khususnya ekspor manufaktur. Meskipun demikian, sejumlah risiko perlu diwaspadai, khususnya terkait tingginya volatilitas pasar keuangan global yang sejalan dengan kemungkinan kenaikan suku bunga *Fed Fund Rate* di Amerika Serikat dan anjloknya harga komoditas dunia (Sumber: Tinjauan Kebijakan Moneter Bank Indonesia, Januari 2015).

Untuk mengantisipasi risiko yang mungkin timbul, pada tahun 2015, kebijakan Bank Indonesia tetap difokuskan untuk menjaga stabilitas makroekonomi dan stabilitas sistem keuangan melalui penguatan bauran kebijakan di bidang moneter, makroprudensial, dan sistem pembayaran. Di bidang moneter, kebijakan akan tetap secara konsisten diarahkan untuk mengendalikan inflasi menuju sasarannya dan defisit transaksi berjalan ke tingkat yang sehat melalui kebijakan suku bunga dan stabilisasi nilai tukar sesuai nilai fundamentalnya. Di bidang makroprudensial, relaksasi ketentuan makroprudensial akan dilakukan secara selektif guna memperluas sumber-sumber pendanaan bagi perbankan, sekaligus mendukung pendalaman pasar keuangan dan mendorong penyaluran kredit ke sektor-sektor yang produktif yang prioritas. Sementara itu, di bidang sistem pembayaran, kebijakan diarahkan untuk mengembangkan industri sistem pembayaran domestik yang lebih efisien. Berbagai kebijakan tersebut akan disertai dengan peningkatan koordinasi pemerintah dengan institusi terkait sehinga stabilitas makroekonomi tetap terjaga dengan struktur perekonomian yang semakin kuat dan mendukung pertumbuhan ekonomi yang lebih tinggi (Sumber: Tinjauan Kebijakan Moneter Bank Indonesia, Januari 2015).

Melihat prospek usaha industri perbankan Indonesia di 2015 tersebut, Bank Victoria berusaha sebaik-baiknya untuk meraih setiap peluang dan potensi yang tercipta, khususnya untuk segmen korporat dan retail. Beberapa prospek usaha tersebut yaitu:
1. Fokus area pemasaran di seputar Jabodetabek *(Greater Jakarta Area)* memberikan peluang bagi Bank untuk fokus dalam ekspansi usaha yang terpusat;

b. Applying a One Bank approach in providing banking services and products solutions to the customers (same products, same price, same service, and same policies) in all existing Bank Victoria's offices so all customers will receive the same excellent service standards.

c. Become a Relationship Bank who have a good, deeper, longer and multiple relationship with the customer, in terms of provision of services and products needs associated with funding also in terms of lending.

BANK VICTORIA'S BUSINESS DEVELOPMENT PROSPECT AND STRATEGY

Bank Indonesia has projected that Indonesia's economic growth in 2015 will reach between 5.4% - 5.8%. This is due to remained strong household consumption as well as government's consumption as well as investment expansion which were in line with the increase in the fiscal capacity to support productive economic activities, including infrastructure development. Externally, the economy recovery in developed countries, particularly in the United States, is expected to boost exports, especially manufacturing exports. Nevertheless, a number of risks need to be observed, particularly related to the high volatility of global financial markets in line with the possibility of a rate hike in the Fed Fund Rate in the United States and the drop in world commodity prices (Source: Monetary Policy Review, BI, January 2015).

To anticipate the risks that may arise, Bank Indonesia's policy in 2015 remains focused on maintaining macroeconomic stability and the financial system stability by strengthening the policy in monetary, macroprudential, and payment systems. In the monetary field, the policy will remain consistently directed to control inflation according to the target and the deficit in current transaction to a healthy level through interest rate policy and exchange rate stabilization corresponding to the fundamental value. In macroprudential point of view, relaxation macroprudential provisions will be conducted selectively to broaden the sources of funding for banks, as well as support the deepening of financial markets and encourage loan extension to the prioritized productive sectors. Meanwhile, in the payment systems, policies directed to develop more efficient domestic payment systems industry. Such policies will be accompanied by an improvement in the government coordination with relevant institutions so that macroeconomic stability can be maintained with stronger economy structure and to support higher economic growth (Source: Monetary Policy Review, BI, January 2015).

Looking at the Indonesian banking industry business prospects in 2015, Bank Victoria will try its best to seize every opportunity and potential, especially for the corporate and retail segments. Some of the business prospects are:

1. Marketing area focus around Jabodetabek (Greater Jakarta Area) provide an opportunity for the Bank to focus in a centralized business expansion;

2. Dengan pertumbuhan ekonomi Indonesia yang relatif stabil, akan mendorong berkembangnya masyarakat kelas menengah *(middle class)* yang sesuai dengan *target market* Bank;
3. Bank berencana untuk lebih memprioritaskan pengembangan *target market* SME dan *Commercial* dengan didukung oleh keberadaan dan keberpihakan program pemerintah dan Bank Indonesia untuk mendukung pengembangan usaha kecil dan menengah, serta pengembangan infrastruktur;
4. Bank memiliki grup usaha yang mendukung perkembangan bisnis bank, seperti Bank Victoria Syariah, Victoria Sekuritas dan Victoria Insurance sehingga dapat dilakukan *cross-selling* terhadap nasabah yang ada.

Untuk meraih prospek usaha tersebut, Bank telah menyusun strategi pengembangan usaha sebagai berikut:

1. Strategi Pengembangan Penghimpunan Dana Pihak Ketiga

Penghimpunan DPK akan difokuskan kepada deposan retail dan berdana murah. Beberapa kunci strategi yang akan diterapkan oleh Bank sebagai berikut:

a. Strategi Peningkatan Kualitas Dana Pihak Ketiga

- Menjaga pertumbuhan profitabilitas dengan menjaga rasio LDR pada level yang menguntungkan Bank;
- Melakukan diversifikasi terhadap *portfolio concentration risk* dengan target menurunkan rasio deposan inti dengan mendorong pertumbuhan portofolio nasabah;
- Meningkatkan volume dana murah sehingga rasio CASA tumbuh lebih baik.

b. Strategi Pemasaran

- Menerapkan segmentasi nasabah untuk menelaah, menganalisis, serta memahami profil nasabah dari setiap produk Bank agar program segmentasi yang dijalankan tepat sasaran;
- Meluncurkan program *VIP Banking* sebagai segmentasi nasabah *affluent*;
- Mempromosikan dan menyosialisasikan fitur-fitur ATM Bank Victoria yang dapat digunakan dalam jaringan ATM Prima kepada nasabah *existing* maupun nasabah baru.

c. Strategi Penjualan

- Menumbuhkan produktivitas pegawai terkait dalam mencapai NTB melalui *Key Performance Indicator* (KPI) yang di-*review* secara berkala;
- Meningkatkan rasio produktivitas pegawai terkait untuk *wealth revenue*;
- Menyiapkan agen penjual reksadana/APERD (sistem dan kesiapan administrasi);
- Memperkenalkan insentif program dengan subsidi *budget* atas kerja sama dengan pihak ketiga;
- Melaksanakan *community program* secara berkelanjutan di level *area* dan *cluster.*

2. Strategi Pembiayaan Kredit

Secara umum, fokus pembiayaan kredit adalah segmen UKM dan komersial dengan strategi penerapan sebagai berikut:

a. Meningkatkan Target Pasar

Menetapkan sasaran atau target pasar berdasarkan *risk appetite*, mengklasifikasikan jenis usaha, serta memberikan porsi lebih bagi peran Divisi Bisnis sebagai pemegang kendali strategi dan pencapaian portofolio.

2. With Indonesia's economic growth which is relatively stable,it will encourage the development of the middle class that has become the Bank's target market;
3. The Bank plans to prioritize more on the development of SME and Commercial target market supported by the presence and alignment of government and Bank Indonesia programs to support small and medium business development, as well as infrastructure development;
4. The Bank has a business group that supports bank business development, such as Bank Victoria Syariah, Victoria Sekuritas, and Victoria Insurance so they can perform cross-selling to the existing customers.

To reach those business prospects, the Bank has prepared business development strategies as follows:

1. Third Parties Fund Collection Development Strategy

Third Party Fund collection will be focused on retail depositors and low cost fund. Some of the key strategies that will be implemented by the Bank are as follows:

a. Improving Third Party Funds Quality Strategy

- To maintain profitability growth by keeping the LDR at a favorable level for the Bank;
- To diversify the concentration risk portfolio with target on reducing the core depositor ratio to encourage the customer portfolio growth;
- To increase the low-cost of funds volume so that CASA ratio will grow better.

b. Marketing Strategy

- To implement customer segmentation to examine, analyze, and understand the customer profile of each Bank's product so that executed segmentation programs can reach its target;
- To launch VIP Banking program as affluent customer segmentation;
- To promote and to launch Bank Victoria ATM's features that can be used in ATM Prima network to existing and new customers.

c. Sales Strategy

- To grow employee productivity relating to the achievement of NTB through Key Performance Indicators (KPIs) that reviewed on a regular basis;
- To increase employee productivity ratios related to the wealth of revenue;
- To prepare mutual fund/APERD (administrative system and readiness) selling agency;
- To introduce incentives program with a subsidized budget in cooperation with third parties;
- To implement sustainable community programs at the area and cluster level.

2. Credit Financing Strategy

In general, the focus of credit financing is MSME and commercial segments with the following strategy implementation:

a. Increasing Market Target

This is to set targets or market target based on risk appetite, classify the business type, as well as providing more portion to Business Division's role as the strategy controller and portfolio achievement.

b. Meningkatkan Portofolio Kredit
Khususnya dilakukan dengan memprioritaskan pertumbuhan kredit UKM (sampai dengan Rp10 miliar) dan komersial (sampai dengan Rp25 miliar), memantau perkembangan *pipeline* secara disiplin serta memfokuskan pada cabang yang sudah memiliki portofolio kredit dan potensial untuk dikembangkan.

c. Mempercepat Proses Kredit
Memperbaiki sistem pengecekan alur proses pengajuan kredit, meningkatkan koordinasi yang lebih baik dengan bagian pendukung (taksasi, legal, administrasi kredit, serta analisis kredit).

d. Meningkatkan peran dan kualitas SDM di bidang perkreditan
Menetapkan sasaran kerja individu (KPI), memberikan pelatihan bagi pegawai terkait, serta memberikan kewenangan memutus kredit kepada pegawai tertentu.

e. Meningkatkan penanganan atau *management account* secara konsisten
Melakukan pemantauan dan penagihan kol 2 setiap hari secara disiplin, serta berkoordinasi dengan tim remedial/ restrukturisasi.

3. Jaringan Distribusi
Secara umum, tema strategi *Branch Network* yang akan diterapkan oleh Bank kedepannya adalah **menjadikan jaringan distribusi sebagai *sales engine* yang produktif, serta menciptakan *perceived strong presence* bagi nasabah.** Beberapa strategi kunci yang akan diterapkan oleh Bank kedepannya sebagai berikut:

a. Mengefektifkan pengelolaan Cabang
Mengoptimalkan potensi dari 101 kantor operasional Bank Victoria yang ada melalui pengelolaan kantor yang lebih efektif sesuai mekanisme *area* dan *cluster*.

b. Meningkatkan *perceived strong presence*
Meningkatkan *"perceived strong presence"* di target *customer area* melalui jumlah kantor-kantor Bank Victoria yang memadai di lokasi yang strategis, serta penampilan fisik yang konsisten dan menarik.

4. Aspek Operasional dan Teknologi
Secara umum, tema strategi terkait dengan aspek operasional dan teknologi yang akan diterapkan oleh Bank kedepannya adalah **menyediakan layanan operasional perbankan yang efisien, nyaman, cepat, dan handal yang berbasis kepada orientasi GCG dan orientasi bisnis.** Beberapa strategi kunci yang akan diterapkan oleh Bank kedepannya sebagai berikut:

a. Mengevaluasi dan memperbaiki jalur efektivitas proses operasional dari hulu ke hilir, mewujudkan kualitas administrasi dan percepatan proses, baik dari sisi legal, operasi, administrasi kredit, akuntansi, dan teknologi informasi.
b. Menyampaikan secara tepat waktu, *zero defect, prudent,* serta memberikan kepuasan kepada nasabah terkait transaksi yang semakin kompleks dan meningkat jumlahnya.

b. Improving Credit Portfolio
This was undertaken by giving priority to the MSME loan growth (up to Rp10 billion) and commercial (up to Ro25 billion), monitoring the pipeline development with more discipline and focusing on the branches that already have a loan portfolio and have potential to be developed.

c. Accelerating Credit Process
This is conducted by improving the credit application process flow checking system, improving better coordination with the supporting department (taxation, legal, credit administration, as well as credit analysis).

d. Enhancing the Human Resources Role and Quality in Credit
This is conducted by setting individual work targets (KPI), providing training for relevant employees and empowering certain employee to take lending decision.

e. Improving Handling or Management Accounts Consistently
This is conducted by monitoring and collecting 2 kol everyday in more discipline as well as coordinating with the remedial/restructuring team.

3. Distribution Network
In general, the branch network strategy theme that will be implemented in the future by the Bank is **to make the branch network as a productive sales and to create perceived strong presence for customers.** Several key strategies to be implemented by Bank Victoria are as follows:

a. Streamlining the Branch management
This is conducted by optimizing the potential of 101 operational offices of Bank Victoria through a more effective office management according to area and cluster mechanism.
b. Increasing the perceived strong presence
This is undertaken by increasing perceived strong presence in a target customer area through adequate number of Bank Victoria's offices in strategic locations as well as consistent and attractive physical appearances.

4. Operational Aspects and Technology
In general, the operational and technology strategy theme to be implemented by the Bank in the future is to **provide eficient, convenient, quick, and reliable banking operational services based on GCG and business orientation.** Several key strategies to be implemented by Bank Victoria are as follows:

a. Evaluating and improving the effectiveness of the operational process from upstream to downstream, creating the administration quality and the process acceleration, both in terms of legal, operations, credit administration, accounting, and information technology.
b. Delivering timely services, zero defect, prudent, and giving satisfaction to the customer in connection with increasingly complex and transactions amount.

c. Mengolah dan menyampaikan *data corebanking* kepada berbagai unit kerja yang membutuhkan dalam bentuk laporan yang tepat dan akurat sehingga proses pengambilan keputusan bisnis lebih efektif.
d. Mengikuti perkembangan arah bisnis yang lebih berfokus ke *retail banking* sehingga dapat sejajar dengan bank pesaing.

e. Menyempurnakan GCG *Structure* yang telah ada secara berkesinambungan dan melakukan *enforcement GCG process* sebagai lanjutan dari GCG *Structure* melalui pelatihan-pelatihan Standar Operasional Prosedur yang intensif dan memantau implementasinya oleh *supervisor* dan pimpinan yang lebih tinggi.

Selain itu, strategi pengembangan usaha Bank Victoria di 2015 adalah dengan menjadi bank umum devisa. Adapun fokus pengembangan usaha dalam valuta asing diutamakan untuk memenuhi kebutuhan transaksi dan produk valuta asing dari nasabah *existing* Bank Victoria.

c Processing and submitting corebanking data to various units that require in the form of precise and accurate reports so that the business decision-making process will be more effective.
d. Following the development of business direction which focuses more on retail banking, so it can be equal with the bank's competitors.
e. Enhancing sustainable existing GCG Structure and implementing enforcement of GCG process as a continuation of the GCG Structure through intensive Standard Operating Procedures training and monitoring its implementation by supervisors and higher management.

In addition, Bank Victoria's business development strategy in 2015 is to become a Foreign Exchange Bank. The focus of business development in foreign exchange will be prioritized in meeting the transactions needs and foreign exchange products from existing Bank Victoria customers.

TINJAUAN **KEUANGAN**
Financial Review

Tinjauan keuangan yang diuraikan berikut mengacu kepada Laporan Keuangan Konsolidasian untuk tahun yang berakhir tanggal 31 Desember 2014 dan 2013 yang disajikan dalam Laporan Tahunan ini. Laporan Keuangan telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana & Rekan *(independent member firm of* Pricewaterhouse Cooper*)* dan mendapat opini wajar, dalam semua hal yang material, posisi keuangan PT Bank Victoria International Tbk dan entitas anak pada tanggal 31 Desember 2014 dan 2013, dan hasil usaha serta arus kas untuk tahun yang berakhir pada tanggal-tanggal tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia.

The financial review described below refers to Consolidated Statement for the year ended on 31 December 2014 and 2013 presented in this Annual Report. The Financial Statement has been audited by Tanudiredja, Wibisana & Partners Public Accountant Firm (independent member firm of Pricewaterhouse Cooper) and obtained unqualified opinion; in all material aspects, the financial position of PT Bank Victoria International Tbk and its subsidiary as of 31 December 2014 and 2013, and business proceeds as well as cashflow for the year ended on such dates in accordance with Indonesian Financial Accounting Standard.

LAPORAN LABA (RUGI) KOMPREHENSIF KONSOLIDASIAN

CONSOLIDATED COMPREHENSIVE INCOME STATEMENT

Tabel Laporan Laba Rugi Komprehensif Konsolidasian
Table of Consolidated Comprehensive Income Statement

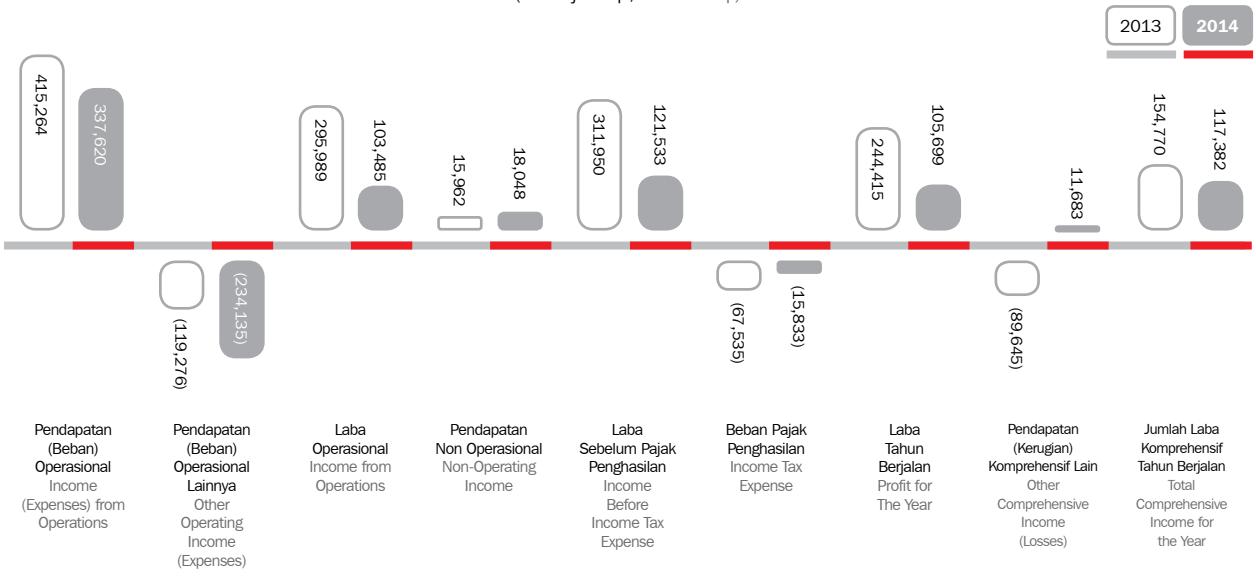
(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	Pertumbuhan / Growth		DESCRIPTION
1	2	3	4=(2-3)	5=(2-3)/3	1
Pendapatan (Beban) Operasional	337,620	415,264	(77,644)	(18.70%)	Income (Expenses) from Operations
Pendapatan (Beban) Operasional Lainnya	(234,135)	(119,276)	114,859	96.30%	Other Operating Income (Expenses)
Laba Operasional	103,485	295,989	(192,504)	(65.04%)	Income from Operations
Pendapatan (Beban) Non Operasional	18,048	15,962	2,086	13.07%	Non Operating Income (Expenses)
Laba Sebelum Pajak Penghasilan	121,533	311,950	(190,418)	(61.04%)	Income Before Income Tax Expense
Beban Pajak Penghasilan	(15,833)	(67,535)	(51,701)	(76.56%)	Income Tax Expense
Laba Tahun Berjalan	105,699	244,415	(138,716)	(56.75%)	Profit for the Year
Pendapatan (Kerugian) Komprehensif Lain	11,683	(89,645)	101,329	113.03%	Other Comprehensive Income (Losses)
Jumlah Laba Komprehensif Tahun Berjalan	117,382	154,770	(37,388)	(24.16%)	Total Comprehensive Income for the Year
Laba Per Saham Dasar*	15.26	36.95	(21.69)	(58.70%)	Basic Earning per Share*
Laba Per Saham Dilusian*	13.53	30.52	(16.99)	(55.67%)	Diluted Earning per Share*

* dinyatakan dalam nilai Rupiah penuh

* stated in full Rupiah value

Grafik Laporan Laba Rugi Komprehensif Konsolidasian
Chart of Consolidated Comprehensive Income Statement
(dalam juta Rp / in million Rp)



PENDAPATAN (BEBAN) OPERASIONAL

Pendapatan operasional-neto Bank di 2014 mencapai Rp337,62 miliar, menurun Rp77,64 miliar atau sebesar 18,70% dari 2013 yang mencapai Rp415,26 miliar. Penurunan tersebut berasal dari peningkatan beban bunga dan syariah yang lebih besar dari peningkatan pendapatan bunga dan syariah. Peningkatan beban bunga dan syariah mencapai Rp596,20 miliar atau sebesar 54,33% dari Rp1.097,48 miliar di 2013 menjadi Rp1.693,68 miliar di 2014. Peningkatan tersebut khususnya berasal dari peningkatan beban simpanan dana pihak ketiga yang mencapai Rp558,90 miliar atau sebesar 56,66%. Peningkatan beban simpanan dana pihak ketiga tersebut khususnya dari peningkatan beban simpanan deposito yang sejalan dengan peningkatan jumlah deposito berjangka yang berhasil dihimpun Bank. Peningkatan beban simpanan deposito tersebut disebabkan adanya kenaikan tingkat suku bunga deposito sebagai dampak penyesuaian kenaikan tingkat suku bunga Bank Indonesia dan *profiling* nasabah yang dilakukan Bank.

INCOME (EXPENSES) FROM OPERATIONS

The Bank's net income from operations in 2014 reached Rp337.62 billion, a decrease of Rp77.64 billion or 18.70% from 2013 amounting to Rp415.26 billion. The decline was due to an increase in interest and sharia expenses which was greater than the increase in interest and sharia income. The increase in interest and sharia expenses amounting to Rp596.20 billion or 54.33% from Rp1,097.48 billion in 2013 to Rp1,693.68 billion in 2014. This increase was especially due to an increase in the third party deposits expenses amounting to Rp558.90 billion or 56.66%. This increase in third party deposits expenses, especially from an increase in the time deposits expenses were in line with the increase in the amount of time deposits that have been collected by the Bank. The increase in deposits costs was caused by an increase in the deposit interest rate as an impact of the interest rate increase adjustment issued by Bank Indonesia and customer profiling conducted by the Bank.

Tabel Pendapatan (Beban) Operasional
Table of Operating Income (Expenses)

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	Pertumbuhan / Growth		DESCRIPTION
1	2	3	4=(2-3)	5=(2-3)/3	1
Pendapatan Bunga dan Syariah	**2,031,299**	**1,512,739**	**518,560**	**34.28%**	**Interest and Sharia Income**
Pendapatan Bunga	1,881,450	1,404,501	476,949	33.96%	Interest Income
Pendapatan Syariah	149,849	108,238	41,610	38.44%	Sharia Income
Beban Bunga dan Syariah	**(1,693,679)**	**(1,097,475)**	**596,204**	**54.33%**	**Interest and Sharia Expenses**
Simpanan Dana Pihak Ketiga	(1,545,342)	(986,444)	558,898	56.66%	Third Party Deposits
Obligasi yang Diterbitkan	(103,500)	(78,671)	24,829	31.56%	Bond Issued
Amortisasi Emisi Obligasi	(1,495)	(1,535)	40	2.60%	Amortization of Bond Issuance Cost
Simpanan Dari Bank Lain	(43,326)	(30,218)	13,107	43.38%	Deposit from Other Banks
Lain-lain	(17)	(607)	591	97.28%	Others
TOTAL	**337,620**	**415,264**	**(77,644)**	**(18.70%)**	**TOTAL**

PENDAPATAN (BEBAN) OPERASIONAL LAINNYA

Beban operasional lainnya-neto meningkat Rp114,86 miliar atau sebesar 96,30% dari Rp119,28 miliar di 2013 menjadi Rp234,13 miliar di 2014. Hal ini disebabkan peningkatan pendapatan operasional lainnya yang diperoleh Bank lebih rendah dari peningkatan beban operasional lainnya. Peningkatan beban operasional lainnya khususnya berasal dari pemulihan penyisihan kerugian penurunan nilai aset keuangan yang mencapai Rp56,14 miliar di 2013 menjadi beban penyisihan kerugian penurunan nilai aset keuangan yang mencapai Rp44,71 miliar di 2014. Hal ini terkait dengan beban penyisihan kerugian atas kredit yang diberikan.

OTHER OPERATING INCOME (EXPENSES)

Other operating expenses-net increased Rp114.86 billion or 96.30% from Rp119.28 billion in 2013 to Rp234.13 billion in 2014. This was due to the increase in other operating income obtained by the Bank which was lower than the increase in other operating expenses. The increase in other operating expenses, especially came from the recovery of provision for impairment losses on financial assets amounting to Rp56.14 billion in 2013 which has become provision for impairment losses on financial assets amounting to Rp44.71 billion in 2014. This was related to the provision for losses on loans extended.

Tabel Pendapatan (Beban) Operasional Lainnya
Table of Other Operating Income (Expenses)

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	Pertumbuhan / Growth		DESCRIPTION
1	2	3	4=(2-3)	5=(2-3)/3	1
Pendapatan Operasional Lainnya	**131,954**	**106,500**	**25,455**	**23.90%**	**Other Operating Income**
Pendapatan Dari Investasi Reksadana	66,594	22,765	43,829	192.53%	Income from Mutual Fund
Keuntungan Atas Penjualan Efek-efek yang Diperdagangkan dan Tersedia Untuk Dijual - neto	30,329	58,785	(28,456)	(48.41%)	Gain on Sale of Trading Available for Sale Securities - net
Provisi dan Komisi Selain Dari Kredit	5,662	4,935	727	14.73%	Fees and Commissions from Transaction Other Loans
Keuntungan Atas Kenaikan Nilai Wajar Efek-efek yang Diperdagangkan - neto	-	1,811	(1,811)	(100.00%)	Gain on Increase in Fair Value of Trading Securities
Lain-lain	29,370	18,204	11,166	61.34%	Others
Beban Operasional Lainnya	**(366,089)**	**(225,775)**	**140,314**	**62.15%**	**Other Operating Expenses**
Pemulihan (Beban) Penyisihan Kerugian Penurunan Nilai Aset Keuangan	(44,712)	56,142	(100,854)	(179.64%)	Provision (Reversal) for Impairment Losses on Financial Assets
Pemulihan (Beban) Penyisihan Kerugian Penurunan Nilai Aset Non Keuangan	1,247	(424)	1,671	394.22%	Provision (Reversal) for Impairment Losses on Non Financial Assets
Beban Umum dan Administrasi	(130,077)	(102,741)	27,337	26.61%	General and Administrative Expenses
Beban Tenaga Kerja	(182,101)	(154,570)	27,531	17.81%	Personnel Expenses
Lain-lain	(10,446)	(24,183)	(13,737)	(56.80%)	Others
TOTAL	**(234,135)**	**(119,276)**	**(114,859)**	**96.30%**	**TOTAL**

LABA OPERASIONAL

Laba operasional Bank mengalami penurunan Rp192,50 miliar atau sebesar 65,04% dari Rp295,99 miliar di 2013 menjadi Rp103,48 miliar di 2014. Penurunan laba operasional disebabkan penurunan pendapatan bunga dan syariah-neto dan peningkatan beban operasional lainnya-neto.

INCOME FROM OPERATIONS

The Bank's operating income decreased by Rp 192.50 billion or 65.04% from Rp295.99 billion in 2013 to Rp103.48 billion in 2014. The decrease in operating income was due to a decrease in interest and sharia income-net and an increase in other operating expenses-net.

PENDAPATAN NON OPERASIONAL

Pendapatan non operasional-neto mencapai Rp18,05 miliar di 2014, meningkat Rp2,09 miliar atau sebesar 13,07% dari 2013 yang mencapai Rp15,96 miliar. Peningkatan tersebut khususnya berasal dari penerimaan dari kredit yang telah dihapusbukukan yang mencapai Rp1,74 miliar atau sebesar 12,04% dari Rp14,46 miliar di 2013 menjadi Rp16,20 miliar di 2014.

NON OPERATING INCOME

Non-operating income-net reached Rp18.05 billion in 2014, increased Rp2.09 billion or 13.07% from Rp15.96 billion in 2013. The increase was particularly derived from proceed from write-off loans which reached Rp1.74 billion or 12.04% from Rp14.46 billion in 2013 to Rp16.20 billion in 2014.

Tabel Pendapatan Non Operasional
Table of Non Operating Income

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	Pertumbuhan / Growth		DESCRIPTION
1	2	3	4=(2-3)	5=(2-3)/3	1
Pendapatan Non Operasional	18,793	16,611	2,182	13.14%	**Non Operating Income**
Penerimaan Dari Kredit yang Telah Dihapusbukukan	16,200	14,460	1,740	12.04%	Proceed from Write-off Loans
Laba Penjualan Aset Tetap	1,873	1,304	569	43.62%	Gain on Sale of Fixed Assets
Hasil Sewa	184	320	(137)	(42.69%)	Rent Revenue
Lain-lain	536	527	10	1.81%	Others
Beban Non Operasional	(745)	(650)	96	14.73%	Non Operating Expenses
TOTAL	**18,048**	**15,962**	**2,086**	**13.07%**	**TOTAL**

LABA SEBELUM PAJAK PENGHASILAN

Laba sebelum pajak penghasilan Bank mengalami penurunan Rp190,42 miliar atau sebesar 61,04% dari Rp311,95 miliar di 2013 menjadi Rp121,53 miliar di 2014. Hal ini sejalan dengan penurunan laba operasional Bank.

BEBAN PAJAK PENGHASILAN

Beban pajak penghasilan-neto di 2014 mencapai Rp15,83 miliar, menurun Rp51,70 miliar atau sebesar 76,56% dari Rp67,53 miliar di 2013. Hal ini disebabkan penurunan beban pajak kini dan peningkatan manfaat pajak tangguhan. Beban pajak kini menurun Rp37,76 miliar dari Rp70,63 miliar di 2014 menjadi Rp32,88 miliar di 2014. Sedangkan, manfaat pajak tangguhan meningkat Rp13,95 miliar dari Rp3,10 miliar di 2013 menjadi Rp17,04 miliar di 2014.

LABA TAHUN BERJALAN

Laba tahun berjalan Bank mengalami penurunan Rp138,72 miliar atau sebesar 56,75% dari Rp244,42 miliar di 2013 menjadi Rp105,70 miliar di 2013. Penurunan ini sejalan dengan penurunan laba operasional dan laba sebelum pajak penghasilan. Adapun laba tahun berjalan tersebut terdiri dari:

- Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk yang mencapai Rp105,70 miliar, menurun Rp138,71 miliar atau sebesar 56,75% dari Rp244,41 miliar di 2013; serta
- Rugi tahun berjalan yang dapat diatribusikan kepada kepentingan non pengendali yang mencapai Rp3,87 juta dari laba tahun berjalan yang dapat diatribusikan kepada kepentingan non pengendali yang mencapai Rp0,64 miliar di 2013.

INCOME BEFORE INCOME TAX EXPENSE

Bank's income before income tax expense decreased by Rp190.42 billion or 61.04% from Rp311.95 billion in 2013 to Rp121.53 billion in 2014. This was in line with the decrease in the Bank's income from operations.

INCOME TAX EXPENSE

Income tax expense-net in 2014 reached USD 15.83 billion, decreased by Rp51.70 billion or 76.56% from Rp67.53 billion in 2013. This was due to a decrease in current income tax expense and an increase in deferred tax benefit. Current tax expense decreased by Rp37.76 billion from Rp70.63 billion in 2013 to Rp32.88 billion in 2014. Meanwhile, deferred tax benefit increased by Rp13.95 billion from Rp3.10 billion in 2013 to Rp17.04 billion in 2014.

PROFIT FOR THE YEAR

The Bank's profit for the year decreased Rp138.72 billion or 56.75% from Rp244.42 billion in 2013 to Rp105.70 billion in 2013. This decline was consistent with the decrease in operating income and income before income tax. The profit for the year comprises:

- Profit for the year attributable to equity holders of the parent entity amounting to Rp105.70 billion, decreased Rp138.71 billion or 56.75% from Rp244.41 billion in 2013; and
- Loss for the year attributable to non-controlling interests amounting to Rp3.87 million from profit for the year attributable to non-controlling interests amounting to Rp0.64 billion in 2013.

Tabel Laba Tahun Berjalan
Table of Profit For The Year

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	Pertumbuhan / Growth		DESCRIPTION
1	2	3	4=(2-3)	5=(2-3)/3	1
Laba Tahun Berjalan yang Dapat Diatribusikan Kepada Pemilik Entitas Induk	105,703	244,415	(138,712)	(56.75%)	Profit for the Year Attributable to Equity Holders of the Parent Entity

URAIAN	2014	2013	Pertumbuhan / Growth		DESCRIPTION
1	2	3	4=(2-3)	5=(2-3)/3	1
Laba Tahun Berjalan yang Dapat Diatribusikan Kepada Kepentingan Non Pengendali	(4)	1	(5)	(703.27%)	Profit for the Year Attributable to Non-Controlling Interest
TOTAL	**105,699**	**244,415**	**(138,716)**	**(56.75%)**	**TOTAL**

PENDAPATAN (KERUGIAN) KOMPREHENSIF LAIN

Bank Victoria mencatat pendapatan komprehensif lain-neto yang mencapai Rp11,68 miliar di 2014 dari kerugian komprehensif lain-neto yang mencapai Rp89,65 miliar di 2013. Hal tersebut berasal dari manfaat perubahan nilai wajar efek-efek yang tersedia untuk dijual di 2014 yang mencapai Rp15,57 miliar dari beban perubahan nilai wajar efek-efek yang tersedia untuk dijual di 2013 yang mencapai Rp93,41 miliar.

OTHER COMPREHENSIVE INCOME (LOSSES)

Bank Victoria recorded other comprehensive income-net amounting to Rp11.68 billion in 2014 from other comprehensive loss-net amounting to Rp89.65 billion in 2013. This condition was caused by the benefit obtained from the change in fair value of marketable securities that are available for sale in 2014 amounting to Rp15.57 billion from loss in changes in the fair value of marketable securities in 2013 amounting to Rp93.41 billion.

Tabel Pendapatan (Kerugian) Komprehensif Lain
Table of Other Comprehensive Income (Losses)

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	Pertumbuhan / Growth		DESCRIPTION
1	2	3	4=(2-3)	5=(2-3)/3	1
Perubahan Nilai Wajar Efek-efek yang Tersedia Untuk Dijual	15,570	(93,408)	108,977	116.67%	Change in Fair Value of Marketable Securities
Pajak Tangguhan Terkait Dengan Komponen Komprehensif Lain	(3,886)	3,763	(7,649)	(203.29%)	Deferred tax Relating to Components of Other Comprehensive Income
TOTAL	**11,683**	**(89,645)**	**101,329**	**113.03%**	**TOTAL**

JUMLAH LABA KOMPREHENSIF TAHUN BERJALAN

Jumlah laba komprehensif tahun berjalan Bank di 2014 mencapai Rp117,38 miliar, mengalami penurunan Rp37,39 miliar atau sebesar 24,16% dari 2013 yang mencapai Rp154,77 miliar. Hal ini sejalan dengan penurunan laba tahun berjalan. Adapun laba komprehensif tahun berjalan tersebut terdiri dari:

- Laba komprehensif tahun berjalan yang diatribusikan kepada pemilik entitas induk yang mencapai Rp117,38 miliar di 2014, mengalami penurunan Rp37,38 miliar atau sebesar 24,16% dari 2013 yang mencapai Rp154,77 miliar.
- Rugi komprehensif tahun berjalan yang dapat diatribusikan kepada kepentingan non pengendali yang mencapai Rp2,29 juta dari laba komprehensif tahun berjalan yang dapat diatribusikan kepada kepentingan non pengendali yang mencapai Rp0,64 miliar di 2013.

TOTAL COMPREHENSIVE INCOME FOR THE YEAR

The Bank's total comprehensive income for the year in 2014 reached Rp 117.38 billion, a decrease by Rp37.39 billion or 24.16% from 2013 amounting to Rp154.77 billion. The decrease was in line with the decline in profit of the year. The comprehensive income for the year consists of:

- Comprehensive income for the year attributable to equity holders of the parent entity amounting to Rp117.38 billion in 2014, decreased by Rp37.38 billion or 24.16% from 2013 amounting to Rp154,77 billion.
- Comprehensive loss for the year attributable to non-controlling interests amounting to Rp2.29 million from comprehensive income for the year attributable to non-controlling interests amounting to Rp0.64 billion in 2013.

Tabel Jumlah Laba Komprehensif Tahun Berjalan
Table of Total Comprehenive Income For The Year

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	Pertumbuhan / Growth		DESCRIPTION
1	2	3	4=(2-3)	5=(2-3)/3	1
Laba Komprehensif Tahun Berjalan yang Diatribusikan Kepada Pemilik Entitas Induk	117,385	154,769	(37,385)	(24.16%)	Comprehensive Income for the year Attributable to Equity Holders of the Parent Entity
Laba Komprehensif Tahun Berjalan yang Diatribusikan Kepada Kepentingan Non Pengendali	(2)	1	(3)	(457.32%)	Comprehensive Income for the Year Attributable to Non-Controlling Interests
TOTAL	**117,382**	**154,770**	**(37,388)**	**(24.16%)**	**TOTAL**

LABA PER SAHAM DASAR

Laba per saham dasar mengalami penurunan Rp21,69 atau sebesar 58,70% dari Rp36,95 di 2013 menjadi Rp15,26 di 2014.

LABA PER SAHAM DILUSIAN

Laba per saham dilusian mengalami penurunan Rp16,99 atau sebesar 55,67% dari Rp30,52 di 2013 menjadi Rp13,53 di 2014.

BASIC EARNING PER SHARE

Basic earnings per share decreased by 58.70% or Rp21.69 fromf Rp36.95 in 2013 to Rp15.26 in 2014.

DILUTED EARNING PER SHARE

Diluted earnings per share decreased by 55.67% or Rp16.99 from Rp30.52 in 2013 to Rp13.53 in 2014.

LAPORAN POSISI KEUANGAN KONSOLIDASIAN

CONSOLIDATED FINANCIAL POSITION STATEMENT

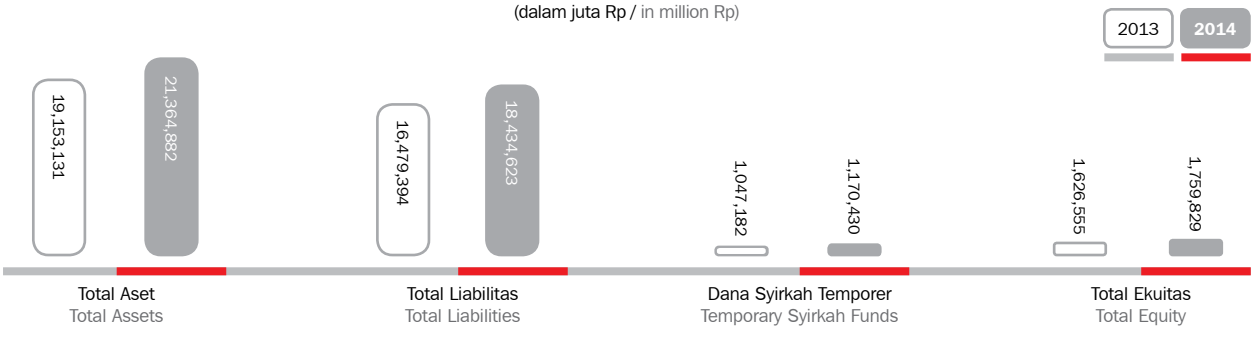
Tabel Laporan Posisi Keuangan Konsolidasian
Table of Consolidated Financial Position Statement

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	Pertumbuhan / Growth		DESCRIPTION
1	2	3	4=(2-3)	5=(2-3)/3	1
ASET					**ASSETS**
Aset Keuangan	**21,046,386**	18,877,696	2,168,690	11.49%	Financial Assets
Aset Non Keuangan	**318,496**	275,435	43,061	15.63%	Non Financial Assets
TOTAL ASET	**21,364,882**	**19,153,131**	**2,211,751**	**11.55%**	**TOTAL ASSETS**
LIABILITAS					**LIABILITIES**
Liabilitas Keuangan	18,351,285	16,403,054	1,948,231	11.88%	Financial Liabilities
Liabilitas Non Keuangan	83,338	76,340	6,998	9.17%	Non Financial Liabilities
TOTAL LIABILITAS	**18,434,623**	**16,479,394**	**1,955,229**	**11.86%**	**TOTAL LIABILITIES**
DANA *SYIRKAH* TEMPORER	**1,170,430**	**1,047,182**	**123,248**	**11.77%**	**TEMPORARY SYIRKAH FUNDS**
TOTAL EKUITAS	**1,759,829**	**1,626,555**	**133,274**	**8.19%**	**TOTAL EQUITY**
TOTAL LIABILITAS, DANA *SYIRKAH* TEMPORER, DAN EKUITAS	**21,364,882**	**19,153,131**	**2,211,751**	**11.55%**	**TOTAL LIABILITIIES, TEMPORARY SYIRKAH FUNDS AND EQUITY**

Grafik Posisi Keuangan Konsolidasian
Chart of Consolidated Financial Position

(dalam juta Rp / in million Rp)



ASET

Di 2014, Bank meningkatkan total aset menjadi Rp21.364,88 miliar dari Rp19.153,13 miliar di 2013. Peningkatan total aset tersebut mencapai Rp2.211,75 miliar atau sebesar 11,55%. Peningkatan total aset tesebut khususnya berasal dari peningkatan aset keuangan.

ASSETS

In 2014, the Bank increased its total assets to Rp21,364.88 billion from Rp19,153.13 billion in 2013. The increase in total assets amounted to Rp2,211.75 billion or 11.55%. The increase in total assets was in particular derived from the increase in financial assets.

ASET KEUANGAN

Aset keuangan Bank di 2014 mencapai Rp21.046,39 miliar, meningkat Rp2.168,69 miliar atau sebesar 11,49% dari 2013 yang mencapai Rp18.877,70 miliar. Peningkatan tersebut khususnya berasal dari peningkatan kredit yang diberikan dan pembiayaan/piutang syariah-neto, serta peningkatan penempatan pada Bank Indonesia dan bank lain-neto yang merupakan penanaman dana dalam bentuk interbank *call money* dan FASBI. Kredit yang diberikan dan pembiayaan/piutang syariah-neto meningkat Rp1.187,88 miliar atau sebesar 10,74% dari Rp11.057,80 miliar di 2013 menjadi Rp12.245,68 miliar di 2014. Sedangkan, penempatan pada Bank Indonesia dan bank lain-neto meningkat Rp906,78 miliar atau sebesar 64,59% dari Rp1.403,93 miliar di 2013 menjadi Rp2.310,71 miliar di 2014.

FINANCIAL ASSETS

The Bank's financial assets in 2014 reached Rp21,046.39 billion, an increase of Rp2,168.69 billion or 11.49% from 2013 amounting to Rp18,877.70 billion. This increase was particularly derived from the increase in loans and sharia financing/receivables-net, as well as an increase in the placements with Bank Indonesia and other banks-net which is a fund investment in the form of interbank call money and FASBI. Loans and sharia financing/receivables net increased by Rp1,187.88 billion or 10.74% from Rp11,057.80 billion in 2013 to Rp12,245.68 billion in 2014. Meanwhile, the placements with Bank Indonesia and other banks-net increased by Rp906.78 billion or 64.59% from Rp1,403.93 billion in 2013 to Rp2,310.71 billion in 2014.

Tabel Aset Keuangan
Table of Financial Assets

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	Pertumbuhan / Growth		DESCRIPTION
1	2	3	4=(2-3)	5=(2-3)/3	1
Kas	58,857	53,249	5,607	10.53%	Cash
Giro pada Bank Indonesia	1,524,951	1,120,641	404,311	36.08%	Current Accounts with Bank Indonesia
Giro pada Bank Lain – neto	12,317	10,997	1,320	12.00%	Current Accounts with Other Banks - net
Penempatan pada Bank Indonesia dan Bank Lain – neto	2,310,712	1,403,927	906,785	64.59%	Placement with Bank Indonesia and Other Banks – net
Efek-efek – neto	4,758,264	5,101,660	(343,396)	(6.73%)	Marketable Securities – net
Pendapatan Bunga yang Masih Akan Diterima	135,609	129,026	6,583	5.10%	Interest Receivables
Kredit yang Diberikan dan Pembiayaan/Piutang Syariah - neto	12,245,677	11,057,798	1,187,879	10.74%	Loans and Sharia Financing/ Receivables – net
Tagihan Akseptasi	-	397	(397)	(100.00%)	Acceptance Receivables
TOTAL	**21,046,386**	**18,877,696**	**2,168,690**	**11.49%**	**TOTAL**

ASET NON KEUANGAN

Aset non keuangan Bank meningkat Rp43,06 miliar atau 15,63% dari Rp275,43 miliar di 2013 menjadi Rp318,50 miliar di 2014. Peningkatan aset non keuangan khususnya berasal dari peningkatan aset lain-lain-neto dan peningkatan aset pajak tangguhan. Aset lain-lain-neto meningkat Rp17,91 miliar atau sebesar 133,28% dari Rp13,44 miliar di 2013 menjadi Rp31,35 miliar di 2014 yang secara khusus disebabkan adanya agunan yang diambil alih yang merupakan jaminan pinjaman yang diberikan yang telah diambil alih oleh Bank, berupa tanah dan bangunan. Sedangkan, aset pajak tangguhan meningkat Rp13,16 miliar atau sebesar 97,70% dari Rp13,47 miliar di 2013 menjadi Rp26,62 miliar di 2014 yang khususnya berasal dari imbalan pasca kerja.

NON FINANCIAL ASSETS

The Bank's non-financial assets increased by Rp 43.06 billion or 15.63% from Rp275.43 billion in 2013 to Rp318,50 billion in 2014. The increase in non-financial assets, especially came from an increase in other assets-net and deferred tax assets. Other assets-net increased by Rp17.91 billion or 133.28% from Rp13.44 billion in 2013 to Rp31.35 billion in 2014 specifically due to foreclosed assets which are loan collateral that have been taken over by the Bank, such as land and buildings. Meanwhile, deferred tax assets increased by Rp13.16 billion or 97.70% from Rp13.47 billion in 2013 to Rp26.62 billion in 2014, especially came from post-employment benefits.

Tabel Aset Non Keuangan
Table of Non Financial Assets

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	Pertumbuhan / Growth		DESCRIPTION
1	2	3	4=(2-3)	5=(2-3)/3	1
Pajak Penghasilan Dibayar Dimuka	5,865	-	5,865	NA	Prepaid Tax Income
Biaya Dibayar Dimuka	21,255	15,456	5,799	37.52%	Prepaid Expenses
Penyertaan Saham – neto	60	60	-	0.00%	Investments in Shares - net
Aset Tetap – neto	227,702	230,698	(2,995)	(1.30%)	Fixed Assets - net
Aset Tidak Berwujud – neto	5,646	2,319	3,327	143.47%	Intangible Assets - net
Aset Lain-lain – neto	31,347	13,438	17,909	133.28%	Other Assets - net
Aset Pajak Tangguhan – neto	26,620	13,465	13,156	97.70%	Deferred Tax Assets - net
TOTAL	**318,496**	**275,435**	**43,061**	**15.63%**	**TOTAL**

LIABILITAS

Di 2014, total liabilitas Bank meningkat Rp1.955,23 miliar atau sebesar 11,86% dari Rp16.479,39 miliar di 2013 menjadi Rp18.434,62 miliar di 2014. Peningkatan total liabilitas khususnya berasal dari peningkatan liabilitas keuangan.

LIABILITAS KEUANGAN

Liabilitas keuangan Bank meningkat Rp1.948,23 miliar atau sebesar 11,88% dari Rp16.403,05 miliar di 2013 menjadi Rp18.351,29 miliar di 2014. Peningkatan liabilitas keuangan khususnya berasal dari peningkatan simpanan nasabah yang mencapai Rp2.024,90 miliar atau 14,31% dari Rp14.153,08 miliar di 2013 menjadi Rp16.177,98 miliar di 2014. Peningkatan simpanan nasabah terbesar khususnya pada deposito berjangka.

LIABILITIES

In 2014, the Bank's total liabilities increased by Rp1,955.23 billion or 11.86% from Rp16,479.39 billion in 2013 to Rp18,434.62 billion in 2014. The increase in total liabilities especially came from an increase in financial liabilities.

FINANCIAL LIABILITIES

The Bank's financial liabilities increased by Rp1,948.23 billion or 11.88% from Rp16,403.05 billion in 2013 to Rp18,351.29 billion in 2014. The increase in financial liabilities, especially came from an increase in customer deposits amounting to Rp2,024.90 billion or 14.31% from Rp14,153.08 billion in 2013 to Rp16,177.98 billion in 2014. The increase in customer deposits most notably occurred in time deposits.

Tabel Liabilitas Keuangan
Table of Financial Liabilities

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	Pertumbuhan / Growth		DESCRIPTION
1	2	3	4=(2-3)	5=(2-3)/3	1
Liabilitas Segera	4,225	2,511	1,715	68.30%	Obligation Due Immediately
Simpanan Nasabah	16,177,978	14,153,082	2,024,896	14.31%	Deposits from Customer
Simpanan dari Bank Lain	1,067,844	1,157,510	(89,666)	(7.75%)	Deposits from Other Banks
Liabilitas Akseptasi	-	397	(397)	(100.00%)	Acceptance Payable
Efek-efek yang Diterbitkan	991,653	990,843	810	0.08%	Securities Issued
Akrual dan Liabilitas Lain-lain	109,585	98,711	10,874	11.02%	Accrual and Other Liabilities
TOTAL	**18,351,285**	**16,403,054**	**1,948,231**	**11.88%**	**TOTAL**

LIABILITAS NON KEUANGAN

Liabilitas non keuangan meningkat Rp7,00 miliar atau sebesar 9,17% dari Rp76,34 miliar di 2013 menjadi Rp83,34 miliar di 2014. Peningkatan liabilitas non keuangan berasal dari peningkatan liabilitas imbalan kerja, khususnya imbalan pasca kerja yang disediakan Bank sebagai program pensiun.

NON FINANCIAL LIABILITIES

Non-financial liabilities increased by Rp7.00 billion or 9.17% from Rp76.34 billion in 2013 to Rp83.34 billion in 2014. The increase in non-financial liabilities came from an increase in employee benefits obligation, in particular post-employment benefit provided by the Bank as a retirement program.

Tabel Liabilitas Non Keuangan
Table of Non Financial Liabilities

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	Pertumbuhan / Growth		DESCRIPTION
1	2	3	4=(2-3)	5=(2-3)/3	1
Utang Pajak	32,736	39,350	(6,614)	(16.81%)	Taxes Payable
Liabilitas Imbalan Kerja	50,602	36,990	13,612	36.80%	Employee Benefits Obligation
Liabilitas Pajak Tangguhan	-	-	-	-	Deffered Tax Liabilities
TOTAL	**83,338**	**76,340**	**6,998**	**9.17%**	**TOTAL**

DANA *SYIRKAH* TEMPORER

Di 2014, dana *syirkah* temporer Bank meningkat Rp123,25 miliar atau sebesar 11,77% dari Rp1.047,18 miliar di 2013 menjadi Rp1.170,43 miliar di 2014. Peningkatan dana *syirkah* temporer berasal dari simpanan nasabah, khususnya simpanan nasabah pihak ketiga yang dikelola Bank sesuai akad *mudharabah* dan *mutlaqah*.

TEMPORARY SYIRKAH FUNDS

In 2014, the Bank's temporary syirkah funds increased by Rp123.25 billion or 11.77% from Rp1,047.18 billion in 2013 to Rp1,170.43 billion in 2014. The increase in temporary syirkah funds came from deposits from customer, in particular third parties deposits from customer managed by the Bank in accordance with mudharabah and mutlaqah contract.

Tabel Dana *Syirkah* Temporer
Table of Temporary Syirkah Funds

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	Pertumbuhan / Growth		DESCRIPTION
1	2	3	4=(2-3)	5=(2-3)/3	1
Simpanan Nasabah	1,116,830	979,175	137,656	14.06%	Deposits from Customer
Simpanan Bank Lain	53,600	68,007	(14,407)	(21.18%)	Deposits from Other Banks
TOTAL	**1,170,430**	**1,047,182**	**123,248**	**11.77%**	**TOTAL**

EKUITAS

Di 2014, total ekuitas Bank meningkat Rp133,27 miliar atau sebesar 8,19% dari Rp1.626,55 miliar di 2013 menjadi Rp1.759,83 miliar di 2014. Peningkatan total ekuitas khususnya berasal dari peningkatan saldo laba dan peningkatan modal saham. Saldo laba meningkat Rp70,70 miliar atau sebesar 7,42% dari Rp952,84 miliar di 2013 menjadi Rp1.023,54 miliar di 2014. Sedangkan, modal saham meningkat Rp50,89 miliar atau sebesar 7,68% dari Rp663,03 miliar di 2013 menjadi Rp713,92 miliar di 2014 yang disebabkan terdapat penambahan modal saham oleh PT Victoria Investama Tbk dan masyarakat lainnya yang berasal dari pelaksanaan Waran Seri VI.

EQUITY

In 2014, the Bank's total equity increased by Rp 133.27 billion or 8.19% from Rp1,626.55 billion in 2013 to Rp1,759.83 billion in 2014. The increase in total equity, especially came from an increase in retained earnings and an increase in share capital. Retained earnings increased by Rp70.70 billion or 7.42% from Rp952.84 billion in 2013 to Rp1,023.54 billion in 2014. Meanwhile, the share capital increased by Rp50.89 billion or 7.68% from Rp663.03 billion in 2013 to Rp713.92 billion in 2014 due to additional new shares by PT Victoria Investama Tbk and publics which came from the execution of the Warrants Series VI.

Tabel Ekuitas
Table of Equity

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	Pertumbuhan / Growth		Description
1	2	3	4=(2-3)	5=(2-3)/3	1
Modal Saham	713,917	663,027	50,890	7.68%	Share Capital
Tambahan Modal Disetor- neto	21,945	21,945	-	0.00%	Additional Paid in Capital - net
Keuntungan yang Belum Direalisasi Atas Perubahan Nilai Wajar Surat-surat Berharga yang Tersedia Untuk Dijual - Setelah Pajak Tangguhan	395	(11,288)	11,683	103.50%	Unrealized Gains (Losses) on Changes in Fair Value of Available for Sale Marketable Securities – net of Deffered Tax

URAIAN	2014	2013	Pertumbuhan / Growth		Description
1	2	3	4=(2-3)	5=(2-3)/3	1
Saldo Laba	1,023,545	952,841	70,703	7.42%	Retained Earnings
Jumlah Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk	1,759,802	1,626,526	133,276	8.19%	Total Equity Attributable to Equity Holders of the Parent Entity
Jumlah Ekuitas yang Dapat Diatribusikan Kepada Kepentingan Non Pengendali	27	29	(2)	(7.81%)	Total Equity Attributable to Non-Controlling Interest
TOTAL	**1,759,829**	**1,626,555**	**133,274**	**8.19%**	**TOTAL**

LAPORAN ARUS KAS KONSOLIDASIAN

CONSOLIDATED CASH FLOW STATEMENT

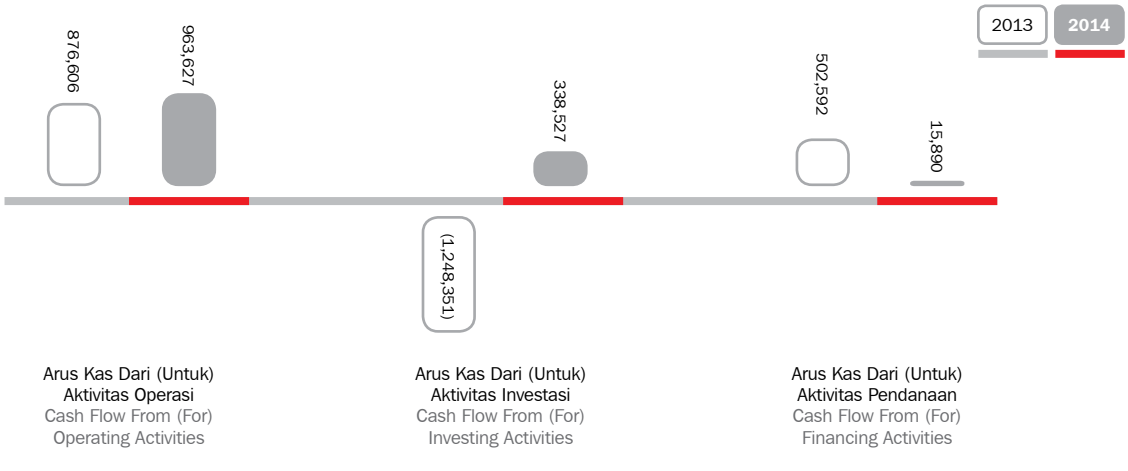
Tabel Laporan Arus Kas Konsolidasian
Table of Consolidated Cash Flow Statement

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	Pertumbuhan / Growth		Description
1	2	3	4=(2-3)	5=(2-3)/3	1
Arus Kas Dari (Untuk) Aktivitas Operasi	963,627	876,606	87,021	9.93%	Cash Flow From (For) Operating Activities
Arus Kas Dari (Untuk) Aktivitas Investasi	338,527	(1,248,351)	1,586,878	127.12%	Cash Flow From (For) Investing Activities
Arus Kas Dari (Untuk) Aktivitas Pendanaan	15,890	502,592	(486,703)	(96.84%)	Cash Flow From (For) Financing Activities
Kenaikan (Penurunan) Neto Kas dan Setara Kas	1,318,044	130,847	1,187,197	907.32%	Net Increase (Decrease) in Cash and Cash Equivalents
Kas dan Setara Kas Awal Tahun	2,588,863	2,458,016	130,847	5.32%	Cash and Cash Equivalents at the Beginning of The Year
Kas dan Setara Kas Akhir Tahun	3,906,907	2,588,863	1,318,044	50.91%	Cash and Cash Equivalents at the End of The Year

Grafik Laporan Arus Kas Konsolidasian
Chart of Consolidated Cash Flow Statement

(dalam juta Rp / in million Rp)



Bank mencatatkan kas dan setara kas awal tahun 2014 yang mencapai Rp2.588,86 miliar yang mengalami kenaikan neto Rp1.318,04 miliar atau sebesar 50,91% sehingga menjadi Rp3.906,91 miliar di akhir tahun 2014. Arus kas Bank selama 2014 diuraikan sebagai berikut:

The Bank recorded cash and cash equivalents at the beginning of 2014 amounting to Rp2,588.86 billion, experienced a net-increased of Rp1,318.04 billion or 50.91% to Rp3,906.91 billion at the end of 2014. The Bank's cash flow for 2014 is described as follows:

ARUS KAS DARI (UNTUK) AKTIVITAS OPERASI

Arus kas Bank dari aktivitas operasi meningkat Rp87,02 miliar atau sebesar 9,93% dari Rp876,61 miliar di 2013 menjadi Rp963,63 miliar di 2014. Peningkatan arus kas dari aktivitas operasi khususnya disebabkan peningkatan penerimaan dari bunga dan komisi serta kenaikan dalam aktiva operasi untuk pinjaman yang diberikan.

ARUS KAS DARI (UNTUK) AKTIVITAS INVESTASI

Di 2014, Bank mencatatkan arus kas dari aktivitas investasi yang mencapai Rp338,53 miliar dari kas untuk aktivitas investasi yang mencapai Rp1.248,35 miliar di 2013. Perubahan arus kas dari aktivitas investasi tersebut khususnya disebabkan penjualan efek-efek yang tersedia untuk dijual dan dimiliki hingga jatuh tempo.

ARUS KAS DARI (UNTUK) AKTIVITAS PENDANAAN

Arus kas dari aktivitas pendanaan menurun Rp486,70 miliar atau sebesar 96,84% dari Rp502,59 miliar di 2013 menjadi Rp15,89 miliar di 2014. Penurunan arus kas dari aktivitas pendanaan disebabkan Bank melakukan pembayaran dividen dan tidak adanya pernerbitan efek-efek di 2014.

CASH FLOW FROM (FOR) OPERATING ACTIVITIES

The Bank's cash flows from operating activities increased by Rp87.02 billion or 9.93% from Rp876.61 billion in 2013 to Rp963.63 billion in 2014. The increase in cash flow from operating activities especially due to an increase in interest and commissions income as well as an increase in operating assets for loans.

CASH FLOW FROM (FOR) INVESTMENT ACTIVITIES

In 2014, the Bank recorded cash flow from investing activities amounting to Rp338.53 billion from cash in investing activities amounting to Rp1,248.35 billion in 2013. Changes in cash flow from investing activities was particularly due to the sale of marketable securities available for sale and held to maturity.

CASH FLOW FROM (FOR) FINANCING ACTIVITIES

Cash flows from financing activities decreased by Rp486.70 billion or 96.84% from Rp502.59 billion in 2013 to Rp15.89 billion in 2014. The decrease in cash flow from financing activities due to the Bank paid dividends and the absence of marketable securities issuance in 2014.

RASIO KEUANGAN

Tabel Rasio Keuangan
Table of Financial Ratio

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	DESCRIPTION
1	2	3	1
RASIO KINERJA / FINANCIAL RATIO			
CAR	18.35%	17.95%	CAR
Aset Produktif dan Non Produktif Bermasalah Terhadap Total Aset Produktif dan Non Produktif	2.07%	0.49%	Non Performing Productive and Non Productive Assets to Total Productive and Non Productive Assets
Aset Produktif Bermasalah Terhadap Total Aset Produktif	2.25%	0.45%	Non Performing Productive Assets to Total Productive Assets
NPL *Gross*	3.52%	0.70%	NPL Gross
NPL *Nett*	2.61%	0.32%	NPL Nett
ROA	0.80%	1.97%	ROA
ROE	7.62%	16.72%	ROE
NIM	1.88%	2.33%	NIM
BOPO	93.25%	81.35%	BOPO
LDR	70.25%	73.39%	LDR
KEPATUHAN / COMPLIENCE			
Persentase Pelanggaran BMPK	0.00%	0.00%	Percentage of LLL Violation
Pihak Terkait	0.00%	0.00%	Related Parties
Pihak Tidak Terkait	0.00%	0.00%	Third Parties
Persentase Pelampauan BMPK	0.00%	0.00%	Percentage of LLL Excess
Pihak Terkait	0.00%	0.00%	Related Parties
Pihak Tidak Terkait	0.00%	0.00%	Third Parties
GWM Rupiah	8.86%	8.06%	Minimum Reserve Requirements
Posisi Devisa Netto	0.00%	0.00%	Net Foreign Exchange Position

Catatan: merupakan angka PT Bank Victoria International Tbk. (induk saja).

Notes: the figure is for PT Bank Victoria International Tbk. (parent only).

Berdasarkan rasio keuangannya, kinerja Bank Victoria diuraikan sebagai berikut:

- **Kecukupan Modal**
  Rasio tingkat kecukupan modal yang diukur dengan nilai *Capital Adequacy Ratio* (CAR) meningkat menjadi 18,35% di 2014. Hal ini menunjukkan kemampuan permodalan Bank yang semakin kuat dalam melakukan seluruh kegiatan operasionalnya.
- **Kualitas Aset**
  Kualitas aset Bank di 2014 mengalami penurunan. Rasio aset produktif dan non produktif bermasalah terhadap total aset produktif dan non produktif serta rasio aset produktif bermasalah terhadap total aset produktif masing-masing menurun menjadi 2,07% dan 2,25%. Demikian pula NPL *gross* dan NPL *nett* masing-masing menurun menjadi 3,52% dan 2,61%. Hal ini menunjukkan pengaruh gejolak kondisi perekonomian Indonesia secara makro telah mempengaruhi kemampuan manajemen Bank dalam mengontrol dan mengelola kualitas aset.
- **Profitabilitas**
  Tingkat profitabilitas Bank di 2014 mengalami penurunan. Rasio imbal hasil terhadap aset (ROA) menurun menjadi 0,80% dan rasio imbal hasil terhadap ekuitas (ROE) menurun menjadi 7,62%. Demikian juga marjin laba bersih (NIM) menurun menjadi 1,88%. Hal ini menunjukkan penurunan imbal hasil yang dapat dibagikan kepada Pemegang Saham.
- **Efisiensi**
  Tingkat efisiensi Bank yang diukur melalui nilai rasio beban operasional dibandingkan pendapatan operasional (BOPO) menunjukkan peningkatan nilai rasio menjadi 93,25% di 2014. Hal ini menunjukkan penurunan efisiensi Bank akibat perubahan suku bunga produk simpanan dan pinjaman Bank yang mendorong peningkatan beban operasional Bank.
- **Likuiditas**
  Tingkat likuiditas Bank yang diukur melalui rasio kredit terhadap dana pihak ketiga (LDR) menurun menjadi 70,25% di 2014. Hal ini menunjukkan tingkat likuiditas Bank di 2014 berada dalam posisi aman.

STRUKTUR MODAL

Bank Victoria menyusun Rencana Permodalan berdasarkan telaah dan penilaian atas kebutuhan kecukupan permodalan yang dipersyaratkan dan mengkombinasikannya dengan tinjauan perkembangan ekonomi terkini. Rencana Permodalan tersebut disusun oleh Direksi sebagai bagian dari Rencana Bisnis Bank dan disetujui oleh Dewan Komisaris. Bank Victoria senantiasa menghubungkan tujuan keuangan dan kecukupan modal terhadap risiko melalui proses perencanaan modal. Demikian pula dengan bisnis yang didasarkan pada permodalan dan persyaratan likuiditas Bank. Kebutuhan permodalan tersebut direncanakan dan didiskusikan secara rutin dengan didukung data-data analisis.

Kebijakan manajemen terkait permodalan tersebut ditujukan untuk memastikan bahwa Bank Victoria memiliki modal yang kuat dan menciptakan struktur permodalan yang kuat untuk mendukung strategi pengembangan ekspansi usaha saat ini dan mempertahankan kelangsungan pengembangan di masa mendatang. Selain itu, kebijakan permodalan ditetapkan untuk memenuhi ketentuan kecukupan permodalan yang ditetapkan oleh regulator serta memastikan agar struktur permodalan Bank telah efisien.

Based on its financial ratio, Bank Victoria's performance described as follows:

- **Capital Adequacy**
  The capital adequacy ratio measured by the value of capital Adequacy Ratio (CAR) increased to 18.35% in 2014. This demonstrated the ability of the Bank's capital which is growing strong in conducting its operations.
- **Asset Quality**
  The quality of the Bank's assets in 2014 decreased. The ratio of productive assets and non-productive and non-performing assets assets to total productive and non-productive assets as well as the ratio of non-performing productive assets to total productive assets decreased to 2.07% and 2.25% respectively. Similarly, the gross NPL and net NPL decreased to 3.52% and 2.61% respectively. This showed the influence of Indonesia's turbulence macro economic conditions that have affected the Bank's management ability to control and manage the quality of assets.
- **Profitability**
  The Bank's profitability level in 2014 decreased. The Return on Earning Assets (ROA) ratio decreased to 0.80% and the Return on Earning (ROE) ratio decreased to 7.62%. Similarly, the net profit margin (NIM) decreased to 1.88%. It showed a decrease in the return that can be distributed to the Shareholders.
- **Efficiency**
  The Bank's efficiency level as measured by the ratio of operating expenses to operating income compared to the operating income (BOPO) showed an increase to 93.25% in 2014. This indicated a decrease in the Bank's efficiency due to saving products interest rate changes and Bank's loan that encouraged the increase in the Bank's operational costs.
- **Liquidity**
  The level of liquidity as measured by the loan to deposit ratio (LDR) decreased by 70.25% in 2014. This indicated the liquidity level of the Bank in 2014 which was in the safe position.

CAPITAL STRUCTURE

Bank Victoria drew up Capital Plan based on the review and evaluation of capital adequacy requirements and combined it with a review in the current economic developments. The Capital Plan was prepared by the Board of Directors as part of the Bank's Business Plan and approved by the Board of Commissioners. Bank Victoria continually aligns its financial objective and capital adequacy to risk through the capital planning process. Likewise, it also applies to the business which is based on capital and the liquidity requirement. The need in capital is discussed routinely supported with analytical data.

The management policy concerning such capital is intended to ensure that Bank Victoria has strong capital to support the development strategy of current business expansion, and to maintain the sustainability development in the future. In addition, the policy in capital is set to meet the capital adequacy requirement set out by the Regulator, and to ensure that the efficiency capital structure of the Bank.

Bank Victoria telah melakukan perhitungan kecukupan modal berdasarkan ketentuan Bank Indonesia yang berlaku, dimana modal yang dimiliki diklasifikasikan dalam 2 Tier, yaitu Modal Tier I dan Modal Tier II. Bank telah mematuhi semua persyaratan modal yang ditetapkan oleh pihak eksternal, khususnya berkenaan dengan perhitungan Kewajiban Penyediaan Modal Minimum (KPMM) dan Aktiva Tertimbang Menurut Risiko (ATMR).

Bank Victoria has made the calculation of capital adequacy based on the prevailing regulation of Bank Indonesia, in which the capital owned can be classified in 2 Tier, which is Tier I Capital and Tier Capital II. The Bank has adeher to all capital requirements stipulated by external parties, particularly with regard to the calculation of the Capital Adequacy Ratio (CAR) and Risk Weighted Assets (RWA).

Tabel Struktur Modal Bank Victoria
Table of Capital Structure of Bank Victoria

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	DESCRIPTION
1	2	3	1
Modal			**Capital**
Tier I	1,750,747	1,585,246	Tier I
Tier II	725,985	751,689	Tier II
Jumlah Modal	**2,476,732**	**2,336,935**	**Total Capital**
Aset Tertimbang Menurut Risiko Untuk Risiko Kredit	12,878,837	12,135,084	Risk Weighted Assets for Credit Risk
Aset Tertimbang Menurut Risiko Untuk Risiko Operasional	690,346	500,371	Risk Weighted Assets for Operational Risk
Aset Tertimbang Menurut Risiko Untuk Risiko Pasar	-	30,654	Risk Weighted Assets for Market Risk
Rasio Kewajiban Penyediaan Modal Minimum Untuk Risiko Kredit dan Risiko Operasional	18.25%	18.50%	Minimum Capital Adequacy Ratio (CAR) with Credit and Operational Risks
Rasio Kewajiban Penyediaan Modal Minimum Untuk Risiko Kredit, Risiko Operasional, dan Risiko Pasar	18.25%	18.45%	Capital Adequacy Ratio (CAR) with Credit, Operational and Maret Risks
Rasio Kewajiban Penyediaan Modal Minimum yang Diwajibkan	8.00%	8.00%	Minimum Capital Adequacy Ratio Required

IKATAN MATERIAL TERKAIT INVESTASI BARANG MODAL

Bank tidak memiliki ikatan material terkait investasi barang modal yang dilakukan di 2014. Seluruh kegiatan investasi barang modal dalam bentuk penambahan tanah, gedung kantor, kendaraan bermotor, mesin dan peralatan, perlengkapan dan perabotan kantor, serta aset pra-operasional dibiayai oleh Bank dalam mata uang Rupiah.

Atas barang modal tersebut, kecuali tanah, telah diasuransikan terhadap risiko kebakaran dan pencurian dengan nilai pertanggungan seluruhnya pada tanggal 31 Desember 2014 sebesar Rp158,55 miliar. Manajemen Bank berpendapat bahwa nilai pertanggungan tersebut telah memadai untuk menutup kemungkinan kerugian atas aset tetap yang dipertanggungkan.

INVESTASI BARANG MODAL

Selama 2014, Bank telah melakukan investasi barang modal yang dibutuhkan yang ditujukan untuk kegiatan operasional Bank dengan jumlah biaya perolehan mencapai Rp14,49 miliar. Kegiatan investasi barang modal tersebut dalam bentuk penambahan tanah sebesar Rp2,85 miliar, gedung kantor sebesar Rp2,59 miliar, kendaraan bermotor sebesar Rp5,56 miliar, mesin dan peralatan sebesar Rp1,54 miliar, perlengkapan dan perabotan kantor sebesar Rp1,7 miliar, serta aset pra-operasional sebesar Rp0,25 miliar.

MATERIAL COMMITMENT FOR CAPITAL INVESTMENT

The Bank did not have material commitments for capital investments made in 2014. All capital investments activities are in the form of additional land, office buildings, vehicles, machinery and equipment, office equipment and furniture, as well as pre-operational assets financed by the Bank in Rupiah.

All of the capital goods, except land, were insured against fire and theft with overall insurance coverage amounting to Rp158.55 billion on 31 December 2014. The Bank's Management believed that the insurance was adequate to cover possible losses on the assets insured.

CAPITAL GOODS INVESTMENT

In 2014, the Bank has made capital goods investments required intended for the Bank's operations with an acquisition cost amounting to Rp14.49 billion. The capital goods investment activity was in the form of additional land of Rp2.85 billion, office buildings of Rp2.59 billion, vehicles of Rp5.56 billion, machines and equipment of Rp1.54 billion, office supplies and furniture of Rp1.7 billion, as well as pre-operational assets amounting Rp0.25 billion.

KOMITMEN DAN KONTIJENSI

Bank Victoria mempunyai komitmen dan kontijensi. Ikhtisar komitmen dan kontijensi Bank yang dinyatakan dalam nilai kontrak sebagai berikut:

COMMITMENT AND CONTINGENCY

Bank Victoria has commitments and contingencies. Overview of the Bank's commitments and contingencies stated in the contract value as follows:

Tabel Komitmen dan Kontijensi
Table of Commitment and Contingencies

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	DESCRIPTION
1	2	3	1
Komitmen			**Commitment**
Liabilitas Komitmen			Commitment Liabilities
Fasilitas Kredit yang Belum Digunakan			Unused Loans Facilities
Pihak Berelasi	(18,509)	(18,346)	Related Parties
Pihak Ketiga	(1,320,582)	(1,243,399)	Third Parties
Liabilitas Komitmen - neto	(1,339,091)	(1,261,745)	Commitment Liabilities - net
Kontijensi			**Contingencies**
Tagihan Kontijensi			Contingent Receivables
Pendapatan Bunga Dalam Penyelesaian			Interest Income Settlement
Pihak Ketiga	72,149	100,017	Third Parties
Liabilitas Kontijensi			Contingent Liabilities
Penerbitan Jaminan Dalam Bentuk Bank Garansi			Issued Bank Guarantees
Pihak Ketiga	(182,822)	(122,569)	Third Parties
Pihak Berelasi	(158)	(258)	Related Parties
Tagihan Kontijensi - neto	(110,831)	(22,810)	Contingent Receivables - net
Jumlah Liabilitas Komitmen dan Kontijensi - neto	**(1,449,922)**	**(1,284,555)**	**Total Commitment and Contingencies Liabilities - net**

Bank tidak memiliki komitmen dan kontijensi signifikan lainnya selain komitmen dan kontijensi yang telah diungkapkan di atas.

The Bank has no other significant commitment and contingencies other than commitment and contingency as stated above.

DAMPAK PERUBAHAN TINGKAT SUKU BUNGA TERHADAP KINERJA BANK

Selama tahun 2013 dan 2014, Bank Indonesia secara berkala menaikkan tingkat suku bunga Bank Indonesia dari 5,75% menjadi 7,75%. Hal ini berdampak pada perubahan tingkat suku bunga di industri perbankan, yakni tingkat suku bunga tabungan, deposito, dan kredit selama tahun 2014. Akibat dari perubahan tersebut, Bank mengalami kenaikan beban bunga yang lebih besar dibandingkan kenaikan pendapatan bunga. Beban bunga naik 54,33% dari Rp1,01 triliun menjadi Rp1,69 triliun, sedangkan pendapatan bunga naik 34,28% dari Rp1,51 triliun menjadi Rp 2,03 triliun. Hal tersebut menyebabkan pertumbuhan pendapatan operasional di tahun 2014 lebih rendah dibandingkan pertumbuhan di tahun 2013.

THE IMPACT OF CHANGES IN INTEREST RATES TO THE BANK'S PERFORMANCE

During 2013 and 2014, Bank Indonesia has increased Bank Indonesia Rate from 5.75% to 7.75%. This resulted in interest rates changes in in the banking industry, the interest rate for savings, deposits, and loans throughout 2014. As a result of these changes, the increase in the Bank's interest expense greater than the increase in interest income. Interest expense rose by 54.33% from Rp1.01 trillion to Rp1.69 trillion, while interest income only rose 34.28% from Rp1.51 trillion to Rp 2.03 trillion. This led the growth in operating income in 2014 was lower than the growth in 2013.

AKSELERASI PERTUMBUHAN *FEE BASED INCOME*

Dalam meningkatkan *fee based income*, Bank Victoria meningkatkan jumlah nasabah dari segmentasi yang menjadi target Bank. Hal ini dilakukan melalui pelaksanaan aktivitas baru. Selama 2014, Bank Victoria bekerja sama dalam memasarkan

FEE BASED INCOME GROWTH ACCELERATION

In increasing fee-based income, Bank Victoria increased the number of customers from the Bank's targeted segmentation. This was conducted through the execution of cooperation in marketing insurance products (bankcassurance), namely VIP Pro, Super Plan

produk asuransi *(bankcassurance)*, yaitu VIP Pro, VIP Super Plan, VIP Maxima Link, VIP Family Plan, dan VIP Lifestyle Protector; serta bekerja sama dalam pemasaran produk reksadana, yaitu VIP Super Plan.

Melalui strategi tersebut, Bank telah berhasil meningkatkan *fee based income* di 2014 menjadi Rp6,18 miliar dari Rp5,42 miliar di 2013.

VIP, VIP Maxima Link, VIP Family Plan, and VIP Lifestyle Protector; and cooperation in marketing mutual funds, namely VIP Super Plan.

Through this strategy, the Bank has sucessfully increased fee-based income in 2014 to Rp6.18 billion from Rp5.42 billion in 2013.

PENCAPAIAN TARGET 2014

Secara umum, pencapaian target Bank Victoria di 2014 belum menunjukkan hasil yang maksimal sebagai pengaruh dari tekanan ekonomi makro yang berdampak pada industri perbankan. Kenaikan tingkat suku bunga Bank Indonesia menyebabkan kenaikan tingkat suku bunga tabungan, deposito, dan kredit Bank. Hal tersebut menyebabkan kenaikan beban bunga yang lebih besar dibandingkan kenaikan pendapatan bunga sehingga pendapatan operasional menurun dan mendorong penurunan laba Bank. Namun demikian, Bank telah berupaya untuk memenuhi target lainnya. Upaya tersebut antara lain dibuktikan dengan pencapaian total dana pihak ketiga, pendapatan bunga, dan pendapatan non operasional yang lebih besar dari target. Selain itu, Bank telah menekan beban operasional selain bunga sehingga lebih rendah dari yang diperkirakan.

2014 TARGET ACHIEVEMENT

In general, the achievement of Bank Victoria in 2014 has not yet shown maximum results due to the influence of macro-economic pressures that impacted the banking industry. The increase in Bank Indonesia's rate caused an increase in savings, deposits, and Bank loans interest rates. This caused an increase in interest expenses which was greater compared to the increase in interest income, thus decreasing the operating income and in turn lead to a reduction of the Bank's profit. However, the Bank has sought to meet other targets. Such efforts among other can be proved by the achievement of total third party funds, interest income and non-operating income which was greater than the target. In addition, the Bank has pressed the operating expenses other than interest so it was lower than expected.

Tabel Perbandingan Rencana Bisnis Bank dan Realisasi 2014
Table of Comparison between Bank Business Plan and Realization in 2014

(dalam juta Rp) (in million Rp)

URAIAN	Realisasi 2014 2014 Realization	RBB 2014 2014 RBB	Pencapaian Achievement	Description
1	2	3	4=2/3	1
POSISI KEUANGAN / FINANCIAL POSITION				
Total Aset	**20,139**	**20,814**	**96.75%**	**Total Assets**
Penempatan Pada Bank Indonesia dan Bank Lain	2,278	1,483	153.60%	Placement with Bank Indonesia and Other Banks
Surat Berharga	4,570	5,616	81.39%	Marketable Securities
Kredit yang Diberikan	11,355	12,744	89.10%	Loans
Komponen Aset Lainnya	1,936	971	199.34%	Other Assets Components
Total Liabilitas	**18,401**	**18,570**	**99.09%**	**Total Liabilities**
Total Dana Pihak Ketiga	16,163	15,800	102.30%	Total Third Party Funds
Surat Berharga yang Diterbitkan	992	948	104.58%	Securities Issued
Komponen Liabilitas Lainnya	1,246	1,822	68.43%	Other Liabilities Components
Total Ekuitas	**1,738**	**2,244**	**77.43%**	**Total Equity**
Modal Disetor dan Tambahan Modal Disetor	736	972	75.71%	Paid in Capital and Additonal Paid in Capital
Akumulasi Laba/Rugi	936	1,231	75.98%	Accumulated Income/Loss
Komponen Ekuitas Lainnya	66	41	161.94%	Other Equity Components
LABA/RUGI / PROFIT/LOSS				
Pendapatan dan Beban Bunga				**Interest Income and Expense**
Pendapatan Bunga	1,883	1,844	102.12%	Interest Income
Beban Bunga	(1,591)	(1,405)	113.22%	Interest Expenses
Pendapatan Bunga - neto	**292**	**439**	**66.57%**	**Interest Income - net**
Pendapatan dan Beban Operasional Selain Bunga				**Other Operating Income and Expenses Than Interest**
Pendapatan Operasional Selain Bunga	131	246	53.40%	Other Operating Income Than Interest

URAIAN	Realisasi 2014 2014 Realization	RBB 2014 2014 RBB	Pencapaian Achievement	Description
1	2	3	4=2/3	1
Beban Operasional Selain Bunga	(292)	(334)	87.48%	Other Operating Expenses Than Interest
a. Beban Tenaga Kerja	(151)	(167)	90.30%	a. Personnel Expenses
b. Beban Pembentukan CKPN	(22)	(27)	79.44%	b. Provision for Impairment Losses
c. Beban Operasional Selain Bunga Lainnya	(119)	(140)	85.68%	c. Other Operating Expenses Than Interest
Pendapatan (Beban) Operasional Selain Bunga - neto	**(161)**	**(88)**	**182.74%**	**Other Operating Loss Than Interest – net**
Laba (Rugi) Operasional	**131**	**351**	**37.44%**	**Operating Income (Loss)**
Pendapatan (Beban) Non Operasional - neto	**18**	**15**	**118.81%**	**Non Operating Income (expenses) – net**
Laba (Rugi) Sebelum Pajak Penghasilan	**149**	**366**	**40.78%**	**Income (Loss) Before income Tax**
Pajak Penghasilan Tahun Berjalan	(22)	(73)	30.28%	Income Tax for the Year
Laba (Rugi) Sesudah Pajak Penghasilan	**127**	**293**	**43.40%**	**Income (Loss) after Income Tax**

Catatan: merupakan angka PT Bank Victoria International Tbk. (induk saja).

Notes: the figure is for PT Bank Victoria International Tbk. (parent only).

RENCANA TARGET 2015

Manajemen Bank telah menyusun Rencana Bisnis Bank untuk tahun 2015 dengan mempertimbangkan kondisi ekonomi saat ini dan proyeksi perekonomian di tahun 2015, baik dari segi makro maupun mikro. Rencana Bisnis Bank tersebut sebagai berikut:

2015 TARGET PLAN

The Bank's Management has prepared a Bank Business Plan for 2015 based on several consideration such as the current economic conditions and economic projections in 2015, both in macro and microeconomy. Below is the Bank Business Plan:

Tabel Perbandingan Realisasi 2014 Dengan Rencana Bisnis Bank 2015
Table of Comparison Between Realization in 2014 with Bank Business Plan in 2015

(dalam miliar Rp) (in million Rp)

URAIAN	Realisasi 2014 2014 Realization	RBB 2015 2015 RBB	DESCRIPTION
1	2	3	1
POSISI KEUANGAN / FINANCIAL POSITION			
Total Aset	**20,139**	**23,526**	**Total Assets**
Penempatan Pada Bank Indonesia dan Bank Lain	2,278	3,372	Placement with Bank Indonesia and Other Banks
Surat Berharga	4,570	5,700	Marketable Securities
Kredit yang Diberikan	11,355	13,506	Loans
Komponen Aset Lainnya	1,936	948	Other Assets Components
Total Liabilitas	**18,401**	**21,133**	**Total Liabilities**
Total Dana Pihak Ketiga	16,163	16,850	Total Third Parties Funds
Surat Berharga yang Diterbitkan	992	398	Securities Issued
Komponen Liabilitas Lainnya	1,246	3,885	Other Liabilities Components
Total Ekuitas	**1,738**	**2,393**	**Total Equity**
Modal Disetor dan Tambahan Modal Disetor	736	1,056	Paid in Capital and Additonal Paid in Capital
Akumulasi Laba/Rugi	936	1,271	Accumulated Income/Loss
Komponen Ekuitas Lainnya	66	66	Other Equity Components
LABA/RUGI / PROFIT/LOSS			
Pendapatan dan Beban Bunga			**Interest Income and Expense**
Pendapatan Bunga	1,883	2,174	Interest Income
Beban Bunga	(1,591)	(1,791)	Interest Expenses
Pendapatan Bunga - neto	**292**	**383**	**Interest Income - Net**
Pendapatan dan Beban Operasional Selain Bunga			**Other Operating Income and Expenses Than Interest**

URAIAN	Realisasi 2014 2014 Realization	RBB 2015 2015 RBB	DESCRIPTION
1	2	3	1
Pendapatan Operasional Selain Bunga	131	255	Other Operating Income Than Interest
Beban Operasional Selain Bunga	(292)	(339)	Other Operating Expenses Than Interest
a. Beban Tenaga Kerja	(151)	(166)	a. Personnel Expenses
b. Beban Pembentukan CKPN	(22)	(54)	b. Provision for Impairment Losses
c. Beban Operasional Selain Bunga Lainnya	(119)	(119)	c. Other Operating Expenses Than Interest
Pendapatan (Beban) Operasional Selain Bunga - neto	**(161)**	**(84)**	**Other Operating Loss Than Interest – net**
Laba (Rugi) Operasional	**131**	**299**	**Operating Income (Loss)**
Pendapatan (Beban) Non Operasional - neto	**18**	**12**	**Non Operating Income (expenses) – net**
Laba (Rugi) Sebelum Pajak Penghasilan	**149**	**311**	**Income (Loss) Before income Tax**
Pajak Penghasilan Tahun Berjalan	(22)	(57)	Income Tax for the Year
Laba (Rugi) Sesudah Pajak Penghasilan	**127**	**254**	**Income (Loss) after Income Tax**

Catatan: merupakan angka PT Bank Victoria International Tbk. (induk saja).

Notes: the figure is for PT Bank Victoria International Tbk. (parent only).

KEBIJAKAN DIVIDEN

Berdasarkan Anggaran Dasar Bank tentang Penggunaan Laba dan Pembagian Dividen, maka kebijakan pembagian dividen yang diterapkan Bank disesuaikan dengan kemampuan Bank berdasarkan keputusan yang diambil dalam Rapat Umum Pemegang Saham (RUPS). Hal ini dilakukan dengan mempertimbangkan kondisi keuangan dan tingkat kesehatan keuangan, serta peraturan terkait Peraturan Bank Indonesia mengenai Alokasi Modal Inti dan peraturan perundang-undangan yang berlaku di bidang perbankan.

Berdasarkan Keputusan RUPS tanggal 24 April 2014, Bank Victoria telah melakukan pembagian dividen tunai untuk periode yang berakhir pada 31 Desember 2013 sebesar Rp35.000.000.000 dari total 7.139.166.980 saham atau Rp4,90,- per lembar saham dengan nilai *payout ratio* sebesar 12,54%. Pembagian dividen tersebut telah diumumkan terlebih dahulu melalui surat kabar harian Bisnis Indonesia dan Investor Daily pada hari Senin tanggal 16 Juni 2014, serta telah dilaksanakan pada tanggal 23 Juli 2014. Sedangkan, pembagian dividen untuk periode yang berakhir pada tanggal 31 Desember 2014 masih akan menunggu Keputusan RUPS yang akan dilaksanakan di tahun 2015.

DIVIDEND'S POLICY

According to on the Bank's Articles of Association on the Use of Profit and Dividend Distribution, the dividend distribution policy applied by the Bank shall be adjusted to the Bank's ability based on the decision taken at the General Meeting of Shareholders (GMS). This was conducted by considering the financial condition and rating, as well as the relevant regulations of Bank Indonesia concerning The Allocation of Tier I Capital and prevailing regulations in the banking field.

Based on the Decisions of GMS on 24 April 2014, Bank Victoria shared cash dividend for the year ended 31 December 2013 amounting to Rp35,000,000,000 of total 7,139,166,980 shares or Rp4.90 per share with payout ratio value of 12.54%. The dividend payment had been published in advance through Bisnis Indonesia and Investor Daily on Monday, 16 June 2014, and has been executed on 23 July 2014. Meanwhile, the dividend distribution for the period ended 31 December, 2014 will be undertaken after the the Decision of GMS which will be held in 2015.

REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM ATAU KONVERSI EFEK YANG DAPAT DI KONVERSIKAN MENJADI SAHAM DAN HASIL PENAWARAN UMUM

Selama tahun 2014, Bank Victoria telah melakukan konversi Waran Seri VI sebanyak 508.898.707. Konversi waran tersebut dilakukan pada periode Januari dan Juni 2014. Atas kegiatan tersebut, Bank Victoria telah menyampaikan Laporan Realisasi Penggunaan Dana Hasil Konversi Efek yang Dapat Dikonversi Menjadi Saham selama periode tahun 2014 kepada Otoritas Jasa Keuangan berdasarkan peraturan Nomor X.K.4 Lampiran Keputusan Ketua Badan Pengawas Pasar Modal Nomor: KEP-27/PM/2003 tanggal 17 Juli 2003 tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum.

REALIZATION OF USE OF PROCEEDS FROM CONVERSION OF SECURITIES CONVERTIBLE INTO SHARES AND PROCEEDS FROM PUBLIC OFFERINGS

During 2014, Bank Victoria has conveted Warrants Series VI as many as 508,898,707. Such conversion of warrants was carried out in January and June 2014. Bank Victoria has submitted the Report on Realization of Use of Proceeds from Conversion of Securities Convertible into Shares during 2014 to the Financial Services Authority pursuant to the regulation No. X.K.4 Capital Market Supervisory Board Decision No. KEP-27/PM/2003 dated 17 July 2003 on the Realization of Use of Proceeds from Public Offering.

Tabel Hasil Konversi Efek yang Dapat Dikonversi Menjadi Saham
Table of Conversion of Securities Convertible into Shares

Jenis Efek Type of Securities	Tanggal Terbit Issue Date	Total Efek yang Diterbitkan Total Securities Issued	Periode Konversi Conversion Period	Efek yang Telah Dikonversi Converted Securities		Efek yang Belum Dikonversi Total Number of Unconverted Shares	Rencana Penggunaan Dana Menurut Prospektus Funds Plan Use Under Prospectus	Realisasi Penggunaan Dana Menurut Prospektus Fund Realization Use Under Prospectus	Sisa Dana Hasil Konversi Remaining Funds from Conversion
				Jumlah Total	Nilai (Rp) Value (Rp)				
Waran Seri VI Warrant Series VI	1 Juli 2011 1 July 2011	1,478,275,953	Januari 2014 January 2014	304	30,400	1,392,230,401	Menambah atau meningkatkan modal kerja Bank Add or increase the Bank's working capital	Menambah atau meningkatkan modal kerja Bank Add or increase the Bank's working capital	Nihil None
			Juni 2014 June 2014	508,898,403	50,889,840,300	883,331,638	Menambah atau meningkatkan modal kerja Bank Add or increase the Bank's working capital	Menambah atau meningkatkan modal kerja Bank Add or increase the Bank's working capital	Nihil None

INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, AKUISISI, ATAU RESTRUKTURISASI HUTANG DAN MODAL

INVESTASI

Bank melakukan investasi pada sejumlah obligasi perusahaan lain dengan tujuan meningkatkan profitabilitas dan kinerja Bank. Adapun sumber dana untuk melakukan kegiatan investasi tersebut berasal dari dana yang dimiliki Bank Victoria.

MATERIAL INFORMATION ON INVESTMENT, EXPANSION, DIVESTMENT, ACQUISITION, OR RESTRUCTURING OF DEBTS AND CAPITAL

INVESTMENT

The Bank invested in a number of other corporate bonds with the aim of improving the Bank's profitability and performance. The source of funds for the investment activities came from funds owned by Bank Victoria.

Surat Berharga Obligasi Securities Bonds	Terbit Issued	Tanggal / Date		Valuta Currency	Nominal Penempatan Nominal Placement	Rate P.A	Penerbit Issuer
		Terbit Issued	Jatuh Tempo Maturity Date				
Held To Maturity							
FR0059	FR0059	16 September 2011	15 Mei 2027	IDR	40,000,000,000	7.000%	Departemen Keuangan RI
FR0062	FR0062	10 Februari 2012	15 April 2042	IDR	50,000,000,000	6.375%	Departemen Keuangan RI
FR0064	FR0064	14 Agustus 2012	15 Mei 2028	IDR	10,000,000,000	6.125%	Departemen Keuangan RI
FR0065	FR0065	30 Agustus 2012	15 Mei 2033	IDR	10,000,000,000	6.625%	Departemen Keuangan RI
FR0065	FR0065	30 Agustus 2012	15 Mei 2033	IDR	85,000,000,000	6.625%	Departemen Keuangan RI
FR0065	FR0065	30 Agustus 2012	15 Mei 2033	IDR	50,000,000,000	6.625%	Departemen Keuangan RI
FR0065	FR0065	30 Agustus 2012	15 Mei 2033	IDR	70,000,000	6.625%	Departemen Keuangan RI
FR0065	FR0065	30 Agustus 2012	15 Mei 2033	IDR	10,000,000,000	6.625%	Departemen Keuangan RI
FR0065	FR0065	30 Agustus 2012	15 Mei 2033	IDR	10,000,000,000	6.625%	Departemen Keuangan RI
FR0065	FR0065	30 Agustus 2012	15 Mei 2033	IDR	20,000,000,000	6.625%	Departemen Keuangan RI
FR0065	FR0065	30 Agustus 2012	15 Mei 2033	IDR	10,000,000,000	6.625%	Departemen Keuangan RI

Surat Berharga Obligasi Securities Bonds	Terbit Issued	Tanggal / Date		Valuta Currency	Nominal Penempatan Nominal Placement	Rate P.A	Penerbit Issuer
		Terbit Issued	Jatuh Tempo Maturity Date				
FR0065	FR0065	30 Agustus 2012	15 Mei 2033	IDR	10,000,000,000	6.625%	Departemen Keuangan RI
FR0065	FR0065	30 Agustus 2012	15 Mei 2033	IDR	10,000,000,000	6.625%	Departemen Keuangan RI
FR0065	FR0065	30 Agustus 2012	15 Mei 2033	IDR	10,000,000,000	6.625%	Departemen Keuangan RI
FR0065	FR0065	30 Agustus 2012	15 Mei 2033	IDR	10,000,000,000	6.625%	Departemen Keuangan RI
FR0065	FR0065	30 Agustus 2012	15 Mei 2033	IDR	10,000,000,000	6.625%	Departemen Keuangan RI
FR0068	FR0068	02 Agustus 2013	15 Maret 2034	IDR	10,000,000,000	8.375%	Departemen Keuangan RI
Bank DKI VI Tahun 2011 Seri B	BDKI06B	20 Juni 2011	16 Juni 2016	IDR	10,000,000,000	9.900%	Bank DKI
Bank DKI VI Tahun 2011 Seri B	BDKI06B	20 Juni 2011	16 Juni 2016	IDR	5,000,000,000	9.900%	Bank DKI
Bank Danamon II Tahun 2010 Seri B	BDMN02B	10 Desember 2010	09 Desember 2015	IDR	4,000,000,000	9.000%	Bank Danamon
Bank Jabar VII Seri B Tahun 2011	BJBR07B	10 Februari 2011	09 Februari 2016	IDR	100,000,000,000	10.200%	Bank Jabar Banten
Bank Maluku I Tahun 2011 Seri C	BMLK01C	16 Januari 2012	13 Januari 2017	IDR	5,000,000,000	10.700%	Bank Maluku
Bank Maluku I Tahun 2011 Seri C	BMLK01C	16 Januari 2012	13 Januari 2017	IDR	5,000,000,000	10.700%	Bank Maluku
BPD NTT I Tahun 2011 Seri C	BNTT01C	11 Juli 2011	08 Juli 2016	IDR	10,000,000,000	10.800%	BPD NTT
Bank Nagari VI Tahun 2010	BSBR06	14 Januari 2011	13 Januari 2016	IDR	25,000,000,000	9.875%	BPD SUMBAR
Bank Sulut IV Tahun 2010	BSLT04	12 April 2010	09 April 2015	IDR	16,000,000,000	12.000%	BPD Sulut
Bank Sulut IV Tahun 2010	BSLT04	12 April 2010	09 April 2015	IDR	3,000,000,000	12.000%	BPD Sulut
Bank Sumut III Tahun 2011	BSMT03	07 Juli 2011	05 Juli 2016	IDR	5,000,000,000	10.125%	Bank Sumut
Bank Sumut III Tahun 2011	BSMT03	07 Juli 2011	05 Juli 2016	IDR	5,000,000,000	10.125%	Bank Sumut
Bank Sumut III Tahun 2011	BSMT03	07 Juli 2011	05 Juli 2016	IDR	4,000,000,000	10.125%	Bank Sumut
Berkelanjutan BTPN I Tahap I 2011 Seri B	BTPN01BCN1	30 Juni 2011	28 Juni 2016	IDR	10,000,000,000	9.900%	Bank BTPN
Bank BTPN II Tahun 2010 Seri B	BTPN02B	19 Mei 2010	18 Mei 2015	IDR	5,000,000,000	10.600%	Bank BTPN
Bank BTPN III Tahun 2010 Seri B	BTPN03B	23 Desember 2010	22 Desember 2015	IDR	100,000,000,000	9.200%	Bank BTPN
EBA BTN 01 A Tahun 2010	DBTN01	28 Desember 2010	27 September 2019	IDR	19,706,769,534	9.250%	Bank Tabungan Negara
Agung Podomoro Land I Tahun 2011 Seri B	APLN01B	26 Agustus 2011	25 Agustus 2016	IDR	10,000,000,000	11.000%	PT Agung Podomoro Land Tbk
Agung Podomoro Land I Tahun 2011 Seri B	APLN01B	26 Agustus 2011	25 Agustus 2016	IDR	5,000,000,000	11.000%	PT Agung Podomoro Land Tbk
Agung Podomoro Land I Tahun 2011 Seri B	APLN01B	26 Agustus 2011	25 Agustus 2016	IDR	7,000,000,000	11.000%	PT Agung Podomoro Land Tbk
Agung Podomoro Land I Tahun 2011 Seri B	APLN01B	26 Agustus 2011	25 Agustus 2016	IDR	3,000,000,000	11.000%	PT Agung Podomoro Land Tbk

Surat Berharga Obligasi Securities Bonds	Terbit Issued	Tanggal / Date		Valuta Currency	Nominal Penempatan Nominal Placement	Rate P.A	Penerbit Issuer
		Terbit Issued	Jatuh Tempo Maturity Date				
Agung Podomoro Land I Tahun 2011 Seri B	APLN01B	26 Agustus 2011	25 Agustus 2016	IDR	5,000,000,000	11.000%	PT Agung Podomoro Land Tbk
Agung Podomoro Land I Tahun 2011 Seri B	APLN01B	26 Agustus 2011	25 Agustus 2016	IDR	5,000,000,000	11.000%	PT Agung Podomoro Land Tbk
Berkelanjutan I Agung Podomoro Land Tahap III Tahun 2014	APLN01CN3	22 Desember 2014	19 Desember 2019	IDR	20,000,000,000	12.500%	PT Agung Podomoro Land Tbk
Berkelanjutan I Astra SF Tahap I Seri B Tahun 2012	ASDF01BCN1	22 Februari 2012	21 Februari 2015	IDR	3,000,000,000	8.000%	PT Astra Sedaya Finance
Berkelanjutan I Astra SF Tahap I Seri B Tahun 2012	ASDF01BCN1	22 Februari 2012	21 Februari 2015	IDR	10,000,000,000	8.000%	PT Astra Sedaya Finance
Berkelanjutan I Astra SF Tahap I Seri B Tahun 2012	ASDF01BCN1	22 Februari 2012	21 Februari 2015	IDR	2,000,000,000	8.000%	PT Astra Sedaya Finance
Berkelanjutan II BFI Finance Indonesia Tahap I Tahun 2014 Seri A	BFIN02ACN1	10 Maret 2014	17 Maret 2015	IDR	10,000,000,000	10.500%	PT BFI Finance Indonesia Tbk
Bima Multi Finance I Tahun 2013 Seri B	BIMF01B	09 Januari 2013	09 Januari 2016	IDR	21,000,000,000	11.650%	Bima Finance
Batavia Prosperindo Finance I Tahun 2013	BPFI01C	03 Juli 2013	03 Juli 2016	IDR	70,000,000,000	10.750%	PT Batavia Prosperindo
BW I Plantation Tahun 2010	BWPT01	18 November 2010	16 November 2015	IDR	10,000,000,000	10.675%	PT BW Plantation Tbk
BW I Plantation Tahun 2010	BWPT01	18 November 2010	16 November 2015	IDR	3,000,000,000	10.675%	PT BW Plantation Tbk
BW I Plantation Tahun 2010	BWPT01	18 November 2010	16 November 2015	IDR	5,000,000,000	10.675%	PT BW Plantation Tbk
BW I Plantation Tahun 2010	BWPT01	18 November 2010	16 November 2015	IDR	10,000,000,000	10.675%	PT BW Plantation Tbk
BW I Plantation Tahun 2010	BWPT01	18 November 2010	16 November 2015	IDR	10,000,000,000	10.675%	PT BW Plantation Tbk
PT Ciputra Residence I Tahun 2014 Seri B	CTRR01B	03 April 2014	02 April 2019	IDR	10,000,000,000	12.400%	PT Ciputra Residence
Berkelanjutan I Duta Anggada Realty Tahap I Tahun 2013	DART01CN1	08 Oktober 2013	08 Oktober 2018	IDR	20,000,000,000	12.250%	PT Duta Anggada Realty
Berkelanjutan I Duta Anggada Realty Tahap I Tahun 2013	DART01CN1	08 Oktober 2013	08 Oktober 2018	IDR	1,000,000,000	12.250%	PT Duta Anggada Realty
Intiland Development Tahun 2013 Seri A	DILD01A	09 Juli 2013	09 Juli 2016	IDR	10,000,000,000	9.750%	PT Intiland Development
Danareksa V Seri B Tahun 2010	DNRK05B	12 Januari 2011	11 Januari 2016	IDR	5,000,000,000	10.200%	PT Danareksa (Persero)
Danareksa V Seri B Tahun 2010	DNRK05B	12 Januari 2011	15 Januari 2016	IDR	26,000,000,000	10.200%	PT Danareksa (Persero)
TPS Food I Tahun 2013	AISA01	05 April 2013	05 April 2018	IDR	20,000,000,000	10.250%	PT Fast Food Indonesia Tbk
Fast Food Indonesia I Tahun 2011	FAST01	07 Oktober 2011	06 Oktober 2016	IDR	5,000,000,000	9.500%	PT Fast Food Indonesia Tbk
Berkelanjutan I FIF Tahap I 2012 Seri C	FIFA01CCN1	23 April 2012	20 April 2015	IDR	20,000,000,000	7.650%	PT Federal International Finance
Indomobil Wahana Trada I Tahun 2012 Seri B	IMAT01B	19 Juni 2012	19 Juni 2015	IDR	10,000,000,000	8.400%	PT Indomobil Wahana Trada

Surat Berharga Obligasi Securities Bonds	Terbit Issued	Tanggal / Date		Valuta Currency	Nominal Penempatan Nominal Placement	Rate P.A	Penerbit Issuer
		Terbit Issued	Jatuh Tempo Maturity Date				
Indomobil Wahana Trada I Seri C Tahun 2012	IMAT01C	20 Juni 2012	19 Juni 2017	IDR	23,000,000,000	8.750%	PT Indomobil Wahana Trada
Berkelanjutan I Indomobil Finance Indonesia Tahap I Tahun 2012 Seri B	IMFI01BCN1	14 Mei 2012	11 Mei 2015	IDR	3,000,000,000	8.000%	PT Indomobil Finance Indonesia
Berkelanjutan I Indomobil Finance Indonesia Tahap I Tahun 2012 Seri B	IMFI01BCN1	14 Mei 2012	15 Mei 2015	IDR	30,000,000,000	8.000%	PTIndomobil Finance Indonesia
Berkelanjutan I Indomobil Finance Indonesia Tahap I Tahun 2012 Seri C	IMFI01CCN1	11 Mei 2012	11 Mei 2016	IDR	1,000,000,000	8.250%	PTIndomobil Finance Indonesia
Berkelanjutan I Indomobil Finance Indonesia Tahap III Tahun 2013 Seri C	IMFI01CCN3	11 Desember 2013	11 Desember 2017	IDR	25,000,000,000	11.000%	PTIndomobil Finance Indonesia
Indomobil Finance Indonesia IV Tahun 2011 Seri C	IMFI04C	10 Juni 2011	09 Juni 2015	IDR	5,000,000,000	10.650%	PTIndomobil Finance Indonesia
PT Indomobil Finance Indonesia IV Tahun 2011 Seri C	IMFI04C	10 Juni 2011	09 Juni 2015	IDR	10,000,000,000	10.650%	PTIndomobil Finance Indonesia
PT Indomobil Finance Indonesia IV Tahun 2011 Seri C	IMFI04C	10 Juni 2011	09 Juni 2015	IDR	5,000,000,000	10.650%	PTIndomobil Finance Indonesia
Berkelanjutan I PT Japfa Tahap I Tahun 2012	JPFA01CN1	13 Januari 2012	12 Januari 2017	IDR	3,000,000,000	9.900%	PT Japfa Comfeed Indonesia Tbk
Berkelanjutan I PT Japfa Tahap I Tahun 2012	JPFA01CN1	13 Januari 2012	12 Januari 2017	IDR	2,000,000,000	9.900%	PT Japfa Comfeed Indonesia Tbk
Berkelanjutan I PT Japfa Tahap I Tahun 2012	JPFA01CN1	13 Januari 2012	12 Januari 2017	IDR	8,000,000,000	9.900%	PT Japfa Comfeed Indonesia Tbk
Berkelanjutan I PT Japfa Tahap II Tahun 2012	JPFA01CN2	01 Februari 2012	01 Februari 2017	IDR	6,000,000,000	9.900%	PT Japfa Comfeed Indonesia Tbk
Berkelanjutan I Mitra Adiperkasa Tahap I Tahun 2012 Seri A	MAPI01ACN1	13 Desember 2012	12 Desember 2015	IDR	10,000,000,000	7.950%	PT Mitra Adiperkasa Tbk
Berkelanjutan I Medco Energi Internasional Tahap II Tahun 2013	MEDC01CN2	15 Maret 2013	15 Maret 2018	IDR	22,000,000,000	8.850%	PT Medco Energi Internasional Tbk
Medco Energi Internasional III Tahun 2012	MEDC03	20 Juni 2012	19 Juni 2017	IDR	23,000,000,000	8.750%	PT Medco Energi Internasional Tbk
Berkelanjutan I Sarana MF Tahap I Tahun 2012 Berjaminan B	SMFP01BCN2	26 April 2012	25 April 2015	IDR	7,000,000,000	7.350%	PT Sarana Multigriya Finansial (Persero)
Sumberdaya Sewatama I Tahun 2012 Seri B	SSMM01B	30 November 2012	30 November 2017	IDR	5,000,000,000	9.600%	PT Sumber Daya Sewatama
Sumberdaya Sewatama I Tahun 2012 Seri B	SSMM01B	30 November 2012	30 November 2017	IDR	5,000,000,000	9.600%	PT Sumber Daya Sewatama
Express Transindo Utama I Tahun 2014	TAXI01	25 Juni 2014	24 Juni 2019	IDR	2,000,000,000	12.250%	PTExpress Transindo Utama Tbk
Serasi Autoraya II Tahun 2011 Seri C	TRAC02C	05 Juli 2011	05 Juli 2015	IDR	10,000,000,000	10.200%	PT Serasi Autoraya
Berkelanjutan I Verena Multi Finance Tahap I Tahun 2012 Seri B	VRNA01BCN1	12 Desember 2012	15 Desember 2015	IDR	20,000,000,000	9.000%	PT Verena Multi Finance Tbk

Surat Berharga Obligasi Securities Bonds	Terbit Issued	Tanggal / Date		Valuta Currency	Nominal Penempatan Nominal Placement	Rate P.A	Penerbit Issuer
		Terbit Issued	Jatuh Tempo Maturity Date				
Berkelanjutan I Verena Multi Finance Tahap II Tahun 2013 Seri B	VRNA01BCN2	24 Desember 2013	24 Desember 2017	IDR	10,000,000,000	12.150%	PT Verena Multi Finance Tbk
Berkelanjutan I Verena Multi Finance Tahap III Tahun 2014 Seri B	VRNA01BCN3	20 Maret 2014	19 Maret 2017	IDR	50,000,000,000	12.550%	PT Verena Multi Finance Tbk
Panorama Transportasi I Tahun 2012	WEHA01	21 Mei 2012	16 Mei 2015	IDR	100,000,000,000	12.250%	PT Panorama Transportasi Tbk
PTWOM Finance V Tahun 2011 Seri D	WOMF05D	07 Maret 2011	04 Maret 2015	IDR	40,000,000,000	11.000%	PT Wahana Ottomitra Multiartha Tbk
MTN IV PTPN II Tahun 2013	PTPD04XXMF		30 Januari 2015	IDR	100,000,000,000	10.500%	PT Perkebunan Nusantara II
Available For Sale							
FR0063	FR0063	14 Agustus 2012	15 Mei 2023	IDR	10,000,000,000	5.625%	Departemen Keuangan RI
FR0064	FR0064	14 Agustus 2012	15 Mei 2028	IDR	8,000,000,000	6.125%	Departemen Keuangan RI
FR0064	FR0064	14 Agustus 2012	15 Mei 2028	IDR	4,000,000,000	6.125%	Departemen Keuangan RI
FR0064	FR0064	14 Agustus 2012	15 Mei 2028	IDR	3,236,000,000	6.125%	Departemen Keuangan RI
FR0068	FR0068	02 Agustus 2013	15 Maret 2034	IDR	10,000,000,000	8.375%	Departemen Keuangan RI
FR0068	FR0068	02 Agustus 2013	15 Maret 2034	IDR	10,000,000,000	8.375%	Departemen Keuangan RI
Sukuk Ritel 005	SR005	28 Februari 2013	27 Februari 2016	IDR	10,000,000,000	6.000%	Departemen Keuangan RI
Sukuk Ritel 005	SR005	28 Februari 2013	27 Februari 2016	IDR	20,000,000,000	6.000%	Departemen Keuangan RI
Sukuk Ritel 005	SR005	28 Februari 2013	27 Februari 2016	IDR	10,000,000,000	6.000%	Departemen Keuangan RI
Berkelanjutan I Bank BTN Tahap I Tahun 2012	BBTN01CN1	06 Juni 2012	05 Juni 2022	IDR	10,000,000,000	7.900%	Bank Tabungan Negara
Berkelanjutan I Bank BTN Tahap I Tahun 2012	BBTN01CN1	06 Juni 2012	05 Juni 2022	IDR	1,000,000,000	7.900%	Bank Tabungan Negara
EBA Danareksa BTN 02-KPR Kls A Tahun 2011	DBTN02	17 Nopember 2011	27 Februari 2021	IDR	49,838,314,590	8.750%	Bank Tabungan Negara
Bank Lampung III Tahun 2012	BLAM03	10 Oktober 2012	09 Oktober 2017	IDR	5,000,000,000	9.450%	BPD Lampung
BPD Sulut IV Tahun 2010	BSLT04	12 April 2010	09 April 2015	IDR	14,000,000,000	12.000%	BPD Sulawesi Utara
BPD Sulut V Tahun 2014	BSLT05	09 Oktober 2014	08 Oktober 2019	IDR	20,000,000,000	11.900%	BPD Sulawesi Utara
Bank Saudara II Tahun 2012	SDRA02	30 Nopember 2012	29 Nopember 2017	IDR	1,000,000,000	11.750%	Bank Himpunan Saudara 1906
Berkelanjutan I PT Antam Tahap I Seri B Tahun 2011	ANTM01BCN1	15 Desember 2011	14 Desember 2021	IDR	24,000,000,000	9.050%	PT Aneka Tambang Tbk
Berkelanjutan I PT Antam Tahap I Seri B Tahun 2011	ANTM01BCN1	15 Desember 2011	14 Desember 2021	IDR	22,000,000,000	9.050%	PT Aneka Tambang Tbk
Berkelanjutan I PT Antam Tahap I Seri B Tahun 2011	ANTM01BCN1	15 Desember 2011	14 Desember 2021	IDR	1,000,000,000	9.050%	PT Aneka Tambang Tbk

Surat Berharga Obligasi Securities Bonds	Terbit Issued	Tanggal / Date		Valuta Currency	Nominal Penempatan Nominal Placement	Rate P.A	Penerbit Issuer
		Terbit Issued	Jatuh Tempo Maturity Date				
Berkelanjutan I PT Antam Tahap I Seri B Tahun 2011	ANTM01BCN1	15 Desember 2011	14 Desember 2021	IDR	2,000,000,000	9.050%	PT Aneka Tambang Tbk
Agung Podomoro Land II B Tahun 2012	APLN02	16 Agustus 2012	15 Agustus 2017	IDR	4,000,000,000	9.375%	PT Agung Podomoro Land Tbk
Agung Podomoro Land II B Tahun 2012	APLN02	16 Agustus 2012	15 Agustus 2017	IDR	1,000,000,000	9.375%	PT Agung Podomoro Land Tbk
Berkelanjutan I BCA Finance Tahun 2012 Seri D	BCAF01DCN1	10 Mei 2012	09 Mei 2016	IDR	1,000,000,000	7.700%	PT BCA Finance
Indofood Sukses Makmur VI Tahun 2012	INDF06	01 Juni 2012	31 Mei 2017	IDR	1,000,000,000	7.250%	PT Indofood Sukses Makmur Tbk
Indosat VIII Tahun 2012 Seri A	ISAT08A	28 Juni 2012	27 Juni 2019	IDR	5,000,000,000	8.625%	PT Indosat Tbk
Indosat VIII Tahun 2012 Seri B	ISAT08B	28 Juni 2012	27 Juni 2022	IDR	25,000,000,000	8.875%	PT Indosat Tbk
Berkelanjutan I Mitra Adiperkasa Tahap III Tahun 2014 Seri B	MAPI01BCN3	22 September 2014	19 September 2019	IDR	8,000,000,000	10.900%	PT Mitra Adiperkasa Tbk
Modernland Realty II Tahun 2012 Seri B	MDLN02B	28 Desember 2012	27 Desember 2017	IDR	2,000,000,000	11.000%	PT Modernland Realty Tbk
Mayora Indah IV Tahun 2012	MYOR04	10 Mei 2012	09 Mei 2019	IDR	1,000,000,000	8.500%	PT Mayora Indah Tbk
Berkelanjutan I Summarecon Agung Tahap II Tahun 2014	SMRA01CN2	13 Oktober 2014	10 Oktober 2019	IDR	10,000,000,000	11.500%	PT Summarecon Agung Tbk
Selamat Sempurna II Tahun 2010 Seri C	SMSM02C	09 Juli 2010	08 Juli 2015	IDR	3,000,000,000	10.800%	PT Selamat Sempurna Tbk
Toyota Astra Financial Services II Tahun 2012 Seri B	TAFS02B	06 Juni 2012	05 Juni 2015	IDR	1,000,000,000	7.500%	PT Toyota Astra Financial Services
Reksadana							
GMT Dana Proteksi I	-	29 Oktober 2012	-	IDR	44,000,000,000	-	PT Maybank GMT Asset Management
Reksadana Mega Dana Terproteksi VIII	-	13 Nopember 2012	-	IDR	42,000,000,000	-	Mega Capital Investama
Reksadana Terproteksi OSO Dana Terproteksi III	-		-	IDR	51,000,000,000	-	PT OSO Manajemen Investasi
BNIAM Proteksi Spektra VI	-	14 Desember 2012	-	IDR	50,000,000,000	-	BNI Asset Management
Reksadana BNIAM Proteksi XXXII	-		-	IDR	135,000,000,000	-	BNI Asset Management
HPAM Smart Protected 1	-		-	IDR	103,000,000,000	-	HPAM Asset Management
Batavia Proteksi Andalan 7	-		-	IDR	154,000,000,000	-	PT Batavia Prosperindo Aset Manajemen
Reksadana Terproteksi OSO Dana Terproteksi IV	-		-	IDR	101,000,000,000	-	PT OSO Manajemen Investasi
Reksadana Terproteksi Sucorinvest Proteksi 8	-		-	IDR	100,000,000,000	-	Sucorinvest Asset Management
Reksadana Terproteksi Danareksa Proteksi XV	-		-	IDR	111,000,000,000	-	Departemen Keuangan RI

Surat Berharga Obligasi Securities Bonds	Terbit Issued	Tanggal / Date		Valuta Currency	Nominal Penempatan Nominal Placement	Rate P.A	Penerbit Issuer
		Terbit Issued	Jatuh Tempo Maturity Date				
Reksadana Terproteksi Pacific Protected Fund II	-		-	IDR	54,000,000,000	-	PT Pacific Capital Investment
Reksadana Terproteksi Maybank GMT CPF I	-		-	IDR	2,000,000,000	-	PT Maybank GMT Asset Management
Pacific Fixed Fund	-	27 Desember 2012	-	IDR	33,000,000,000	-	Pacific Capital Investment Management
GMT Dana kencana	-	27 Desember 2012	-	IDR	38,000,000,000	-	PT Maybank GMT Asset Management
GMT Dana Pasar Uang	-		-	IDR	16,000,000,000	-	PT Maybank GMT Asset Management
Mandiri Kapital Prima	-		-	IDR	50,000,000,000	-	PT Mandiri Manajemen Investasi

EKSPANSI

Pada tahun 2014, Bank Victoria telah melakukan ekspansi dengan membuka kantor cabang di wilayah Bandung dan Surabaya berdasarkan surat persetujuan Otoritas Jasa Keuangan Nomor: S-14/PB.12/2014 tanggal 13 Februari 2014 untuk pembukaan Kantor Cabang Surabaya dan Nomor: S-117/PB.12/2014 tanggal 29 September 2014 untuk pembukaan Kantor Cabang Bandung. Pembukaan kantor cabang di wilayah tersebut ditujukan untuk memperluas jangkauan pelayanan kepada nasabah dan masyarakat, meningkatkan *profit* dan kinerja Bank secara umum, mendukung kegiatan transaksi operasional dan bisnis Bank, meningkatkan pertumbuhan ekonomi di wilayah tersebut, memberikan kontribusi terhadap pertumbuhan perbankan nasional, serta meningkatkan fungsi *intermediary Bank*. Adapun biaya yang dikeluarkan oleh Bank terkait kegiatan ekspansi ini adalah sebesar Rp8.435.435.728 untuk Kantor Cabang Surabaya dan Rp9.620.597.929 Kantor Cabang Bandung yang bersumber dari pemupukan laba Bank.

EXPANSION

In 2014, Bank Victoria has carried out an expansion by opening branch offices in Bandung and Surabaya based on the Financial Services Authority approval letter No. S-14/PB.12/2014 dated 13 February 2014 for the opening of the Branch Office in Surabaya and Number: S-117/PB.12/2014 29 September 2014 for the opening the Branch Office in Bandung. The opening of a branch office in the region aimed to expand the range of services to customers and communities, increase profitability and performance of the Bank in general, support the Bank's operations and business transactions, increase economic growth in the region, contributing to the growth of national banks, as well as improving the function of intermediary Bank. The costs incurred by the Bank related to these expansion activities were amounted to Rp8,435,435,728 for Surabaya Branch Office and Rp9,620,597,929 for Bandung Branch Office which funded by the Bank's accumulated profit.

DIVESTASI

Selama 2014, Bank tidak melakukan kegiatan divestasi.

DIVESTMENT

Throughout 2014, the Bank did not undertake any divestment activities.

AKUISISI

Selama 2014, Bank tidak melakukan kegiatan akuisisi.

ACQUISITION

Throughout 2014, the Bank did not undertake any acquisitios activity.

RESTRUKTURISASI HUTANG DAN/ATAU RESTRUKTURISASI MODAL

Selama 2014, Bank tidak melakukan restrukturisasi hutang ataupun restrukturisasi modal.

RESTRUCTURING OF DEBT AND CAPITAL

Throughout 2014, the Bank did not make restructuring of debt or capital.

PROGRAM KEPEMILIKAN SAHAM OLEH MANAJEMEN DAN/ATAU KARYAWAN

Bank Victoria tidak melaksanakan program kepemilikan saham oleh manajemen dan/atau karyawan (*Management Employee Stock Option Plan* (MESOP)).

SHARE OWNERSHIP PROGRAM BY THE MANAGEMENT AND/OR EMPLOYEES

Bank of Victoria did not implement the share ownership program by the management and/or employee (Management Employee Stock Option Plan).

TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI

Bank Victoria melakukan transaksi dengan pihak berelasi. Sesuai dengan PSAK No. 7 (revisi 2010) tentang "Pengungkapan Pihak-pihak yang Berelasi", yang dimaksud dengan pihak yang berelasi adalah orang atau entitas yang berelasi dengan entitas pelapor adalah sebagai berikut:

a. Orang atau anggota keluarga terdekatnya berelasi dengan entitas pelapor jika orang tersebut: memiliki pengendalian atau pengendalian bersama terhadap entitas pelapor; memiliki pengaruh signifikan terhadap entitas pelapor; atau personal manajemen kunci entitas pelapor atau entitas induk pelapor.
b. Suatu entitas berelasi dengan entitas pelapor jika: entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya terkait dengan entitas lain); suatu entitas adalah entitas asosiasi atau ventura bersama bagi entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, di mana entitas lain tersebut adalah anggotanya); kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama; suatu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga; entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari suatu entitas pelapor atau entitas yang terkait dengan entitas pelapor; entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi sebagai orang atau anggota keluarga terdekat; atau orang yang diidentifikasi sebagai orang atau anggota keluarga terdekat yang memiliki pengendalian atau pengendalian bersama terhadap entitas pelapor memiliki pengaruh signifikan terhadap entitas atau anggota manajemen kunci entitas (atau entitas induk dari entitas).

Berdasarkan ketentuan tersebut, pihak-pihak berelasi dan sifat hubungannya dengan Bank sebagai berikut:

MATERIAL TRANSACTIONS CONTAINING CONFLICT OF INTEREST AND/OR TRANSACTIONS MADE WITH AFFILIATED PARTIES

Bank Victoria conducted transactions with related parties. In accordance with PSAK No. 7 (Revision of 2010) on "Disclosure of Counterparties," the definition of counterparty is a person or an entity having a relation with the reporting entity; they are as follows:

a. A person or a member of a close family is said to have a relationship with the reporting party if the same has a control or joint control over the reporting entity; has a significant influence in the reporting entity; or a key person management in the reporting entity; or parent entity of the reporting entity.
b. An entity has a relation with the reporting entity if: an entity or reporting entity is a member of the same business group (meaning the parent entity, subsidiary entity and the fellow subsidiary related with other entities); an entity is an associated entity or joint venture of other entities (or associated entity or joint venture being a member or a business group of which such entity is one of the members); both entities are joint venture of the same third parties; an entity is a joint venture entity of the third entity and another entity is the associated entity of such third entity; the entity is a post-employment benefit program for the benefit of reporting entities or the entity related to reporting entity; An entity controlled or being jointly controlled by a person identified as a person or closest family member; or person who has been identified as a person or closest family member who has control or joint control on the reporting entity which have significant influence in the entity or a key person in the entity management (or parent entity of the entity).

Based on those conditions, the related parties and its relationship with the Bank are as follows:

Pihak Berelasi Related Parties	**Sifat Dari Hubungan** Nature of Relationship	**Sifat Dari Transaksi** Nature of Transaction
PT Victoria Investama Tbk.	Pemegang Saham Shareholder	Simpanan nasabah, kredit yang diberikan Deposits from Customers, Loans
PT Victoria Securities Indonesia	Dimiliki oleh Pemegang Saham Utama Owned by Major Shareholders	Simpanan nasabah, kredit yang diberikan Deposits from Customers, Loans
PT Victoria Insurance	Dimiliki oleh Pemegang Saham Utama Owned by Major Shareholders	Simpanan nasabah, kredit yang diberikan, asuransi aset tetap Deposits from Customers, Loans, Fixed Asset Insurance
Suzanna Tanojo	Pemegang Saham, Komisaris Shareholders, Commissioner	Simpanan nasabah, kredit yang diberikan Deposits from Customers, Loans
Aldo Tjahaja	Direktur PT Victoria Investama Tbk. Director of PT Victoria Investama Tbk.	Kredit yang diberikan Loans provided
Luciana Tanojo	Hubungan keluarga dengan Suzanna Tanojo Family Relationship with Suzanna Tanojo	Kredit yang diberikan Loans provided
Firman Notohadiwidjojo	Hubungan keluarga dengan pejabat eksekutif Family relationship with the executive officer	Kredit yang diberikan Loans provided
Dewan Komisaris, Direksi dan Pejabat Eksekutif The Board of Comissioners, Board of Directors, and Executive Officer	Manajemen dan karyawan Management and Personnel	Simpanan nasabah, kredit yang diberikan Deposits from Customers, Loans provided

Bank melakukan transaksi tertentu dengan pihak berelasi dengan persyaratan dan kondisi yang sama dengan yang berlaku bagi pihak ketiga. Bank tidak memiliki alasan khusus terkait pemberian transaksi dengan pihak berelasi. Pemberian transaksi kepada pihak berelasi dilakukan dengan tujuan yang sama terhadap transaksi dengan pihak ketiga lainnya.

The Bank makes particular transactions with counterparties under the same terms and conditions with those applied to the third parties. The Bank does not have a particular reason in making any transactions with the related parties. The transactions made with the related parties were carried out with the same goal to the transactions with any other third parties.

Adapun transaksi-transaksi dengan pihak-pihak berelasi sebagai berikut:

Below are transactions made with counterparties:

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	DESCRIPTION
ASET / ASSETS			
Kredit yang Diberikan - neto			**Loans – net**
PT Victoria Securities Indonesia	12,281	-	PT Victoria Securities Indonesia
Suzanna Tanojo	4,272	7,913	Suzanna Tanojo
Soewandy	2,309	-	Soewandy
Aldo Tjahaja	916	1,000	Aldo Tjahaja
Firman Notohadiwidjojo	234	356	Firman Notohadiwidjojo
PT Victoria Investama Tbk	(29)	2,523	PT Victoria Investama Tbk
Dewan Komisaris, Direksi, dan Pejabat Eksekutif Bank	6,738	4,737	The Bank's Board of Commissioners, Board of Directors, and Executive Officers
Jumlah	26,719	16,531	Amount
Persentase Terhadap Jumlah Aset	0.13%	0.09%	Percentage of Total Assets
LIABILITAS / LIABILITIES			
Simpanan Nasabah			**Deposits from Customer**
Giro	4,716	5,053	Demand Deposits
Tabungan	20,112	12,058	Saving Deposits
Deposito Berjangka	47,306	15,307	Time Deposits
Jumlah	72,134	32,417	Amount
Persentase Terhadap Jumlah Liabilitas	0.39%	0.18%	Percentage to Total Liabilities
Dana *Syirkah* Temporer			**Temporary Syirkah Funds**
Deposito *Mudharabah*	2,050	11,730	Mudharabah Deposits
Tabungan *Mudharabah*	1,547	1,242	Mudharabah Deposits
Jumlah	3,596	12,972	Amount
Persentase Terhadap Dana *Syirkah* Temporer	0.31%	1.12%	Percentage to Temporary Syirkah Funds
Pendapatan Bunga	1,219	2,376	**Interest Income**
Persentase Terhadap Jumlah Pendapatan Bunga	0.06%	0.17%	Percentage from Total Interest Income
Beban Bunga	3,110	1,574	**Interest Expense**
Persentase Terhadap Jumlah Beban Bunga	0.18%	0.15%	Percentage from Total Interest Expense
Beban Tenaga Kerja			**Personel Expense**
Gaji dan Tunjangan Dewan Komisaris, Direksi, dan Pejabat Eksekutif	34,263	35,205	Salaries and Allowances of the Board of Commisioners, Board of Directors, and Executive Officers
Persentase Terhadap Jumlah Beban Tenaga Kerja	18.82%	22.78%	Percentage from Total Personnel Expense
Komitmen dan Kontijensi			**Commitment and Contingencies**
Fasilitas Kredit yang Belum Digunakan	(18,509)	(18,346)	Unused Loan Facilities
Penerbitan Jaminan Dalam Bentuk Garansi	(158)	(258)	Issued Bank Guarantees
Jumlah	(18,667)	(18,604)	Amount
Persentase Terhadap Jumlah Liabilitas Komitmen dan Kontijensi - neto	1.28%	1.45%	Percentage from Total Commitment and Contingencies Liabilities - net

Bank dan Entitas Anak memberikan kompensasi kepada Dewan Komisaris, Direksi dan pejabat eksekutif untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2014 dan 2013 sebagai berikut:

The Bank and Subsidiaries provided compensation to the Board of Commissioners, Board of Directors and executive officers for the year ended 31 December 2014 and 2013 as follows:

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	DESCRIPTION
Dewan Komisaris			**Board of Commissioners**
Imbalan Kerja Jangka Pendek*	5,118	5,284	Short-term Employee Benefits*
Direksi			**Board of Directors**
Imbalan Kerja Jangka Pendek*	12,063	13,259	Short-term Employee Benefits*
Pejabat Eksekutif			**Executive Officers**
Imbalan Kerja Jangka Pendek*	17,082	13,454	Short-term Employee Benefit*
Imbalan Kerja Jangka Panjang**	-	3,208	Long Term Employee Benefit*
Jumlah	**34,263**	**35,205**	**Total**

*Terdiri dari gaji, tunjangan, THR, dan bonus.

**Terdiri dari imbalan pasca kerja.

*Consist of salary, allowance, THR, and bonus.

**Consist of retirement allowance.

Tidak ada kompensasi dalam bentuk imbalan pasca kerja, imbalan kerja jangka panjang lainnya, pesangon pemutusan kontrak kerja, dan pembayaran berbasis saham kepada Dewan Komisaris dan Direksi.

No compensation in the form of post employment benefit, other long-term employee is offered benefits, severance payment, and share-based payments to the Board of Commissioners and Board of Directors.

Bank tidak memiliki kebijakan khusus terkait mekanisme *review* atas transaksi dengan pihak-pihak berelasi tersebut. Namun demikian, Bank senantiasa menganalisis dan me-*review* pemenuhan kepatuhan terhadap transaksi terkait pihak berelasi melalui fungsi kepatuhan, manajemen risiko, dan analisis kredit. Transaksi tersebut dilakukan dengan memperhatikan peraturan yang berlaku, antara lain Peraturan Bank Indonesia (PBI) Nomor: 8/13/PBI/2006 tanggal 5 Oktober 2006 tentang kriteria penyediaan dana kepada pihak berelasi yang dikecualikan dari perhitungan BMPK. Berdasarkan peraturan tersebut, tidak terdapat pelampauan dan pelanggaran atas BMPK kepada pihak berelasi.

The Bank does not have any specific policy related to the review mechanism of the transactions with the related parties. Nevertheless, the Bank continues to analyze and review the fulfillment of compliance with related parties relevant transactions through the compliance, risk management, and credit analysis functions. Such transactions were conducted according to the prevailing regulations, among others, Bank Indonesia Regulation (PBI) Number: 8/13/PBI/2006 dated 5 October 2006 regarding criteria of lending to related parties which exempted from the calculation of the BMPK. According to these rules, there was no breach and violation of the BMPK requirements to the related parties.

INFORMASI MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

Bank Victoria tidak memiliki informasi material penting yang terjadi setelah tanggal laporan akuntan.

MATERIAL INFORMATION OCCURRING AFTER THE DATE OF THE ACCOUNTANT REPORT

Bank of Victoria did not have any important material information that occurred after the date of the accountant report.

INFORMASI MENGENAI KEJADIAN LUAR BIASA

Selama 2014, tidak ada kejadian luar biasa yang terjadi di Bank Victoria.

INFORMATION REGARDING EXTRA ORDINARY EVENTS

During 2014, there was no extraordinary events occurred at Bank Victoria.

PERUBAHAN PERATURAN PERUNDANG-UNDANGAN YANG BERPENGARUH SIGNIFIKAN TERHADAP BANK

Selama 2014, tidak ada perubahan peraturan perundang-undangan yang berpengaruh signifikan terhadap Bank Victoria.

CHANGES IN THE REGULATION HAVING SIGNIFICANT IMPACTS ON THE BANK

During 2014, there has not been any change in the regulations that may have a significant impact on Bank Victoria.

PERUBAHAN KEBIJAKAN AKUNTANSI

Bank Victoria telah menerapkan kebijakan akuntansi secara konsisten pada Laporan Keuangan Konsolidasian untuk tahun yang berakhir pada tanggal 31 Desember 2014 dan 2013 yang telah sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Untuk tahun 2014, Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (DSAK-IAI) telah menetapkan Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) dan Pencabutan PSAK (PPSAK), yaitu:

- ISAK 27 "Pengalihan Aset Dari Pelanggan";
- ISAK 28 "Pengakhiran Liabilitas Keuangan Dengan Instrumen Ekuitas";
- ISAK 29 "Biaya Pengupasan Lapisan Tanah Dalam Tahap Produksi Pada Tambang Terbuka";
- PPSAK 12 "Pencabutan PSAK 33 Mengenai Aktivitas Penghapusan Lapisan Tanah dan Pengelolaan Lingkungan Hidup Pada Pertambangan Umum"; serta
- PSAK 102 (Revisi 2013) "Akuntansi *Murabahah*".

PSAK dan ISAK tersebut di atas berlaku efektif pada tanggal 1 Januari 2014 dan tidak menghasilkan perubahan kebijakan akuntansi Bank serta tidak memiliki dampak terhadap jumlah yang dilaporkan pada Laporan Keuangan Konsolidasian periode berjalan atau tahun sebelumnya, kecuali untuk PSAK 102 yang berdampak kepada Entitas Anak.

Sejak tanggal 1 Januari 2014, Entitas Anak Syariah menerapkan perubahan kebijakan akuntansi sesuai dengan PSAK 102 (Revisi 2013) dan PAPSI 2013. Adapun perubahan kebijakan akuntansi tersebut adalah sebagai berikut:

- Penurunan Nilai Aset Keuangan
  Untuk pembiayaan *murabahah*, Entitas Anak Syariah mengevaluasi penurunan nilai pembiayaan sesuai dengan PSAK 55. Sebelum 1 Januari 2014, perhitungan penurunan nilai dihitung sesuai dengan PBI Nomor: 8/21/PBI/2006. Selisih antara saldo cadangan kerugian penurunan nilai pembiayaan *murabahah* pada tanggal 1 Januari 2014 dihitung berdasarkan PSAK 55 dengan saldo cadangan kerugian penurunan nilai yang ditentukan berdasarkan kebijakan akuntansi sebelumnya sebesar Rp1.928.562 (neto setelah pajak tangguhan) yang dibebankan Laporan Laba Rugi Konsolidasian Tahun 2014.

- Pendapatan dan beban yang teratribusi langsung dengan piutang pembiayaan yang diakui sebagai bagian dari aset keuangan, diakui sebagai pendapatan atau beban dengan cara diamortisasi berdasarkan tingkat imbal hasil efektif. Sebelum 1 Januari 2014, pendapatan dan beban teratribusi langsung diakui dalam Laporan Laba Rugi Konsolidasian pada saat terjadinya. Bank telah menerapkan PSAK ini secara prospektif.

Terdapat beberapa standar akuntansi baru, revisi dan intepretasi yang telah diterbitkan, namun belum berlaku efektif untuk tahun buku yang berakhir pada tanggal 31 Desember 2014. Penyajian informasi keuangan khusus PT Bank Victoria International Tbk (entitas induk) pada tahun yang berakhir pada tanggal 31 Desember 2014 dan 2013, menyajikan investasi Bank pada entitas anak berdasarkan metode biaya dan bukan dengan metode konsolidasi.

CHANGES IN THE ACCOUNTING POLICY

Bank Victoria has consistently implemented accounting policies on the Consolidated Financial Statements for the year ended 31 December 2014 and 2013, which are in accordance with Financial Accounting Standards in Indonesia.

For 2014, the Board of Financial Accounting Standards of Indonesia Accounting Association (DSAK-IAI) has issued Statement of Financial Accounting Standards (SFAS) and the Interpretation of Financial Accounting Standards (IFAS) and Withdrawal of IAS (PPSAK), namely:

- ISAK 27 "Transfering Assets from Customers";
- ISAK 28 "Termination of Financial Liabilities with Equity Instruments";
- ISAK 29 "The Costs of Stripping the Soil Layer In the Production Stage of the Open Mine";
- PPSAK 12 "Revocation of SFAS 33 Regarding Elimination Activities of the Layer Soil and Environmental Management In General Mining"; and
- SFAS 102 (Revised 2013) "Murabahah Accounting".

These SFAS and ISAK mentioned above became effective on 1 January 2014 and did not cause any change in the Bank's accounting policy and has no impact on the amounts reported in the Consolidated Financial Statements for the current year or the year before, except for SFAS 102 that have impact to the Subsidiary.

Since 1 January 2014, the Sharia Subsidiary applied changes in accounting policies in accordance with SFAS No. 102 (Revised 2013) and PAPSI 2013. The change in accounting policy were as follows:

- Impairment of Financial Assets
  For murabahah financing, Sharia Subsidiary evaluated the financing impairment in accordance with SFAS 55. Prior to 1 January 2014, the impairment calculation had been calculated in accordance with PBI No. 8/21/PBI/2006. The difference between the balance of allowance for murabahah financing impairment losses on 1 January 2014 was calculated based on IAS 55 with a balance of allowance for impairment losses which was determined based on the previous accounting policies was amounting to Rp1,928,562 (net of deferred tax) which were charged to the Consolidated Income Statement 2014.

- Income and expense attributed directly with the financing receivables which were recognized as part of financial assets were recognized as income or expense which was undertaken by amortizing method based on the effective yield rate. Prior to 1 January 2014, attributed revenues and expenses were recognized immediately in the Consolidated Income Statement as incurred. The Bank has applied this SFAS prospectively.

There were several new accounting standards, revisions and interpretations that have been issued, but have not yet effective for the year ending 31 December 2014. The presentation of PT Bank Victoria International Tbk (parent entity) financial information for the year ended 31 December 2014 and in 2013, presents the Bank's investment in subsidiaries under the cost method and not by the consolidation method.

KINERJA ANAK PERUSAHAAN
Subsidiary Performance

PT BANK VICTORIAH SYARIAH

Bank Victoria Syariah (BVIS) merupakan anak perusahaan Bank Victoria yang menjalankan usaha perbankan dengan prinsip syariah. Beberapa produk yang disediakan Bank Victoria Syariah sebagai berikut.

1. Produk simpanan, meliputi: Giro iB, Tabungan iB, Deposito iB, Tabungan V-Plan iB, dan Tabungan V-Bisnis iB.
2. Produk pembiayaan: Pembiayaan *Murabahah*, Pembiayaan *Mudharabah*, Pembiayaan *Murabahah* Pemilikan Mobil, Pembiayaan *Murabahah* Pemilikan Rumah, Pembiayaan *Murabahah* Mikro, Pembiayaan Multiguna, Pembiayaan V-Kop iB.

Pada tahun 2014, kinerja Bank Victoria Syariah menunjukkan hasil yang bervariasi. Laporan Posisi Keuangan BVIS menunjukkan kinerja yang baik. Aset meningkat Rp116,59 miliar atau sebesar 8,81%, liabilitas menurun Rp103,40 miliar atau sebesar 55,11%, dan ekuitas meningkat Rp28,73 miliar atau 18,35%. Selain itu, dana *syirkah* temporer serta piutang dan pembiayaan masing-masing meningkat 19,53% dan 25,24%.

Sedangkan, Laporan Laba Rugi BVIS menunjukkan peningkatan pendapatan pengelolaan dana oleh Bank sebagai *mudharib* sebesar 35,03%. Namun, hak bagi hasil Bank menurun 15,35% dan beban operasional lainnya meningkat 46,54%. Penurunan hak bagi hasil dan peningkatan beban operasional lainnya khususnya disebabkan meningkatnya pembiayaan bermasalah BVIS yang menyebabkan nilai *Net Performing Funding* (NPF) *gross* meningkat di atas kewajiban yang dipersyaratkan bagi bank syariah sehingga mewajibkan BVIS menyisihkan sejumlah dana untuk pembentukan cadangan kerugian. Hal tersebut mengakibatkan kerugian operasional pada Bank Victoria Syariah.

PT BANK VICTORIA SYARIAH

Bank Victoria Syariah (BVIS) is under a subsidiary of Bank Victoria which engages in the banking business Sharia principles. Some products provided by Bank Victoria Sharia are as follows.

1. Saving deposits products, include: Giro iB, iB Savings, iB Deposit, V-Plan iB Savings, and V-Business iB Savings.
2. Financing products: Murabahah Financing, Mudharabah Financing, Murabahah Financing Car Ownership, Murabahah Financing Home Ownership, Murabahah Micro Financing, Multipurpose Financing, V-Kop iB Financing.

In 2014, Bank Victoria Syariah's performance showed varying results. BVIS Statements of Financial Position showed good performance. The assets increased by Rp116.59 billion or 8.81%, liabilities decreased by Rp103.40 billion or 55.11%, and equity increased by Rp28.73 billion or 18.35%. In addition, temporary syirkah funds and receivables and financing increased by 19.53% and 25.24% respectively.

Meanwhile, BVI's Income Statement showed an increase in fund management revenue by the Bank as mudharib of 35.03%. However, the Bank's right of revenue sharing decreased by 15.35% and other operating expenses increased by 46.54%. The decline in right of revenue sharing and in particular the increase in other operating expenses caused by increased BVI's non performing financing which cause the value of Net Performing Funding (NPF) gross increased above the required obligations for Sharia banks that required BVI to set aside some funds for the establishment of allowance for impairment losses. This resulted in an operating loss in Bank Victoria Syariah.

Tabel Kinerja Keuangan Utama Bank Victoria Syariah
Table of Bank Victoria Syariah Main Financial Performance

(dalam juta Rp) (in million Rp)

URAIAN	2014	2013	Pertumbuhan / Growth		DESCRIPTION
1	2	3	4=(2-3)	5=(2-3)/3	1
Aset	1,439,983	1,323,398	116,585	8.81%	Assets
Liabilitas	84,238	187,642	(103,404)	(55.11%)	Liabilities
Dana *Syirkah* Temporer	1,170,430	979,175	191,255	19.53%	Temporary Syirkah Funds
Ekuitas	185,315	156,582	28,733	18.35%	Equity
Piutang dan Pembiayaan	1,076,882	859,854	217,028	25.24%	Receivables and Financing
Pendapatan Pengelolaan Dana Oleh Bank Sebagai *Mudharib*	149,849	110,973	38,876	35.03%	Fund Management Revenues by Bank as Mudharib
Hak Bagi Hasil Milik Bank	45,509	53,759	(8,250)	(15.35%)	Bank's Right of Revenue Sharing
Beban Operasional Lainnya	(73,921)	(50,445)	23,476	46.54%	Other Operational Cost

URAIAN	2014	2013	Pertumbuhan / Growth		DESCRIPTION
1	2	3	4=(2-3)	5=(2-3)/3	1
Laba Operasional	(25,248)	4,389	(29,637)	(675.26%)	Income from Operations
Laba Tahun Berjalan	(19,366)	4,075	(23,441)	(575.24%)	Profit for The Year
Laba Komprehensif Selama Tahun Berjalan	(19,338)	6,363	(25,701)	(403.91%)	Comprehensive Income for The Year

Sumber: Laporan Keuangan *Audited* Bank Victoria Syaria

Sources: Audited Bank Victoria Syariah Financial Report

Berdasarkan rasio keuangan, tingkat kecukupan modal BVIS menurut nilai CAR mencapai 15,27%, menurun dibandingkan 2013 yang mencapai 18,40%. Meskipun demikian, nilai CAR tersebut masih berada di atas ambang batas yang ditetapkan. Tingkat likuiditas BVIS menurut nilai FDR meningkat menjadi 95,19% dari 84,65% di 2013. Demikian pula dengan tingkat profitabilitas berdasarkan nilai NIM meningkat menjadi 3,34% dari 2,96% di 2013.

Based on the financial ratios, BVIS capital adequacy according to CAR was 15.27%, lower than that in 2013 that reached 18.40%. Nevertheless, the CAR was still above the threshold. BVIS liquidity level according to the FDR value increased to 95.19% from 84.65% in 2013. Similarly, the profitability level based on the NIM value increased to 3.34% from 2.96% in 2013.

Tabel Rasio Keuangan Utama Bank Victoria Syariah
Table of Bank Victoria Syariah Main Financial Ratio

URAIAN	2014	2013	DESCRIPTION
1	2	3	1
CAR	15.27%	18.40 %	CAR
FDR	95.19%	84.65%	FDR
ROA	(1.87%)	0.50%	ROA
ROE	(17.61%)	3.70%	ROE
NIM	3.34%	2.96%	NIM
NPF Net	4.75%	3.31%	NPF Net

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TATA KELOLA **PERUSAHAAN**

Good Corporate Governance

***Good Corporate Governance* (GCG) merupakan suatu kebutuhan untuk menjamin terjadinya keselarasan tujuan antara perusahaan dan para *stakeholders*nya. Bank Victoria sangat memahami akan kebutuhan tersebut dengan bersungguh-sungguh dalam mengimplementasikan GCG. Bank Victoria telah mendapatkan banyak manfaat terkait dengan implementasi GCG antara lain adalah adanya peningkatan kepercayaan pemegang saham dan *stakeholders* lainnya. Hal tersebut tercermin dengan relatif stabilnya harga pasar saham Bank Victoria, kuatnya peringkat obligasi, dan meningkatnya jumlah Dana Pihak Ketiga.**

Good Corporate Governance (GCG) is a necessity to ensure mutual understanding on objectives between a company and its stakeholders. Bank Victoria really understands this need by wholeheartedly implementing GCG. Bank Victoria has gained numerous benefits in accordance with the implementation of GCG, among which is the increased confidence of the shareholders and stakeholders. This is evident when looking at its relatively stable share market price, strength in bond rating and growing number of third party funds.

MOTIVASI PENERAPAN *GOOD CORPORATE GOVERNANCE*

Good Corporate Govenance (GCG) bagi Bank Victoria merupakan sebuah kebutuhan. Bank sangat merasakan manfaat dari implementasi GCG. Dengan menerapkan GCG maka keselarasan tujuan Bank dengan tujuan para *stakeholders*nya akan terjalin dengan baik. Dengan adanya keselarasan tujuan maka akan tercipta iklim bisnis yang kondusif dan selanjutnya akan mendorong peningkatan kinerja.

MOTIVATIONS IN IMPLEMENTING GOOD CORPORATE GOVERNANCE

For Bank Victoria, Good Corporate Govenance (GCG) is a necessity as the Bank has gained great benefits from the implementation of GCG. By implementing GCG, mutual understanding on goals between the Bank and the stakeholders may be well established which will eventually promote a conducive business climate and further boost the bank's performance.

Terdapat beberapa pertimbangan strategis dalam menerapkan GCG yaitu:

1. Bank adalah sebagai lembaga kepercayaan

Untuk mendapatkan kepercayaan dari Pemerintah dan Masyarakat, Bank harus:

- Memiliki Kinerja Keuangan (*Financial Performance*) yang baik;
- Memiliki Tingkat Kesehatan Bank yang baik;
- Memiliki kecukupan modal diatas ketentuan minimum dan Profil Risiko secara komposit rendah;
- Dapat menjaga kerahasiaan Nasabah penyimpan dan simpanannya serta rahasia Perusahaan;
- Keterbukaan dalam penyampaian informasi kepada Publik berkaitan dengan produk dan aktivitas baru Bank;
- Menjaga kepentingan *shareholders* dan *stakeholders*;
- Selalu bersaing secara sehat dalam menetapkan harga (*price*) atau suku bunga dana dan kredit/pembiayaan serta melaksanakan etika bisnis industri perbankan dengan baik;
- Mengendalikan risiko reputasi agar dapat mencegah persepsi negatif kepada Bank sekaligus menjaga pencitraan bagi Bank;
- Memiliki Sumber Daya Manusia yang handal, profesional, integritas yang tinggi, serta akhlak dan moral yang baik;
- Menerapkan Tata Kelola Perusahaan secara konsisten dan berkelanjutan;
- Meningkatkan dan atau mempertahankan kualitas mutu pelayanan secara konsisten dan berkelanjutan.

2. Bank merupakan pelayanan publik

Sebagai pelayanan publik, Bank harus dapat memberikan Pelayanan Terbaik kepada nasabahnya, kepuasan nasabah (*customer satisfaction*) harus dapat terjaga dalam arti kata bank harus mampu memberikan pelayanan melebihi harapan pelanggan. Bank juga harus dapat memberikan fasilitas kenyamanan bagi nasabahnya berupa sarana dan prasarana, ketepatan waktu transaksi, *on-line system*, *non stop service* transaksi penarikan tunai dan transfer serta fasilitas lainnya.

Sesuai fungsinya Bank dalam melaksanakan intermediasi yakni menghimpun dana masyarakat dan menyalurkannya kembali kepada masyarakat dalam bentuk kredit/pembiayaan, Bank senantiasa harus dapat membantu dan mendorong pertumbuhan perekonomian dan pembangunan daerah di segala bidang serta sebagai salah satu sumber pendapatan daerah dalam rangka meningkatkan taraf hidup rakyat. Bank juga sebagai *agent of development* di segala sektor usaha dan bisnis dengan menerapkan prinsip kehati-hatian (*prudential banking*).

There are some strategic considerations in implementing GCG, which are:

1. Bank is an agency of trust;

To gain trust from the Government and community, a bank must:

- Have a good Financial Performance;
- Have a Good Bank Soundness Rating;
- Have above minimum capital adequacy ratio and low composite risk profile;
- Maintain confidentiality of customers and their savings as well as the Company's secret;
- Be open in disclosing information to the general public pertaining the Bank's new products and activities;
- Maintain the interest of shareholders and stakeholders;
- Exercise fair competition in setting price or interest rate and credit/financing and appropriately carry out sound business ethics in banking industry;
- Control reputation risk by preventing negative perception on the Bank and simultaneously maintain the Bank's image;
- Have reliable and professional human resources of high integrity and moral.
- Consistently and sustainably apply Good Corporate Governance;
- Improve and or maintain service quality in a consistent and sustainable manner.

2. Bank is a public service;

As a public service, a Bank must be able to provide the best service for its customers. Customer satisfaction must also be maintained, which means a Bank must be able to go beyond the customers' expectation. A Bank must also provide convenient facilities for its customers in the form of facilities and infrastructures, timely transaction time, online system, non-stop service for cash withdrawal and transfer transactions, and other facilities of payment features, such as Cash Deposit Machine in ATMs.

According to its function as an intermediary responsible for collecting public funds and re-distributing such funds to the public in the form of credit/financing, a Bank must consistently support and boost economic growth and regional development in all sectors as one of the sources of regional income for community living standard improvement. A Bank also functions as an agent of development in various business sectors by applying prudent banking principles.

Objek pelayanan publik yang bergerak di sektor jasa keuangan seperti perbankan, selalu mendapat perhatian lebih dari masyarakat dalam bentuk pengendalian sosial di sektor keuangan (*social control of enveronment*), Pemerintah (eksekutif) dan DPR/DPRD (legislatif) serta Otoritas Regulator.

DASAR PENERAPAN GCG

Memperhatikan kondisi pengalaman perbankan masa lalu, sudah menjadi keharusan bagi Bank Umum baik Konvensional maupun Syariah untuk menerapkan GCG sebagaimana yang tertuang dalam beberapa ketentuan yang berlaku, yakni:

1. Undang-undang Republik Indonesia No.10 tahun 1998 tentang perubahan atas Undang-undang No.7 tahun 1992 tentang Perbankan.
2. Undang-undang Republik Indonesia No.40 tahun 2007 tentang Perseroan Terbatas;
3. Peraturan Bank Indonesia No.8/4/PBI/2006 tanggal 30 Januari 2006 tentang Pelaksanaan *Good Corporate Governance* Bagi Bank Umum, sebagaimana telah diubah dengan Peraturan Bank Indonesia No.8/14/PBI/2006 tanggal 05 Oktober 2006 tentang Pelaksanaan *Good Corporate Governance* Bagi Bank Umum;
4. Peraturan Bank Indonesia No.11/33/PBI/2009 tanggal 7 Desember 2009 tentang Pelaksanaan *Good Corporate Governance* Bagi Bank Umum Syariah dan Unit Usaha Syariah;
5. Surat Edaran Bank Indonesia No.12/13/DPbS tanggal 30 April 2010 perihal Pelaksanaan *Good Corporate Governance* Bagi Bank Umum Syariah dan Unit Usaha Syariah;
6. Surat Edaran Bank Indonesia No.15/15/DPNP/tanggal 29 April 2013 perihal Pelaksanaan *Good Corporate Governance* bagi Bank Umum.

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

1. Prinsip-prinsip *Corporate Governance* yang dikembangkan oleh Organization for Economic Cooperation and Development (OECD);
2. ASEAN *Corporate Governance Scorecard;*
3. Pedoman GCG Indonesia yang dikembangkan oleh Komite Nasional Kebijakan Governance (KNKG);
4. Pedoman GCG Perbankan Indonesia yang dikembangkan oleh Komite Nasional Kebijakan Governance (KNKG);
5. *Principles for Enhancing Corporate Governance* yang diterbitkan oleh Basel Committee on Banking Supervision.

Internalisasi dari berbagai peraturan perundang-undangan dan pedoman di atas ke dalam kebijakan internal Bank merupakan komitmen dari Dewan Komisaris dan Direksi dan seluruh karyawan. Komitmen Bank terhadap penerapan GCG ditunjukkan dalam gambar di bawah ini:

Public service in financial sector such as banks always gains more attention from the public in the form of social control of environment, the Government (executive), and legislative body as well as Regulatory Authorities.

LEGAL GROUNDS FOR GCG IMPLEMENTATION

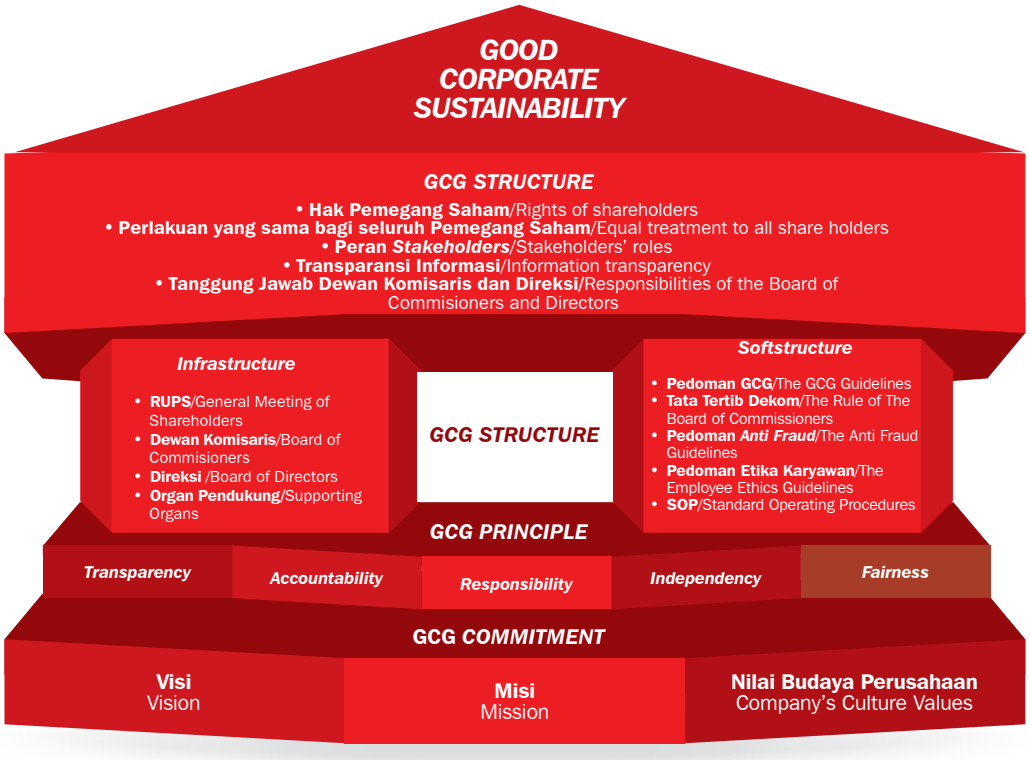
Considering the banking industry's past experiences, it is imperative for Commercial Banks either Conventional or Sharia to implement GCG as specified in the following applicable provisions:

1. Law of the Republic of Indonesia No.10 year 1998 concerning the amendment on Law No.7 year 1992 on Banking.
2. Law of the Republic of Indonesia No.40 year 2007 on Limited Liability Company (PT);
3. Bank Indonesia Regulation No.8/4/PBI/2006 dated 30 January 2006 on Implementation of Good Corporate Governance for Commercial Banks, as having been amended by Bank Indonesia Regulation No.8/14/PBI/2006 dated 05 October 2006 on the Implementation of Good Corporate Governance for Commercial Banks.;
4. Bank Indonesia Regulation No.11/33/PBI/2009 dated 7 December 2009 on Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units;
5. Bank Indonesia Circular Letter No.12/13/DPbS dated 30 April 2010 on Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units;
6. Bank Indonesia Circular Letter No.15/15/DPNP/dated 29 April 2013 on Implementation of Good Corporate Governance for Commercial Banks.

In addition to the required provisions of various laws and regulations aforementioned above, Bank Victoria also applies guidelines for the implementation of GCG as follows;

1. Corporate Governance Principles developed by the Organization for Economic Cooperation and Development (OECD);
2. ASEAN Corporate Governance Scorecard;
3. Indonesian GCG Guidelines developed by the National Committee on Governance (KNKG);
4. Indonesian Banking Sector GCG Guidelines developed by the National Committee on Governance (KNKG);
5. Principles for Enhancing Corporate Governance issued by the Basel Committee on Banking Supervision.

It is the commitment of the Boards of Commissioners and Directors as well as all employees to internalize various aforementioned regulations and guidelines into the Bank's internal policy. The Bank's commitment to the implementation of GCG is shown in the figure below;



Komitmen Bank dalam menerapkan GCG terlihat dari visi, misi dan nilai-nilai budaya Bank. Visi Bank Victoria untuk menjadi bank pilihan nasabah yang terpercaya, sehat dan efisien diwujudkan dalam misinya dan didasarkan pada nilai-nilai budaya Bank. Dalam mewujudkan visi dan menjalankan misinya, Bank senantiasa berpegang pada asas-asas GCG yaitu Transparansi, Akuntabilitas, Responsibilitas, Independensi dan *Fairness*.

Berdasarkan asas-asas GCG, Bank mengembangkan struktur GCG yang meliputi GCG *infrastructure* dan GCG *softstructure* guna menjalankan mekanisme GCG sesuai peraturan perundang-undangan serta *best practices* yang ada. Dengan mendasarkan kegiatan usahanya berdasarkan prinsip-prinsip GCG, diharapkan akan tercipta kesinambungan usaha dalam jangka panjang.

PELAKSANAAN IMPLEMENTASI GCG DI BANK VICTORIA

Pada prinsipnya pelaksanaan penerapan GCG di Bank Victoria berjalan dengan baik dan dilaksanakan oleh Dewan Komisaris, Direksi, dan seluruh karyawan pada setiap kegiatan dengan tujuan untuk melindungi kepentingan Bank, *shareholders* dan *stakeholders.*

Mekanisme pelaksanaan implementasi GCG digambarkan dalam siklus implementasi di bawah ini:

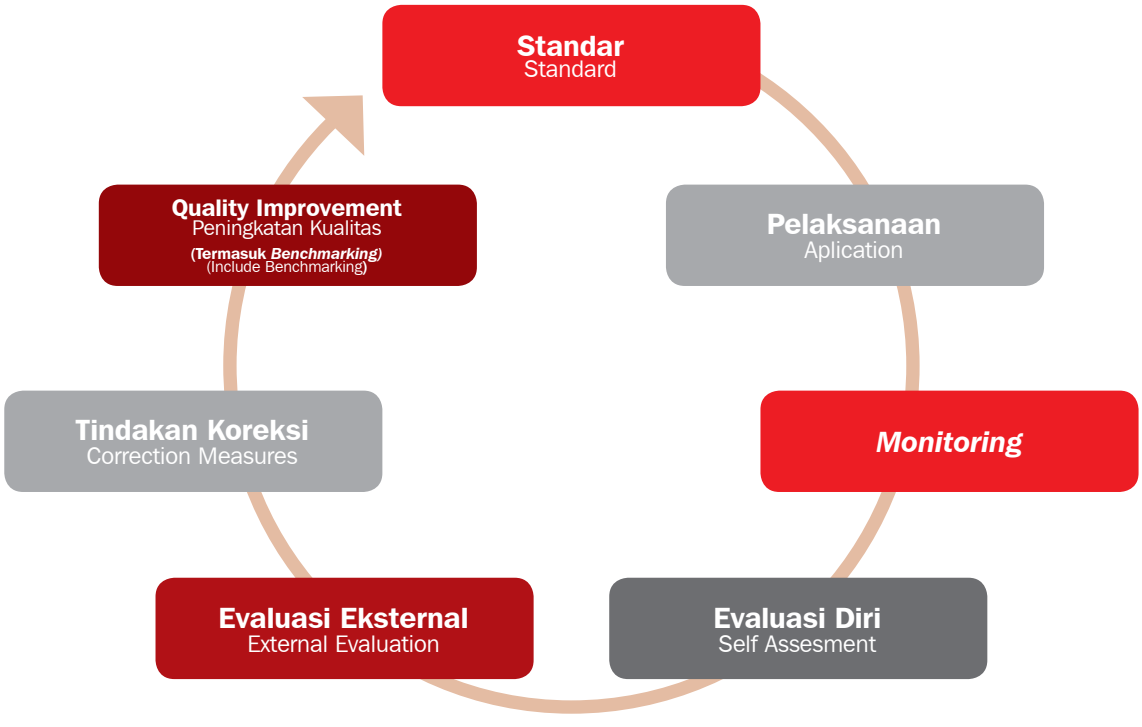
The Bank's commitment in implementing GCG is evident from its vision, mission as well as corporate culture values. The vision of Bank Victoria is to become a reliable, healthy and efficient, a bank of choice. This is embodied in the mission and is based on its corporate culture. In order to realize the vision and mission, Bank Victoria always complies to the principles of Good Corporate Governance which are Transparency, Accountability, Responsibility, Independency and Fairness.

Based on these Good Corporate Governance principles, Bank Victoria has developed a GCG structure that includes GCG infrastructure and softstructure to execute the appropriate GCG mechanism in accordance with the prevailing laws and best practices. By underlying its business activities on the Good Corporate Governance principles, the Bank expects to create long-term sustainability of the business.

GCG IMPLEMENTATION IN BANK VICTORIA

In principle, the GCG implementation in Bank Victoria has been well executed by the Board of Commissioners, the Board of Directors, and employees in every activity to protect the interests of the Bank, shareholders, and stakeholders

GCG implementation mechanism is described on the implementation cycle below:



PENETAPAN STANDAR KUALITAS IMPLEMENTASI GCG

Standar implementasi GCG dibutuhkan sebagai acuan dasar dalam rangka mewujudkan visi dan menjalankan misi Bank. Acuan dasar tersebut meliputi kriteria yang akan dicapai dari berbagai aspek yang terkait dengan implementasi GCG. Standar juga dimaksudkan untuk memacu Bank untuk meningkatkan kualitas implementasi GCG. Standar dirumuskan berdasarkan peraturan terkait, masukan dari *stakeholders*, hasil *assessment* dan *benchmarking*.

Lingkup standar implementasi GCG Bank Victoria mengacu pada Peraturan Bank Indonesia No.8/4/PBI/2006 tanggal 30 Januari 2006 tentang Pelaksanaan *Good Corporate Governance* Bagi Bank Umum, sebagaimana telah diubah dengan Peraturan Bank Indonesia No.8/14/PBI/2006 tanggal 05 Oktober 2006 tentang Pelaksanaan *Good Corporate Governance* Bagi Bank Umum dan Surat Edaran Bank Indonesia No.15/15/DPNP/tanggal 29 April 2013 perihal Pelaksanaan *Good Corporate Governance* bagi Bank Umum.

Standar penilaian pelaksanaan GCG meliputi 11 (sebelas) aspek yaitu:

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;

SETTING OUT QUALITY STANDARDS ON GCG IMPLEMENTATION

GCG implementation standards are required as the basis to realize the Bank's vision and mission. This basic reference includes criteria to be achieved from various aspects related to the implementation of GCG. Standards are also intended to stimulate the Bank to improve its quality of GCG implementation. These standards are formulated based on related regulations, feedback from the stakeholders as well as assessment and benchmarking results.

The scope of the GCG implementation at Bank Victoria refers to Bank Indonesia's Regulation No.8/4/PBI/2006 dated 30 January 2006 on the implementation of Good Corporate Governance for Commercial Banks as amended by Bank Indonesia's Regulation No.8/14/PBI/2006 dated 5 October 2006 on the Implementation of Good Corporate Governance for Commercial Banks and Bank Indonesia Circular Letter No.15/15/DPNP/dated 29 April 2013 on the implementation of Good Corporate Governance for Banks.

GCG implementation assessment standards consist of 11 (eleven) aspects, which are:

1. The execution of the Board of Commissioners' Duties and Responsibilities;
2. The execution of the Board of Directors' Duties and Responsibilities;
3. The Completeness and Execution of the Committee's Duties;
4. The Handling of Conflict of Interest;
5. The Implementation of Compliance Function;
6. The Implementation of Internal Audit Function;
7. The Implementation of External Audit Function;
8. The Implementation of Risk Management including the Internal Control System;

9. Penyediaan Dana Kepada Pihak Terkait *(Related Party)* dan Penyediaan Dana Besar *(Large Exposure)*;
10. Transparansi Kondisi Keuangan dan Non Keuangan Bank, Laporan pelaksanaan GCG dan Pelaporan Internal;
11. Rencana Strategis Bank.

PELAKSANAAN DAN PEMONITORAN IMPLEMENTASI GCG

Pelaksanaan dan pemonitoran implementasi GCG memerlukan pembentukan dan penguatan GCG *infrastructure* dan *softstructure.* GCG *Infrastructure* dapat didefinisikan sebagai suatu cara bagaimana aktivitas organisasi dibagi, diorganisir dan dikoordinasikan. Melalui pembentukan dan penguatan *GCG infrastructure*, maka peran dan fungsi masing-masing organ akan menjadi jelas dan tegas. GCG *softstructure* adalah seperangkat aturan dan kebijakan yang dimiliki Bank Victoria dalam menjalankan aktivitas Bank. Untuk menjamin bahwa standar yang telah ditetapkan dilaksanakan, dipenuhi, dievaluasi, dan ditingkatkan maka diperlukan *monitoring* dan evaluasi pelaksanaan.

SELF ASSESSMENT

Self assessment merupakan upaya sistematik untuk menghimpun dan mengolah data (fakta dan informasi) yang handal dan sahih sehingga dapat disimpulkan kenyataan yang dapat digunakan sebagai landasan tindakan manajemen agar pelaksanaan GCG dapat dilakukan secara efektif. *Self assessment* menjadi bagian dari mekanisme *check and balances.* Dengan evaluasi maka capaian kegiatan dapat diketahui dengan pasti dan tindakan lebih lanjut untuk memperbaiki kinerja suatu kegiatan dapat ditetapkan.

Berdasarkan Peraturan Bank Indonesia No.8/4/PBI/2006 serta Peraturan Bank Indonesia No.8/14/PBI/2006 dan Surat Edaran Bank Indonesia No.15/15/DPNP/tanggal 29 April 2013 perihal Pelaksanaan *Good Corporate Governance* bagi Bank Umum, Bank wajib melakukan penilaian sendiri (*self assessment*) atas pelaksanaan GCG. Berkaitan dengan hal tersebut, Bank Victoria telah melakukan *self assessment* GCG, dengan hasil untuk periode 2012 hingga 2014 yang disajikan pada tabel berikut:

9. The Provision of Funds to Related Parties and Large Exposure;
10. The Transparency of the Bank's Financial and Non-Financial Condition, GCG Implementation Report and Internal Reporting;
11. The Bank's Strategic Plan.

IMPLEMENTATION AND MONITORING OF GCG IMPLEMENTATION

The execution and monitoring of the GCG implementation requires the formation and reinforcement on GCG Infrastructure and Soft-structure. GCG Infrastructure can be defined as the way the organization's activities are divided, organized and coordinated. Through the establishment and reinforcement of GCG infrastructure, the role and function of each organ will be clearly defined. GCG softstructure is a set of Bank Victoria's rules and policies in performing its activities. To ensure that the set standards are implemented, met, evaluated, and improved, it is necessary to conduct implementation monitoring and evaluation.

SELF ASSESSMENT

Self assessment is a systematic measure to collect and process reliable and valid data (facts and information) so that facts can be concluded and used as the basis the Management's actions to ensure that GCG implementation is effectively conducted. Self assessment has become the part of check and balance mechanisms. By having such evaluation, the activity outcomes can be clearly determined and further measures to improve the activity performance can be established.

Under Bank Indonesia Regulation No.8/4/PBI/2006 also Bank Indonesia Regulation No.8/14/PBI/2006 and Bank Indonesia Circular Letter No.15/15/DPNP dated 29 April 2013 on GCG Implementation by Commercial Banks, Banks must carry out self assessment of GCG implementation. In relation thereto, Bank Victoria has carried out a self assessment of GCG with the following results for 2012 and 2013:

Tabel Skor *Assessment* GCG
Table of GCG Assessment Score

ASPEK	SKOR/SCORE			ASPECT
	2014	2013	2012	
Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris	1	1	1	The Executionof the Board of Commissioners' Duties and Responsibilities
Pelaksanaan Tugas dan Tanggung Jawab Direksi	1	1	1	The Execution of the Board of Directors' Duties and Responsibilities
Kelengkapan dan Pelaksanaan Tugas Komite	2	2	2	The Completeness and Execution of the Committee's Duties
Penanganan Benturan Kepentingan	1	1	2	The Handling Conflicts of Interests
Penerapan Fungsi Kepatuhan	1	1	1	The Implementation of Compliance Function
Penerapan Fungsi Audit Intern	1	2	2	The Implementation of Internal Audit Function
Penerapan Fungsi Audit Ekstern	1	2	1	The Implementation of External Audit Function
Penerapan Manajemen Risiko termasuk Sistem Pengendalian Intern	1	1	2	The Implementation of Risk Management including the Internal Control System

ASPEK	SKOR/SCORE			ASPECT
	2014	2013	2012	
Penyediaan Dana Kepada Pihak Terkait *(Related Party)* dan Penyediaan Dana Besar *(Large Exposure)*	1	2	2	The Provision of Funds To Related Parties and Large Exposure
Transparansi Kondisi Keuangan dan Non keuangan Bank, Laporan pelaksanaan GCG dan Pelaporan Internal	1	1	1	The Transparency of The Bank's Financial and Non-Financial Condition, GCG Implementation Report and Internal Reporting
Rencana Strategis Bank	2	1	1	The Bank's Strategic Plan
Skor *Self Assessment* GCG Bank Victoria	**2**	**2**	**2**	**GCG Self Assessment Score of Bank Victoria**
KATEGORI	**Baik** Good	**Baik** Good	**Baik** Good	**CATEGORIES**
Skor *Self Assessment* GCG Bank Victoria Syariah	**1,93**	**1,66**	**2,07**	**GCG Self Assessment Score of Bank Victoria Sharia**
KATEGORI	**Baik** Good	**Baik** Good	**Baik** Good	**CATEGORIES**

*Sejak 2012 hingga 2014, Bank Victoria selalu memperoleh nilai komposit assessment pelaksanaan GCG sebesar 2 atau dalam kategori BAIK.
*From 2012 to 2014, Bank Victoria has always obtained Composite GCG Assessment Score of 2 or in GOOD category.

EVALUASI EKSTERNAL

Kegiatan *self assessment* sebaiknya diikuti oleh kegiatan evaluasi eksternal oleh pihak yang independen. Evaluasi ekternal dimaksudkan untuk mendapatkan *second opinion* terhadap kualitas implementasi GCG dalam rangka perbaikan kualitas implementasi GCG secara berkelanjutan. Bank Victoria telah mendapatkan peringkat 5 kategori Bank Buku 2, Perusahaan Tbk. dengan Modal Inti Rp 1T hingga 5T, dengan aspek GCG mendapat peringkat 2, dalam Anugerah Perbankan Indonesia yang diselenggarakan oleh Economic Review.

EXTERNAL EVALUATION

the self assessment followed by external evaluation activities are conducted by an independent party. External evaluation is intended to get a second opinion on the quality of GCG implementation in order to improve the quality of GCG implementation on an ongoing basis. Bank Victoria got ranked 5 on categories of "Bank Buku 2" of Limited Liability Companies with a Core Capital of Rp1 to 5 trillion, while the Bank got a runner up position on the GCG implementation in Anugerah Perbankan Indonesia (Indonesian Banking Award) organized by the Economic Review.

PENINGKATAN KUALITAS DAN *BENCHMARKING*

Hasil dari evaluasi internal maupun eksternal serta ditambah dengan masukan dari seluruh *stakeholders* digunakan sebagai pertimbangan di dalam melakukan peningkatan kualitas implementasi GCG. Ada dua macam peningkatan kualitas yaitu peningkatan kualitas untuk mencapai standar kualitas yang ditetapkan dan peningkatan kualitas dalam konteks peningkatan standar kualitas yang telah dicapai melalui *benchmarking*.

QUALITY IMPROVEMENT AND BENCHMARKING

The results of the internal and external evaluation along with the input from all stakeholders may be utilised as considerations in upgrading the quality of GCG implementation. There are two kinds of quality improvements: improvement in quality to achieve the defined quality standards and quality improvement within the context of improving the quality standards that have been achieved through benchmarking.

PENGHARGAAN TERKAIT GCG

Penghargaan di bidang GCG yang diperoleh Bank Victoria di 2014 sebagai berikut:

Peringkat 5 BUKU II Perusahaan Tbk, Modal Inti Rp1T – Rp5T dengan aspek GCG mendapat peringkat 2
Fifth in BUKU II Public Company, Core Capital Rp1 trillion – Rp5 trillion with GCG aspect ranked second

Acara/Event	:	Anugerah Perbankan Indonesia 2014/ Indonesia Banking Awards 2014
Penyelenggara/Organizer	:	Economic Review
Tanggal/Date	:	18 November 2014/ 18 November 2014

GCG-RELATED AWARDS

The awards in the GCG fields obtained by Bank Victoria in 2014 were as follows

Peringkat 8 Kategori Perusahaan *Private* Keuangan *Listed*
Eighth in Listed Finance Private Company Category

Acara/Event	:	Penghargaan Laporan Tahunan 2013/ Annual Report Awards 2013
Penyelenggara/Organizer	:	KNKG, BEI, BI, OJK, Dirjen Pajak, Kementerian BUMN, IAI
Tanggal/Date	:	Oktober 2014/October 2014

STRUKTUR DAN MEKANISME GCG

Berdasarkan Undang-Undang Republik Indonesia Nomor 40 tahun 2007 tentang Perseroan Terbatas (UU PT) dan Peraturan Bank Indonesia Nomor 8/14/PBI/2006 tanggal 5 Oktober 2006, Organ Perseroan terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris dan Direksi. Sistem kepengurusan menganut sistem dua badan *(two tier system)*, yaitu Dewan Komisaris dan Direksi, yang memiliki wewenang dan tanggung jawab yang jelas sesuai fungsinya masing-masing sebagaimana diamanahkan dalam anggaran dasar dan peraturan perundang-undangan. Namun demikian, keduanya mempunyai tanggung jawab untuk memelihara kesinambungan usaha Bank dalam jangka panjang. Oleh karena itu, Dewan Komisaris dan Direksi harus memiliki kesamaan persepsi terhadap visi, misi, dan nilai-nilai perusahaan.

Dalam melaksanakan kepengurusan Bank Victoria, Direksi didukung oleh struktur manajemen yang efektif. Adapun dalam melaksanakan fungsi pengawasan dan kepenasehatan, Dewan Komisaris didukung oleh organ penunjang seperti Komite Audit, Komite Nominasi dan Remunerasi serta Komite Pemantau Risiko.

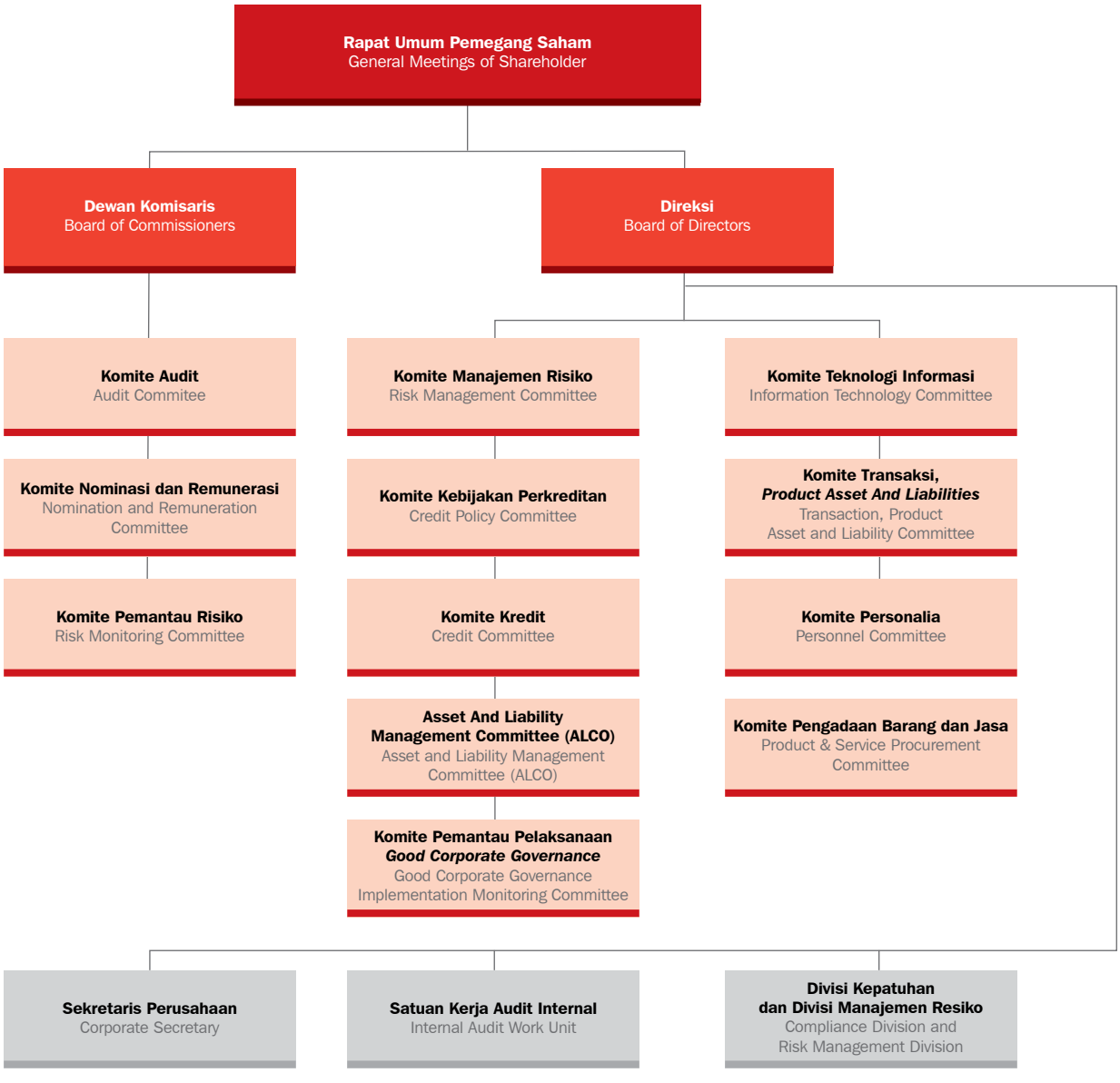
GCG STRUCTURE AND MECHANISM

Under the Law of the Republic of Indonesia Number 40 of 2007 on Limited Liability Companies and Bank Indonesia Regulation Number 8/14/PBI/2006 dated 5 October 2006, a Company's organ consists of the General Meeting of Shareholders, Board of Commissioners, and Board of Directors. Management system applies two-tier system, namely the Board of Commissioners and Board of Directors, with clear authority and responsibility by their respective functions as mandated in the articles of association and the laws and regulations. However, the two organs are responsible for maintaining the company's business continuity in the long run. Therefore, the Board of Commissioners and Board of Directors must have the same perception of the company's vision, mission, and values.

In carrying out the management of Bank Victoria, the Board of Directors is supported by an effective management structure. In performing supervisory and advisory functions, the Board of Commissioners is supported by supporting functions, such as the Audit Committee, Nomination and Remuneration Committee, and Risk Monitoring Committee.

Struktur organ perusahaan Bank Victoria adalah sebagai berikut:

The corporate organ structure of Bank Victoria is as follow:



Dalam pelaksanaannya, Bank Victoria memiliki berbagai kebijakan/pedoman dalam menjalankan fungsi dan tugasnya yang disebut dengan *softstructure* GCG. Tujuan membangun GCG antara lain sebagai berikut:

- Melengkapi kebijakan pendukung dalam penerapan GCG.
- Menjadi pedoman bagi Bank dalam menjalankan aktivitas sehari-hari sesuai dengan budaya *(corporate culture)* yang diharapkan.
- Merupakan bentuk komitmen tertulis bagi seluruh jajaran dan tingkatan organisasi Bank dalam rangka meningkatkan disiplin dan tanggung jawab organ perusahaan dalam rangka menjaga kepentingan *stakeholders* sesuai dengan tanggung jawab masing-masing.

In its implementation, Bank Victoria has various policies/guidelines on performing its functions and tasks called GCG softstructure. The objectives of establishing GCG softstructure among others are:

- To complement the supporting policy on GCG implementation.
- To become a guideline for the Bank in conducting daily activities according to the expected corporate culture.
- To serve as a written commitment of all levels of the Bank's management and employees as well as the responsibilities of the corporate organs to preserve the interests of stakeholders by their respective responsibilities.

GCG *softstructure* yang telah dimiliki oleh Bank Victoria antara lain adalah:

1. Pedoman GCG yang telah disahkan melalui keputusan Direksi No.039/SK-DIR/05/13 tanggal 30 Mei 2013.
2. Tata Tertib Dewan Komisaris yang telah disahkan melalui Keputusan Dewan Komisaris BVIC Nomor.003/SK-KOM/04/13 tanggal 29 April 2013.
3. Pedoman *Anti Fraud* yang ditetapkan dalam Surat Keputusan Direksi No.013/SK-DIR/07/13 tanggal 16 Juli 2013.
4. Pedoman Etika Karyawan yang ditetapkan berdasarkan Surat Keputusan Direksi No.011/SK-DIR/05/08 tanggal 28 Mei 2008.
5. Kebijakan dan *Standard Operating Procedure* (SOP). Pada 2014, Bank Victoria telah membangun/menyempurnakan berbagai GCG *softstructure* yang meliputi 35 kebijakan dan prosedur (*Standard Operating Procedur*-SOP) baru yang ditetapkan dalam Surat Keputusan (SK) Direksi, termasuk juga telah merevisi 37 SOP yang telah ada.

RAPAT UMUM PEMEGANG SAHAM (RUPS)

RUPS adalah organ Bank yang memegang kekuasaan tertinggi dan memegang segala kewenangan yang tidak dapat didelegasikan atau diserahkan kepada Direksi dan Dewan Komisaris. RUPS sebagai organ Bank merupakan wadah para pemegang saham untuk mengambil keputusan penting berkaitan dengan modal yang ditanam dalam Bank, dengan memperhatikan ketentuan Anggaran Dasar dan Undang-undang Perseroan Terbatas. Selain itu RUPS juga berfungsi sebagai forum pertanggungjawaban kepengurusan Direksi dan Komisaris atas hasil kinerjanya dalam kurun waktu yang telah ditentukan.

RUPS memiliki wewenang antara lain untuk:

a. Mengangkat dan memberhentikan Dewan Komisaris dan Direksi;
b. Menetapkan remunerasi Dewan Komisaris dan Direksi;
c. Mengevaluasi kinerja Dewan Komisaris dan Direksi;
d. Mengesahkan perubahan Anggaran Dasar;
e. Memberikan persetujuan atas laporan tahunan;
f. Menetapkan alokasi penggunaan laba;
g. Menunjuk akuntan publik.

Keputusan yang diambil dalam RUPS didasari pada kepentingan usaha Bank jangka panjang. RUPS dan atau pemegang saham tidak melakukan intervensi terhadap tugas, fungsi dan wewenang Dewan Komisaris dan Direksi dengan tidak mengurangi wewenang RUPS untuk menjalankan hak sesuai dengan Anggaran Dasar dan peraturan perundang-undangan. Pengambilan keputusan RUPS dilakukan secara wajar dan transparan.

Dalam penyelenggaraan RUPS, upaya yang telah dilakukan Bank Victoria adalah:

1. Pemegang saham diberikan kesempatan untuk mengajukan usul mata acara RUPS sesuai dengan peraturan perundang-undangan. Panggilan RUPS telah mencakup informasi mengenai mata acara, tanggal, waktu dan tempat RUPS;
2. Bahan mengenai setiap mata acara yang tercantum dalam

GCG softstructures that have been applied by Bank Victoria includes:

1. GCG Guideline endorsed through the decision of the Board of Directors No.039/SK-DIR/05/13 dated May 30, 2013.
2. Administration Rules of the Board of Commissioners endorsed through the decision of the Board of Commissioners BVIC No.003/SK-KOM/04/13 dated April 29, 2013.
3. Anti-Fraud Guidelines set out in the Board of Directors' Decree Letter No.013/SK-DIR/07/13 dated July 16, 2013.
4. Employee Ethics Guidelines stipulated by Board of Directors' Decree Letter No.011/SK-DIR/05/08 dated May 28, 2008.
5. Policies and Standard Operating Procedure (SOP). Bank Victoria has established/enhanced various GCG soft structure in 2014 which includes 35 policies and procedures (Standard Operating Procedure-SOP) stipulated by the Board of Directors' Decree Letter, including the revision of 37 existing SOP.

GENERAL MEETING OF SHAREHOLDERS (GMS)

The General Meeting (GMS) is a corporate organ holding the highest power and authority unassigned to the Board of Directors and Board of Commissioners. GMS is a place for shareholders to make important decisions on all shares by observing the Articles of Association and Law on Limited Liability Companies. In addition, the GMS also serves as a forum for the Board of Directors and Commissioners to convey their responsibilities for the Company's performance in the stipulated period.

GMS has the authorities among others to:

a. Appoint and dismiss the Board of Commissioners and Board of Directors;
b. Set remuneration for the Board of Commissioners and Board of Directors;
c. Evaluate the performance of the Board of Commissioners and Board of Directors;
d. Make a change in Article of Association;
e. Approve annual reports;
f. Determine profit use allocation;
g. Appoint public accountants.

Decisions made in the GMS are solely based on the corporate business interest in the long run. The GMS and or shareholders may not intervene in the tasks, functions, and authority of the Board of Commissioners and Board of Directors without prejudice to the GMS authority to enforce its rights under the Articles of Association and the laws and regulations. Decisions of the GMS are made in a reasonable and transparent manner.

In convening a GMS, efforts made by Bank Victoria are as follows:

1. Shareholders are provided with an opportunity to propose the GMS agenda under the laws and regulations. A GMS notice includes information on the agenda, date, time, and venue of the GMS;
2. Materials pertaining to the agenda set out in a GMS notice

panggilan RUPS tersedia di kantor Bank Victoria sejak tanggal panggilan RUPS, sehingga memungkinkan pemegang saham berpartisipasi aktif dalam RUPS dan memberikan suara secara bertanggung jawab. Jika bahan tersebut belum tersedia saat dilakukan panggilan untuk RUPS, maka bahan itu disediakan sebelum RUPS diselenggarakan;

3. Risalah RUPS tersedia di kantor Bank Victoria, dan Bank Victoria menyediakan fasilitas agar pemegang saham dapat membaca risalah tersebut.

RUPS Bank Victoria terdiri dari RUPS Tahunan dan RUPS Luar Biasa. Proses pengumuman dan pemanggilan RUPS dilakukan sesuai dengan ketentuan yang berlaku, baik RUPS Tahunan maupun RUPS Luar Biasa (RUPS LB). Pada tahun 2014, Bank telah menyelenggarakan 1 (satu) kali RUPS Tahunan dan tidak menyelenggarakan RUPS Luar Biasa.

PELAKSANAAN RUPS TAHUN 2014

Tahapan pelaksanaan Rapat Umum Pemegang Saham Tahunan Bank Victoria di 2014 tergambar dalam tabel berikut:

Pengumuman RUPS **GMS Announcement**	**Pemanggilan RUPS** **GMS Call**	**Pelaksanaan RUPS** **GMS Implementation**	**Hasil RUPS** **GMS Results**
Diumumkan pada tanggal **25 Maret 2014,** melalui iklan di surat kabar harian Investor Daily dan harian Media Indonesia Announced on **March 25, 2014,** through an advertisement on Investor daily newspaper and Media Indonesia daily newspaper	Diumumkan pada tanggal **09 April 2014,** melalui iklan di surat kabar harian Investor Daily dan harian Media Indonesia Announced on **April 9, 2014,** through an advertisement in Investor daily newspaper and Media Indonesia daily newspaper	RUPS tahunan dilaksanakan pada **24 April 2014** pada pukul 10.00 WB – Selesai, bertempat di Graha BIP Function Hall Lt.11 Jalan Jend. Gatot Subroto Ka.23, Jakarta 12930. Annual General Meeting of Shareholders was held on **April 24 2014** at 10:00 WIB - Finish, located in Graha BIP Function Hall Lt.11 Jend.Gatot Subroto Street Kav.23, Jakarta 12930.	Diumumkan pada tanggal **28 April 2014,** melalui iklan di surat kabar harian Investor Daily dan harian Media Indonesia Announced on **April 28, 2014,** through an advertisement in Investor daily newspaper and Media Indonesia daily newspaper

Agenda dan Keputusan RUPS Tahunan tanggal 24 April 2014 adalah sebagai berikut:

Agenda RUPS

- Laporan Tahunan Perseroan termasuk laporan Direksi dan pengesahan Laporan Keuangan Tahunan serta Laporan Tugas Pengawasan Dewan Komisaris untuk tahun buku yang berakhir pada tanggal 31 Desember 2013.
- Penetapan penggunaan laba bersih Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2013.
- Pemberian kuasa dan wewenang kepada wakil pemegang saham untuk menetapkan besarnya honorarium anggota Dewan Komisaris, pemberian kuasa dan wewenang kepada Dewan Komisaris untuk menetapkan pembagian tugas dan wewenang Direksi serta besarnya gaji dan tunjangan para anggota Direksi.
- Penunjukan Akuntan Publik untuk mengaudit buku-buku Perseroan untuk tahun buku 2014 dan pemberian kuasa kepada Direksi untuk penetapan honorarium Akuntan Publik tersebut serta persyaratan lain penunjukannya.

are available at the office of Bank Victoria as from the notice date, there by allowing shareholders to actively participate in the GMS and vote with full responsibility. If the materials are unavailable upon the GMS notice, such materials must be made available before the GMS is held;

3. Minutes of GMS will be available at the office of Bank Victoria, which provides facilities to allow shareholders to read such minutes of meeting.

GMS of Bank Victoria consists of Annual GMS (AGMS) and Extraordinary GMS (EGMS). The process of GMS announcement and notice is carried out under the applicable provisions, both for the AGMS and for the EGMS. In 2013, the Bank convened 1 (one) AGMS and it did not convene any EGMS.

GMS IMPLEMENTATION IN 2014

Phases of the General Meeting of Shareholders (GMS) of Bank Victoria in 2014 are reflected in the following table.

The Agenda and Decisions of AGMS on April 24, 2014 are as follows:

GMS Agenda

- The Bank Annual Report including the Board of Directors' reports and Annual Financial Report as well as Supervisory Report of the Board of Commissioners for the fiscal year ended December 31, 2013.
- Establishment of the Bank's net profit usage for the year ended December 31, 2013.
- The delegation of power and authority to the representatives of shareholders to determine the honorarium of the members of the Board of Commissioners, the delegation of power and authority to the Board of Commissioners to assign roles and responsibilities of the Board of Directors as well as determining the salary and allowances of the members of the Board of Directors.
- The appointment of Public Accountant to audit the Bank's books for the financial year of 2014 and granting authority to the Board of Directors to determine the Public Accountant's honorarium and other appointment requirements.

Keputusan RUPS

- Menerima baik dan menyetujui laporan tahunan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2013 termasuk laporan Direksi dan laporan tugas pengawasan Dewan Komisaris Perseroan.

- Dana hasil Penawaran Umum Obligasi Bank Victoria IV Tahun 2013 dengan Tingkat Bunga Tetap dan Obligasi Subordinasi Bank Victoria III Tahun 2013 dengan Tingkat Bunga Tetap setelah dikurangi dengan seluruh biaya terkait, yakni sebesar Rp495.995.000.000,- telah digunakan seluruhnya sesuai dengan tujuan penggunaan dana masing-masing, dimana Obligasi Bank Victoria IV tahun 2013 telah digunakan seluruhnya untuk modal kerja dalam rangka pengembangan usaha terutama dalam pemberian kredit. Sementara itu, dana hasil Penawaran Umum Obligasi Subordinasi Bank Victoria III Tahun 2013 telah digunakan seluruhnya untuk Modal Pelengkap Level Bawah *(Lower Tier 2)* sesuai dengan ketentuan Peraturan Bank Indonesia No.14/18/PBI/2012 yang digunakan untuk memperkuat struktur pendanaan jangka panjang Perseroan guna mendukung pengembangan pembiayaan Perseroan. Dana yang diperoleh dari hasil konversi Waran Seri VI senilai Rp3.644.600,- telah direalisasikan sepenuhnya sesuai dengan rencana penggunaan, yakni untuk menambah atau meningkatkan modal kerja Perseroan. Demikian pula dengan dana yang diperoleh dari hasil konversi Waran Seri V senilai Rp2.588.738.500,- telah direalisasikan sepenuhnya sesuai dengan rencana penggunaan, yakni untuk menambah atau meningkatkan modal kerja Perseroan untuk penyaluran pemberian kredit.

- Menerima baik dan menyetujui serta mengesahkan Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2013 yang telah diaudit oleh Kantor Akuntan Publik Tjahjadi & Tamara dengan pendapat "wajar tanpa pengecualian" sesuai dengan laporan Nomor: 0103/T&T-GA/JT-3/2014, tanggal 25 Maret 2014, dengan demikian membebaskan anggota Direksi dan Dewan Komisaris Bank dari tanggung jawab dan segala tanggungan *(acquit et de charge)* atas tindakan pengurusan dan pengawasan yang Direksi dan Dewan Komisaris jalankan selama tahun buku 2013, sepanjang tindakan-tindakan mereka tercantum dalam Neraca dan Laporan laba rugi Perseroan tahun buku 2013.

- Menyetujui penetapan penggunaan Laba Bersih Bank untuk tahun buku yang berakhir pada tanggal 31 Desember 2013 sebesar Rp262.636.430.000,- dan laba bersih tahun buku 2013 tersebut dipergunakan sebagai berikut:
  a. Sebesar Rp25.000.000.000,- digunakan untuk pembentukan dana cadangan guna memenuhi ketentuan pasal 70 Undang-undang nomor 40 tahun 2007 tentang Bank Terbatas dan pasal 26 Anggaran Dasar Perseroan.

  b. Kurang lebih 13,33% atau sebesar Rp35.000.000.000,- dibayarkan sebagai dividen tahun buku 2013; dengan ketentuan sebagai berikut:
     - Dividen akan dibayarkan kepada para pemegang saham yang namanya tercatat dalam daftar pemegang saham pada tanggal yang akan ditetapkan oleh Direksi Perseroan (selanjutnya disebut sebagai "tanggal pencatatan").

GMS Decisions

- Receive and approve the Bank's annual report for the fiscal year ended December 31, 2013 including the reports of the Board of Directors and Supervisory Report of the Board of Commissioners.

- The fund from Public Offering of Bank Victoria Bonds IV in 2013 with Fixed Interest Rate and Bank Victoria Subordinated Bonds III in 2013 with Fixed Interest Rate after deducted with all related costs, amounted to Rp495,995,000,000 was fully in accordance with the intended use of funds, where Bank Victoria Bonds IV in 2013 had been used entirely for working capital in the context of business development, especially in the provision of credit. Meanwhile, the fund from Public Offering of Bank Victoria Subordinated Bonds III in 2013 had been used entirely for Supplementary Capital of Lower Tier 2 and in accordance with the provisions of Bank Indonesia's Regulation No.14/18/PBI/2012 which is utilised to strengthen the structure of the Company's long-term funding to support the financing of the Company's development. The fund from the conversion of Warrants Series VI was amounting to Rp3,644,600 has been fully realized in accordance with its application plan, i.e. to add or increase the company's working capital. Similarly, the fund obtained from the conversion of Warrants Series V amounting to Rp2,588,738,500 has been fully realized in accordance with the plan of use, i.e. to add or increase the Company's working capital for credit extension.

- Receive and approve as well as ratify the Bank's Financial Statements for the financial year ended on December 31, 2013, audited by Public Accounting Firm of "Tjahjadi & Tamara" and obtained "unqualified opinion" according to the report No.0103/T&T-GA/JT-3/2014, on March 25, 2014, thus detaching the members of the Board of Directors and the Board of Commissioners from any responsibility and any liabilities (acquit et de charge) for any management and supervision measures which the Board of Directors and Board of Commissioners have executed in 2013, so long as all their actions are listed in the Bank's Balance Sheet and Income Statement of the fiscal year of 2013.

- Approve the stipulation of the Bank's Net Income for the fiscal year ended December 31, 2013 amounting Rp262,636,430,000 and the net income of fiscal year of 2013 and to be used as follows:
  a. Rp25,000,000,000 is used for the establishment of a reserve fund in order to meet the provisions of Article 70 of Law No.40 year 2007 concerning Limited Banks and Article No.26 of the Bank's Article of Association.

  b. Approximately 13.33% or Rp35,000,000,000 is paid out as dividends on fiscal year of 2013; with the following terms:
     - Dividends will be paid to the shareholders whose names are registered in the register of shareholders on a date to be determined by the Company's Board of Directors (hereinafter referred to as "recorded date").

- Direksi akan memotong pajak dividen untuk tahun buku 2013 sesuai dengan peraturan perpajakan yang berlaku terhadap pemegang saham.
- Direksi dengan ini diberi kuasa dan wewenang untuk menetapkan hal-hal yang mengenai atau berkaitan dengan pelaksanaan pembayaran dividen tahun buku 2013, antara lain (akan tetapi tidak terbatas pada):
  - Menentukan tanggal pencatatan untuk menentukan para pemegang saham Perseroan yang berhak untuk menerima pembayaran dividen tahun buku 2013;
  - Menentukan tanggal pelaksanaan pembayaran dividen tahun buku 2013 dan hal-hal teknis lainnya dengan tidak mengurangi pemenuhan peraturan bursa efek di mana saham Perseroan tercatat.

c. Sisanya sebesar Rp202.636.430.000,- akan dibukukan sebagai laba ditahan.

- The Board of Directors shall deduct dividend tax for the financial year of 2013 in accordance with the tax regulations applicable to the shareholders.
- The Board of Directors is hereby authorized and empowered to set matters concerning or related to the dividend payment of the financial year of 2013, including (but are not limited to):
  - Set the recorded date to determine the Company's shareholders entitled to receive dividend payments in the fiscal year of 2013;
  - Set the date of dividend payments for the fiscal year of 2013and other technical issues, without reducing the compliance with stock exchange regulations where the Company's shares are listed.

c. The rest amounting to Rp202,636,430,000 will be recorded as retained earnings.

- Menyetujui memberikan kuasa dan wewenang kepada wakil Pemegang Saham Utama Perseroan yaitu PT Victoria Investama untuk menetapkan besarnya honorarium anggota Dewan Komisaris untuk tahun 2014.

- Approve power and authority delegation to the representatives of Main Shareholders of the Bank, namely PT Victoria Investama, to determine the honorarium for the members of the Board of Commissioners in 2014.

- Menyetujui pelimpahan kuasa kepada Rapat Dewan Komisaris Perseroan untuk menetapkan pembagian tugas dan wewenang anggota Direksi serta besarnya gaji dan tunjangan para anggota Direksi untuk tahun 2014.

- Approve authority delegation to the Bank's Board of Commissioners to assign roles and responsibilities of the members of the Board of Directors as well as its salary and allowances for 2014.

- Menyetujui untuk memberikan wewenang kepada Dewan Komisaris Perseroan untuk menunjuk Kantor Akuntan Publik yang terdaftar di Otoritas Jasa Keuangan (OJK) untuk mengaudit Laporan Keuangan Perseroan untuk tahun buku 2014 dengan memperhatikan rekomendasi dari komite audit dan memberikan kuasa kepada Direksi untuk menetapkan jumlah honorarium dan persyaratan lain sehubungan dengan penunjukkan Kantor Akuntan Publik tersebut.

- Agree upon granting authority to the Board of Commissioners to appoint Public Accountant registered on the Financial Services Authority (OJK) to audit the Bank's Financial Statements for the financial year of 2014 with regard to the recommendation of the audit committee and to authorize the Board of Directors to determine the honorarium and other requirements related with the appointment of the Public Accountant.

Berdasarkan akta keputusan RUPS 2014, tidak terdapat arahan dari RUPS. Pelaksanaan RUPS Tahunan tersebut telah dicatat dalam Akta Berita Acara RUPS Tahunan PT Bank Victoria International Tbk. Nomor 37 tanggal 24 April 2014 yang dibuat oleh Notaris Fathiah Helmi, SH.

Based on the Deed of Decision of the GMS 2014, there is no direction from the GM. The implementation of the AGMS has been recorded in the Deed of AGMS of PT Bank Victoria International Ltd. No.37 dated April 24, 2014 made by Notary Fathiah Helmi, SH.

INFORMASI RUPS TAHUN 2013

Pada 2013, Bank Victoria telah melaksanakan 1 kali RUPS Tahunan.

Tahapan pelaksanaan Rapat Umum Pemegang Saham Tahunan Bank Victoria di 2013 tergambar dalam tabel berikut:

GMS INFORMATION YEAR 2013

In 2013, Bank Victoria has conducted an AGMS.

Phases of the General Meeting of Shareholders (GMS) of Bank of Victoria in 2013 are reflected in the following table.

Pengumuman RUPS GMS Announcement	Pemanggilan RUPS GMS Call	Pelaksanaan RUPS GMS Implementation	Hasil RUPS GMS Results
Diumumkan pada tanggal **28 Mei 2013,** melalui iklan di surat kabar harian Investor Daily dan harian Media Indonesia	Diumumkan pada tanggal **12 Juni 2013,** melalui iklan di surat kabar harian Investor Daily dan harian Media Indonesia	RUPS tahunan dilaksanakan pada **28 Juni 2013** pada pukul 11.25 WIB - Selesai, bertempat di Financial Club Jakarta, Graha CIMB Niaga Lantai 2. Jalan Jend. Sudirman Kav.58, Jakarta 12190.	Diumumkan pada tanggal **02 Juli 2013,** melalui iklan di surat kabar harian Investor Daily dan harian Media Indonesia
Announced on **May 28 2013,** through an advertisement on "Investor" and "Media Indonesia" daily newspaper	Announced on **June 12 2013,** through an advertisement on "Investor" and "Media Indonesia" daily newspaper	Annual General Meeting of Shreholders held on **June 28, 2013** from 11:25 WIB – finish, at Financial Club Jakarta, Graha CIMB Niaga 2nd Floor, Jalan Jend. Sudirman Kav. 58, Jakarta 12190.	Announced on **July 2 2013,** through an advertisement on "Investor" and "Media Indonesia" daily newspaper

Agenda dan Keputusan RUPS Tahunan tanggal 28 Juni 2013 adalah sebagai berikut:

Agenda RUPS

- Laporan Tahunan Perseroan termasuk laporan Direksi dan pengesahan Laporan Keuangan Tahunan serta Laporan Tugas Pengawasan Dewan Komisaris untuk tahun buku yang berakhir pada tanggal 31 Desember 2012.
- Penetapan penggunaan laba bersih Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2012.
- Perubahan susunan Direksi dan Dewan Komisaris Perseroan.
- Pemberian kuasa dan wewenang kepada wakil pemegang saham untuk menetapkan besarnya honorarium anggota Dewan Komisaris, pemberian kuasa dan wewenang kepada Dewan Komisaris untuk menetapkan pembagian tugas dan wewenang Direksi serta besarnya gaji dan tunjangan para anggota Direksi.
- Penunjukan Akuntan Publik untuk mengaudit buku-buku Perseroan untuk tahun buku 2013 dan pemberian kuasa kepada Direksi untuk penetapan honorarium Akuntan Publik tersebut serta persyaratan lain penunjukannya.

Keputusan RUPS

- Menerima baik dan menyetujui laporan tahunan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2012 termasuk laporan Direksi dan laporan tugas pengawasan Dewan Komisaris Perseroan.
- Menerima baik dan menyetujui serta mengesahkan Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2012 yang telah diaudit oleh Kantor Akuntan Publik Tjahjadi & Tamara dengan pendapat "wajar tanpa pengecualian" sesuai dengan laporan Nomor: 0108/T&T-GA/JT-2/2013, tanggal 25 Maret 2013, dengan demikian membebaskan anggota Direksi dan Dewan Komisaris Perseroan dari tanggung jawab dan segala tanggungan *(acquit et de charge)* atas tindakan pengurusan dan pengawasan yang Direksi dan Dewan Komisaris jalankan selama tahun buku 2012, sepanjang tindakan-tindakan mereka tercantum dalam Neraca dan Laporan laba rugi Perseroan tahun buku 2012.
- Dana hasil Penawaran Umum Obligasi Bank Victoria III Tahun 2012 dengan Tingkat Bunga Tetap dan Obligasi Subordinasi

The Agenda and Decisions of the AGMS dated June 28, 2013 are as follows:

GMS Agenda

- The Bank's Annual Report including reports of the Board of Directors and the ratification of Annual Financial Report and Supervisory Reports of the Board of Commissioners for the fiscal year ended December 31 2012.
- Determination of the Bank's net profit usage for the year ended December 31 2012.
- Structure change on the Board of Directors and Board of Commissioners.
- Power and authority delegations to the representatives of shareholders to determine the members' honorarium of the Board of Commissioners, as well as to assign roles and responsibilities of the Directors and the amount of salary and allowances of the members of the Board of Directors.
- Appointment of Public Accountant to audit the books of the bank for the financial year of 2013 and granting authority to the Board of Directors to determine the Public Accountant's honorarium and other requirements.

GMS Decisions

- Acknowledge and approve the Bank's Annual Report for the fiscal year ended December 31 2012, including the Board of Directors' report and the Supervisory Reports of the Board of Commissioners.
- Receive and approve as well as ratify the Bank's Financial Statements for the financial year ended December 31 2012 audited by Public Accounting Firm of "Tjahjadi & Tamara", with unqualified opinion based on the report number: 0108/T&T-GA/JT-2/2013, dated March 25, 2013, which thus discharging the members of the Board of Directors and Board of Commissioners from any responsibility and liabilities (acquit et de charge) for any management and supervision activities which the Board of Directors and Board of Commissioners executed during the fiscal year 2012, as long as their actions are expressed on the Bank's Balance Sheet and Income Statement on the fiscal year of 2012.
- That fund collected from Public Offering on Bank Victoria Bonds III in 2012 With Fixed Interest Rate and Bank Victoria

Bank Victoria II Tahun 2012 dengan Tingkat Bunga Tetap yang telah dilakukan Bank setelah dikurangi dengan seluruh biaya terkait, yakni sebesar Rp493.157 juta telah digunakan seluruhnya sesuai dengan tujuan penggunaan dana masing-masing, dimana Obligasi Bank Victoria III Tahun 2012 seluruhnya digunakan untuk modal kerja dalam rangka pengembangan usaha terutama dalam pemberian kredit dan dana hasil konversi efek yang dapat dikonversikan menjadi saham, yaitu hasil pelaksanaan Waran Seri V sebesar Rp35.500,- dan Waran Seri VI sebesar Rp5.667.319.900,- telah digunakan seluruhnya untuk menambah atau meningkatkan modal kerja Bank.

Subordinated Bonds II In 2012 With Fixed Interest Rate undertaken by the Bank after deducted by all related expenses amounting Rp493,157,000,000 has been fully utilized according to the fund usage goals, whereas the whole Bank Victoria Bonds III in 2012 fund used as working capital to expand the business, especially in the provision of credit and fund from the conversion of securities that are convertible into shares as a result of the implementation of the Warrants Series V of Rp35,500 and Warrants Series VI of Rp5,667,319,900 have been utilized entirely to increase or improve the Bank's working capital.

- Menyetujui menetapkan penggunaan Laba Bersih Perseroan tahun buku 2012 sebesar Rp205.571.047.000,- yang akan digunakan untuk:
  a. Sebesar Rp25.000.000.000,- digunakan untuk pembentukan dana cadangan guna memenuhi ketentuan pasal 70 Undang-undang nomor 40 tahun 2007 tentang Bank Terbatas dan pasal 26 Anggaran Dasar Perseroan;

  b. Sisanya sebesar Rp180.571.047.000,- akan dibukukan sebagai laba ditahan;

  c. Karena masih diperlukan dana untuk pengembangan usaha Perseroan, maka untuk tahun buku 2012 Perseroan tidak membagikan dividen kepada para pemegang saham.

- Approve the establishment of the Bank's Net Income of fiscal year of 2012 amounting Rp205,571,047,000 to be used for:
  a. RP25,000,000,000 used for the establishment of reserve fund in order to meet the provisions of Article 70 of Law No.40 year 2007 concerning Limited Banks and Article 26 ofthe Bank's Articles of Association;

  b. The remaining Rp180,571,047,000 will be recorded as retained earnings;

  c. Because the Bank was still need fund to expand business, the Bank does not distribute dividends to shareholders for the financial year of 2012.

- Menyetujui perubahan Direksi dan Dewan Komisaris Perseroan, yaitu:

  a. Mengangkat kembali seluruh anggota Direksi dan Dewan Komisaris untuk masa jabatan terhitung sejak ditutupnya rapat sampai dengan penutupan Rapat Umum Pemegang Saham Tahunan Perseroan yang akan diselenggarakan tahun 2016.

  b. Mengangkat Soewandy (Anthony Soewandy) sebagai Wakil Direktur Utama Perseroan, untuk masa jabatan terhitung sejak ditutupnya Rapat sampai dengan penutupan Rapat Umum Pemegang Saham Tahunan Perseroan yang akan diselenggarakan tahun 2016 dan berlaku efektif setelah memperoleh persetujuan dari Bank Indonesia.

  Dengan demikian susunan anggota Direksi dan Dewan Komisaris untuk masa jabatan terhitung sejak ditutupnya Rapat sampai dengan penutupan Rapat Umum Pemegang Saham Tahunan Perseroan yang diselenggarakan pada tahun 2016 menjadi sebagai berikut:

  Direksi
  1. Direktur Utama
     Eko Rachmansyah Gindo

  2. Wakil Direktur Utama
     Soewandy (Anthony Soewandy)*)

  3. Direktur
     Gregorius Andrew Andryanto Haswin

- Approve changes to the Board of Directors and Board of Commissioners, which are:

  a. Reappoint all members of the Board of Directors and the Board of Commisioners for a term commencing from the closing of the meeting until the closing of the Bank's Annual General Meeting of Shareholders to be held in 2016.

  b. Appoint Soewandy (Anthony Soewandy) as the Vice President of Bank, for a term commencing from the closing of the Meeting until the closing of the Bank's Annual General Meeting of Shareholders to be held in 2016 and to be effective upon obtaining the approval from Bank Indonesia.

  Therefore, the composition of the Board of Directors and Board of Commissioners for a term commencing from the closing of the Meeting until the closing of the Annual General Meeting of Shareholders of the Company held in 2016 is as follows:

  The Board of Directors
  1. President Director
     Eko Rachmansyah Gindo

  2. Vice President Director
     Soewandy (Anthony Soewandy*)

  3. Director
     Gregorius Andrew Andryanto Haswin

4. Direktur
   Ramon Marlon Runtu

5. Direktur
   Oliver Simorangkir

6. Direktur Kepatuhan
   Tamunan

*) Efektif setelah mendapatkan persetujuan Bank Indonesia

Komisaris

1. Komisaris Utama/Komisaris Independen
   Daniel Budirahayu

2. Komisaris/Komisaris Independen
   Gunawan Tenggarahardja

3. Komisaris/Komisaris Independen
   Zaenal Abidin PhD

4. Komisaris
   Suzanna Tanojo

- Memberikan kuasa kepada Direksi Perseroan untuk menyatakan perubahan anggota Direksi dan Dewan Komisaris Perseroan dalam suatu akta tersendiri di hadapan Notaris serta mengurus pemberitahuan dan pendaftaran pada instansi yang berwenang berkenaan dengan perubahan anggota Direksi dan Dewan Komisaris Perseroan di atas sebagaimana disyaratkan oleh peraturan perundang-undangan yang berlaku.

- Menyetujui memberikan kuasa dan wewenang kepada wakil Pemegang Saham Utama Perseroan yaitu PT Victoria Investama untuk menetapkan besarnya honorarium anggota Dewan Komisaris untuk tahun 2013.

- Menyetujui memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan untuk menetapkan pembagian tugas dan wewenang anggota Direksi serta besarnya gaji dan tunjangan para anggota Direksi untuk tahun 2013.

- Menyetujui menunjuk Kantor Akuntan Publik Tjahjadi & Tamara untuk mengaudit buku-buku Perseroan untuk tahun buku 2013 dan memberikan wewenang kepada Direksi berdasarkan persetujuan dari Dewan Komisaris untuk menunjuk kantor akuntan publik pengganti apabila karena satu dan lain hal terjadi perubahan, serta menetapkan jumlah honorarium kantor akuntan publik tersebut serta persyaratan lain penunjukannya.

Berdasarkan akta keputusan RUPS 2013, tidak terdapat arahan dari RUPS. Pelaksanaan RUPS Tahunan tersebut telah dicatat dalam Akta Berita Acara RUPS Tahunan PT Bank Victoria International Tbk. No.122 tanggal 28 Juni 2013 yang dibuat oleh Notaris Fathiah Helmi, SH.

4. Director
   Ramon Marlon Runtu

5. Director
   Oliver Simorangkir

6. Director of Compliance:
   Tamunan

*) Effective upon approval of Bank Indonesia

The Board of Commissioners

1. President Commissioner/Independent Commissioner
   Daniel Budirahayu

2. Commissioner/Independent Commissioner Gunawan
   Tenggarahardja

3. Commissioner/Independent Commissioner
   Zaenal Abidin PhD

4. Commissioner
   Suzanna Tanojo

- Authorize the Bank's Board of Directors to declare changes in members of the Board of Directors and the Board of Commissioners in a separate deed before Notary and to take care of notification and registration of the relevant authorities with respect to the change of members of the Board of Directors and the Board of Commissioners aforementioned above as required by the prevailing legislation.

- Approve the delegation of power and authority to the representative of the Main Shareholders of the Bank, namely PT Victoria Investama to determine the honorarium of the members of the Board of Commissioners for the year 2013.

- Agree upon delegating the power and authority to the Board of Commissioners to determine the distribution of duties and authority of the members of the Board of Directors as well as the salary and allowances of the members of the Board of Directors for the year 2013.

- Approve the appointment of Public Accountant Firm "Tjahjadi & Tamara" to audit the Company's Books for the financial year of 2013 and to authorize the Board of Directors based on the approval of the Board of Commissioners to appoint a replacement public accounting firm should there be any changes, and to determine the amount of the public accountant firm's honorarium as well as other requirements.

Based on the Deed of Decisions of the GMS 2013, there is no direction resulting from the GMS. The implementation of the AGMS has been recorded in the Deed of Annual GMS of PT Bank Victoria International Ltd. No.122 dated June 28, 2013 by Notary Fathiah Helmi, SH.

DEWAN KOMISARIS

Dewan Komisaris adalah organ Bank yang bertugas dan bertanggung jawab secara kolektif untuk melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar dan memberikan nasihat kepada Direksi serta memastikan bahwa Bank melaksanakan GCG pada seluruh tingkatan atau jenjang organisasi. Dalam rangka mendukung efektivitas pelaksanaan dan tanggung jawabnya, Dewan Komisaris telah membentuk Komite Audit, Komite Nominasi dan Remunerasi serta Komite Pemantau Risiko. Dalam memenuhi tugas dan tanggung jawab tersebut, Dewan Komisaris wajib bertindak secara independen.

Dalam melaksanakan tugas, Dewan Komisaris bertanggung jawab kepada RUPS. Pertanggungjawaban Dewan Komisaris kepada RUPS merupakan perwujudan akuntabilitas pengawasan atas pengelolaan perusahaan dalam rangka pelaksanaan prinsip-prinsip GCG. Kinerja Dewan Komisaris dievaluasi berdasarkan unsur-unsur penilaian kinerja yang disusun oleh Komite Nominasi dan Remunerasi. Pelaksanaan penilaian dilakukan pada tiap akhir periode tutup buku. Hasil penilaian kinerja Dewan Komisaris disampaikan dalam RUPS.

REFERENSI PERATURAN

Undang-undang No.40 tahun 2007 tentang Perseroan Terbatas mengharuskan seluruh perusahaan yang bernaung di bawah hukum Indonesia untuk memiliki Dewan Komisaris yang bertugas mengawasi kebijakan manajemen, proses manajemen di dalam perusahaan, sekaligus mengawasi dan memberikan saran/nasihat kepada Direksi.

TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS

Dewan Komisaris memiliki fungsi, tugas dan tanggung jawab yang jelas sesuai dengan Anggaran Dasar dan wewenang yang diberikan oleh RUPS, yang tertuang dalam Pedoman Kerja Dewan Komisaris. Dewan Komisaris bertanggung jawab kepada pemegang saham dalam hal mengawasi kebijakan Direksi terhadap operasional Bank secara umum yang mengacu kepada rencana bisnis yang telah disetujui Dewan Komisaris dan Bank Indonesia, serta memastikan kepatuhan terhadap seluruh peraturan dan perundang-undangan yang berlaku.

Secara rinci, tugas pokok Dewan Komisaris yang berhubungan dengan pengawasan adalah:

1. Melakukan pengawasan terhadap pengurusan Bank yang dilakukan oleh Direksi serta memberikan pengarahan kepada Direksi termasuk mengenai rencana kerja, pengembangan Bank, pelaksanaan ketentuan Anggaran Dasar dan keputusan RUPS dan/atau RUPSLB serta peraturan perundang-undangan yang berlaku, yaitu dengan:
   a. Memberikan pendapat dan pengarahan kepada Direksi tentang penentuan visi, misi, budaya kerja dan nilai-nilai Bank;
   b. Melakukan kajian dan memberikan pendapat tentang strategi usaha yang diterapkan Bank;
   c. Memberikan pendapat dan pengarahan atas sistem pengelolaan sumber daya manusia, dalam melaksanakan

BOARD OF COMMISSIONERS

A Board of Commissioners is a corporate organ with collective tasks and responsibilities to provide supervisory and advisory services to the Board of Directors and to ensure that the Bank has implemented GCG in all organization levels. To support effective implementation and responsibility, the Board of Commissioners has established an Audit Committee, Remuneration and Nomination Committee, and Risk Monitoring Committee. In fulfiling such tasks and responsibilities, the Board of Commissioners must act independently.

In performing its tasks, the Board of Commissioners is responsible to the GMS. Such responsiblity by the Board of Commissioners to the GMS is a form of supervisory accountability of the corporate management for implementation of GCG principles. Performance of the Board of Commissioners is evaluated by performance evaluation elements prepared by the Nomination and Remuneration Committee. Such evaluation is performed at the end of a period closing. The evaluation result of the Board of Commissioners is presented in a GMS.

REGULATION REFERENCES

Law No.40 year 2007 on Limited Liability Company requires all companies under the Laws of Indonesia to have a Board of Commissioners supervising the management policies and process in the enterprise as well as supervising and providing suggestions/advice to the Board of Directors.

TASKS AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

The Board of Commissioners has clear functions, tasks, and responsibilities under the Articles Of Association and the authority granted by the GM as specified in the Work Guideline of the Board of Commissioners. The Board of Commissioners is responsible to shareholders to supervise the policy of the Board of Directors on the Bank's operation in general, which refers to the business plan approved by the Board of Commissioners and Bank Indonesia, and to ensure compliance with the applicable laws and regulations.

In details, the main duties of the Board of Commissioners related to supervision are:

1. Supervise the management of the Bank conducted by the Board of Directors and provide guidance to the Board of Directors including the work plan, the expansion of the Bank, the implementation of the provisions of the Articles of Association and resolutions of the GMS and/or the EGMS and the prevailing laws by:
   a. Giving opinions and directions to the Board of Directors on the determination of the vision, mission, and the Bank's corporate culture;
   b. Review and provide opinions on the business strategy applied by the Bank;
   c. Provide opinions and guidance on human resources management system where in carrying out this task, the

tugas ini Dewan Komisaris dibantu oleh Komite Nominasi dan Remunerasi;

d. Memberikan pendapat dan pengarahan atas penerapan sistem pengendalian risiko, dalam melaksanakan tugas ini Dewan Komisaris dibantu oleh Komite Pemantau Risiko dan Komite Audit;
e. Memberikan pendapat dan pengarahan atas Rencana Bisnis Bank (RBB) dan penjabarannya;
f. Memberikan persetujuan atas rancangan keputusan bisnis strategis atau kebijakan yang sesuai dengan ketentuan perundang-undangan, Anggaran Dasar dan keputusan RUPS, serta *prudential banking practise* termasuk komitmen untuk menghindari segala bentuk benturan kepentingan (*conflict of interest*);
g. Melakukan penilaian atas laporan audit internal maupun eksternal dan memberikan pengarahan kepada Direksi atas hal-hal yang perlu ditindaklanjuti dan dalam melaksanakan tugasnya, Dewan Komisaris dibantu oleh Komite Audit dan Komite Pemantau Risiko;
h. Melakukan pengawasan secara periodik dan memberikan nasihat kepada Direksi atas penyelenggaraan prinsip tata kelola yang baik *(Good Corporate Governance)*;
i. Melakukan pengawasan secara periodik atas pelaksanaan RBB dan memberikan pendapat/persetujuan atas perubahan RBB sesuai dengan ketentuan yang berlaku;
j. Menyampaikan laporan pengawasan kepada otoritas Pengawas dan Pemegang Saham;
k. Melakukan pengawasan atas kualitas pelayanan Bank kepada nasabah dan memberikan pengarahan yang diperlukan Direksi untuk perbaikannya;

2. Melaksanakan tugas, wewenang dan tanggung jawab sesuai dengan ketentuan Anggaran Dasar dan keputusan RUPS dan/ atau RUPSLB dengan efektif dan efisien serta terpeliharanya efektifitas komunikasi antara Dewan Komisaris dengan Direksi, Auditor Ekternal dan Otoritas Pengawas Bank dan Pasar Modal;
3. Menjaga kepentingan Bank dengan memperhatikan hak para Pemegang Saham dan Pemangku Kepentingan serta bertanggung jawab ke RUPS;
4. Meneliti dan menelaah Laporan Tahunan yang disiapkan Direksi serta menandatangani Laporan Tahunan tersebut sebagai tanda persetujuan;
5. Memberikan pendapat dan saran atas RBB yang diusulkan Direksi dan mengesahkannya sesuai dengan ketentuan Anggaran Dasar;
6. Memonitor perkembangan kegiatan Bank;
7. Memberikan pendapat dan saran kepada Pemegang Saham atas hal-hal yang dianggap penting bagi kepengurusan Bank;
8. Mengusulkan diadakan RUPS dan melaporkan kepada RUPS apabila terjadi penurunan kinerja Bank yang signifikan disertai dengan saran dan tindakan perbaikan yang diperlukan;
9. Memberitahukan kepada Bank Indonesia selambat-lambatnya 7 (tujuh) hari kerja sejak ditemukannya:
   a. Pelanggaran atas ketentuan dan peraturan perundang-undangan dibidang keuangan dan perbankan;
   b. Keadaan ataupun perkiraan keadaan yang dapat membahayakan kelangsungan usaha Bank;
10. Mengusulkan kepada RUPS penunjukkan Akuntan Publik yang akan melakukan pemeriksaan atas pembukuan Bank.

Board of Commissioners is assisted by the Nomination and Remuneration Committee;

d. Provide opinion and guidance on the implementation of risk control systems where in carrying out this task, the Board of Commissioners is assisted by the Risk Oversight Committee and the Audit Committee;
e. Providie opinion and guidance on the Bank Business Plan (BBP) and its elaboration;
f. Approve the draft of strategic business decisions or policies in accordance with statutory provisions, Article of Association and resolutions of the GMS, and prudent banking practice model including the commitment to avoid any conflicts of interest;
g. Conduct assessments of the internal and external audit reports and provide guidance to the Board of Directors on issues that need to be followed up where in carrying out its duties, the Board of Commissioners is assisted by the Audit Committee and Risk Monitoring Committee;
h. Conduct periodic monitoring and providing advice to the Board of Driectors on the implementation of the principles of Good Company Governance (GCG);
i. Conduct periodic supervision over the implementation of BBP and giving opinions/approval on BBP changes in accordance with the prevailing regulations;
j. Submit supervisory reports to the Supervisory authority and Shareholders;
k. Conduct supervision over the quality of the Bank's services to customers and providing the necessary guidance to the Board of Directors for any improvement;

2. Effectively and efficiently conduct any tasks, authorities and responsibilities in accordance with the provisions of the Articles of Association and resolutions of the GMS and/or EGMS and maintaining the effectiveness of communication between the Board of Commissioners, Directors, External Auditors and the Bank Supervisory Authority and Capital Markets;
3. Keeping the interests of the Bank by giving more regards to the rights of Shareholders and Stakeholders and taking responsibilities to the GMS;
4. Examine and review the Annual Report prepared by the Board of Directors and signing the Annual Report as a token of approval;
5. Give advise and feedback on the Business Plan proposed by the Board of Directors and approve it in accordance with the provisions of the Articles of Association;
6. Monitor the progress of the Bank's activities;
7. Give advise and feedback to the Shareholders on issues of importance to the management of the Bank;
8. Proposing to hold GMS and report to the GMS should there be any significant decrease in the Bank's performance followed by advice and any necessary corrective measures;
9. Inform Bank Indonesia no later than 7 (seven) working days after the discoveries of:
   a. Any violations of the rules and regulations on financing and banking business;
   b. Any states or state estimations that can endanger the survival of the Bank;
10. Propose to the GMS of the Public Accountant's proposed to audit the Bank's Books.

PEDOMAN KERJA DEWAN KOMISARIS *(BOARD CHARTER)*

Pedoman kerja Dewan Komisaris diatur dalam Kebijakan GCG dan Tata Tertib Dewan Komisaris *(Supervisory Board Charter)*. Kebijakan GCG bagian Dewan Komisaris berisi tentang tugas pokok, hak dan wewenang, komposisi, kualifikasi, independensi, rapat, benturan kepentingan, keterbukaan serta forum strategi. Sedangkan, Tata Tertib antara lain berisi tentang petunjuk tata laksana kerja Dewan Komisaris, serta menjelaskan tahapan aktivitas secara terstruktur, sistematis, mudah dipahami dan dapat dijalankan dengan konsisten, dapat menjadi acuan bagi Dewan Komisaris dalam melaksanakan tugas masing-masing untuk mencapai visi dan misi perusahaan. Dengan adanya Tata Tertib diharapkan akan tercapai standar kerja yang tinggi, selaras dengan prinsip-prinsip GCG. Tata Tertib Dewan Komisaris telah disahkan melalui Keputusan Dewan Komisaris BVIC No.003/SK-KOM/04/13.

Adapun isi dari Tata Tertib Dewan Komisaris antara lain mengatur hal-hal sebagai berikut:

I. Dasar
II. Definisi
III. Tugas Dewan Komisaris
IV. Kewajiban Dewan Komisaris
V. Hak dan Wewenang Dewan Komisaris
VI. Informasi, Kerahasiaan Bank dan Benturan Kepentingan
VII. Komite dan Organ Penunjang Lainnya
VIII. Rapat Dewan Komisaris
IX. Pembagian Tugas
X. Perjalanan Dinas
XI. Pendidikan Berkelanjutan
XII. Evaluasi Kinerja
XIII. Penutup

Beberapa pokok pedoman kerja Dewan Komisaris yang diatur dalam Tata Tertib Dewan Komisaris dijabarkan sebagai berikut:

Hak dan Wewenang Dewan Komisaris

1. Dewan Komisaris berwenang memberikan persetujuan tertulis atas keputusan Direksi untuk tindakan-tindakan sebagai berikut:
   a. Melepaskan dan menghapus aktiva milik Bank dalam jumlah tertentu yang ditetapkan dalam RUPS dan/atau Anggaran Dasar;
   b. Mengadakan kontrak manajemen yang berlaku untuk jangka waktu lebih dari 3 (tiga) tahun;
   c. Menetapkan struktur organisasi sampai dengan 1 (satu) level di bawah Direksi;
   d. Mengambil bagian dalam kepemilikan baik sebagian atau seluruhnya atau ikut serta dalam Bank atau badan-badan lain atau mendirikan persetujuan baru yang tidak dalam rangka penyelamatan kredit;
   e. Melepaskan sebagian atau seluruhnya penyertaan Bank dalam perusahaan yang tidak dalam rangka penyelamatan kredit;
   f. Untuk tidak menagih lagi atas *outstanding* kredit macet yang telah dihapusbukukan yang jumlahnya dari waktu ke waktu ditetapkan oleh RUPS;
   g. Kebijakan dan/atau tindakan Direksi mengenai penetapan mekanisme, kriteria dan pendelegasian wewenang, sehubungan dengan pengurusan, pengelolaan dan

BOARD CHARTER

Board Commissioners Guidelines are set in the GCG Policy and Rules of the Board of Commissioners (the Supervisory Board Charter). GCG policy for the Board of Commissioners contains the main tasks, rights and responsibilities, composition, qualifications, independence, meetings, conflict of interest, openness and strategy forums. Meanwhile, the Rules also contain the practice and guidance of the Board of Commissioners, and the phases of activities in a structured, systematic, easy to understand which can be executed consistently and can be used as a reference for the Board of Commissioners in carrying out their respective duties to realize the Company's vision and mission. By having the Rules, it is expected that the Bank achieve high standards of work in line with Good Corporate Governance principles. The Rules of the Board of Commissioners have been approved by the Decision of the Board of Commissioners BVIC No.003/SK-KOM/04/13.

The contents of the Rules of the Board of Commissioners among are as follows:

I. Foundation
II. Definition
III. The Tasks of the Board of Commissioners
IV. The Obligations of the Board of Commissioners
V. Rights and Authorities of the Board of Commissioners
VI. Information, Bank Confidentiality and Conflict of Interest
VII. Committees and Other Supporting Organs
VIII. Meetings of the Board of Commissioners
IX. Division Of Tasks
X. Business Trip
XI. Continuous Education
XII. Performance Evaluation
XIII. Closing

Some basic guidelines of the Board of Commissioners set forth in Rules of the Board of Commissioners are as follows:

The Board of Commissioners' Rights and Privileges

1. The Board of Commissioners has the authority to provide written approval of the Board's decision to the following actions:
   a. To relinquish and remove the Banks' assets in a certain amount specified in the GMS and/or the Articles of Association;
   b. To hold a management contract valid for a period of longer than 3 (three) years;
   c. To establish the organizational structure up to 1 (one) level below the Board of Directors;
   d. To take part in the possession either partially or wholly or to participate in the Bank or other entities or to establish new agreements not related to rescheduling any debt;
   e. To partially or entirely eliminate the Bank's investments in companies that are not related to rescheduling any debt;
   f. To no longer collect any outstanding non-performing loans that has been written off from the Bank's Books which amount is set from time to time by the GMS;
   g. Policies and/or decision of the Board of Directors regarding the establishment of mechanisms, criteria and delegation of authority with respect to the maintenance, management

penyelesaian kredit Bank;
h. Perbuatan lain dalam rangka penyelesaian kredit bermasalah Bank.

2. Anggota Dewan Komisaris baik sendiri maupun bersama-sama berhak setiap waktu memasuki bangunan dan halaman atau tempat lain yang dipergunakan dan dikuasai serta dimiliki Bank dan berhak memeriksa buku-buku, surat-surat bukti, persediaan barang-barang, memeriksa dan mencocokan keadaan uang kas untuk keperluan verifikasi dan lain-lain termasuk surat berharga serta mengetahui segala tindakan yang telah dijalankan oleh Direksi;
3. Tindakan dalam hal sebagaimana tersebut di atas, harus dijalankan dalam kapasitas sebagai anggota Dewan Komisaris dan wajib dilaporkan pada rapat Dewan Komisaris tentang tindakan tersebut;
4. Jika dianggap perlu Dewan Komisaris berhak untuk meminta bantuan tenaga ahli dalam melaksanakan tugasnya untuk jangka waktu terbatas dengan beban Bank;
5. Setiap anggota Dewan Komisaris berhak meminta penjelasan tentang segala hal dari Direksi maupun seluruh jajaran dibawahnya dan Direksi berkewajiban memenuhinya;

6. Setiap anggota Dewan Komisaris berhak menghadiri rapat-rapat yang diselenggarakan oleh Direksi atau unit kerja dibawahnya tanpa ikut memberikan keputusan;
7. Dewan Komisaris dengan suara terbanyak setiap waktu berhak untuk menonaktifkan untuk sementara waktu seorang atau lebih anggota Direksi, apabila terbukti bertindak yang bertentangan dengan ketentuan dalam Anggaran Dasar dan ketentuan perundang-undangan yang berlaku atau terbukti melalaikan kewajibannya ataupun terdapat alasan alinnya yang mendesak;
8. Pemberhentian sementara tersebut di atas, wajib diberitahukan secara tertulis kepada yang bersangkutan disertai alasan yang menyebutkan tindakan tersebut;
9. Dalam waktu 30 (tiga puluh) hari setelah tanggal pemberhentian sementara tersebut, Dewan Komisaris wajib menyelenggarakan RUPS yang akan memutuskan apakah anggota Direksi yang bersangkutan akan diberhentikan seterusnya ataukah dikembalikan kepada kedudukan semula dan dalam RUPS tersebut yang bersangkutan diberi kesempatan untuk hadir untuk membela diri.

Kewajiban Dewan Komisaris

1. Mengesahkan dan mengawasi pelaksanaan RBB;
2. Melakukan tindak lanjut dari hasil pengawasan dan rekomendasi yang diberikan dalam hal terjadi penyimpangan terhadap ketentuan perundang-undangan yang berlaku, Anggaran Dasar dan prinsip *prudential* dalam praktek bisnis *(prudential banking practise)*;
3. Mengikuti perkembangan kegiatan Bank, dan dalam hal Bank menunjukkan gejala kemunduran, segera mengusulkan untuk mengadakan RUPS dan melaporkan kepada Pemegang Saham dengan disertai saran tentang langkah perbaikan yang diperlukan;
4. Memberikan pendapat dan saran untuk disampaikan pada RUPS mengenai setiap persoalan yang dianggap penting bagi kepengurusan Bank;
5. Melakukan tugas-tugas pengawasan lainnya yang ditentukan oleh RUPS dan peraturan perundang-undangan;

and settlement of Bank loans;
h. Other measures in the framework of settlement of non-performing loans.

2. Members of the Board of Commissioners, either individually or collectively, have the right at any time to enter the building and site or other facilities used, controlled and owned by the Bank and has the right to inspect the books, paper evidence, inventory items, check and match the cash for verification and others including securities and know all the actions taken by the Board of Directors;

3. Actions in the cases mentioned above, should be executed in the capacity as a member of the Board of Commissioners and must be reported on the Board of Commissioners' Meeting;

4. If deemed necessary, the Board of Commissioners reserves the right to request the assistance of experts in carrying out their duties for a limited period borne by the Bank;
5. Every member of the Board of Commissioners reserves the right to inquire any explanation of all issues to the Board of Directors as well as the entire employees under the Board of Directors and they are obliged to comply;
6. Every member of the Board of Commissioners is entitled to attend meetings held by the Board of Directors or the units below it without participating in the decision-making process;
7. The Board of Commissioners by a majority vote at any time may be entitled to temporarily discharge one or more members of the Board of Directors, if proven to act contrary to the provisions of the Articles of Association and the prevailing laws or to be negligent towards the duty or any other urgent reasons;

8. The temporal discharge aforementioned above shall be notified in written form to the person concerned with the actions mentioned reasons;
9. Within 30 (thirty) days after the date of the temporal discharge, the Board of Commissioners shall convene in a GMS which will decide whether the related member of the Board of Directors will be dismissed or repositioned to his/her initial position and in the relevant GM, the related member is given the opportunity to present and defend him/herself.

The Obligation of the Board of Commissioners

1. To approve and monitor the implementation of BBP;
2. To follow up on the results of monitoring and recommendations given in the event of a digression over the provisions of the prevailing legislation, Article of Association and principles of prudential banking practices;

3. To watch over the bank's activity development and, in the event the Bank indicates any signs of regression, to immediately propose to hold GMS and report to Shareholders, accompanied by advice on any necessary improvement measures;
4. To give opinion and suggestions to be conveyed to the GMS on every issue of importance to the Bank's management;

5. To conduct other supervisory duties prescribed by the GMS and legislations;

6. Memberikan arahan dan konsultasi kredit serta *review* atas persetujuan kredit yang melebihi jumlah tertentu yang ditentukan dalam RUPS dan/atau Anggaran Dasar;
7. Memastikan terselenggaranya pelaksanaan *Good Corporate Governance* dalam setiap kegiatan usaha Bank pada seluruh tingkatan atau jenjang organisasi.

KEBIJAKAN KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS

Ketentuan tentang keberagaman komposisi Dewan Komisaris dimuat dalam Kebijakan GCG Bank. Hal-hal yang terkait dengan komposisi Dewan Komisaris diatur sebagai berikut:

1. Komposisi Dewan Komisaris sedemikian rupa sehingga memungkinkan pengambilan keputusan yang efektif tepat dan cepat serta dapat bertindak secara independen;
2. Dewan Komisaris terdiri atas setidaknya 3 (tiga) orang anggota Komisaris yang dipimpin oleh Presiden Komisaris atau Komisaris Utama dan sebanyak banyaknya sesuai dengan jumlah Direksi;
3. Paling sedikit 50% (lima puluh persen) dari anggota Dewan Komisaris adalah Komisaris Independen;
4. Sekurang-kurangnya 1 (satu) orang anggota Dewan Komisaris wajib berdomisili di Indonesia;
5. Komisaris Utama mengetuai Dewan Komisaris dan bertanggung jawab untuk memastikan bahwa fungsi komisaris dapat berjalan dengan efektif disamping mengelola hal-hal yang berkaitan dengan keanggotaan Komisaris juga menjamin sistem komunikasi diantara anggota Komisaris, Direksi, Komite dan Auditor;
6. Apabila jabatan Presiden Komisaris atau Komisaris Utama lowong dan selama penggantinya belum diangkat atau belum memangku jabatan maka salah seorang Komisaris dapat ditunjuk oleh Rapat Dewan Komisaris untuk menjalankan kewajiban sebagai Komisaris Utama;
7. Komposisi Dewan Komisaris wajib dipenuhi sesuai ketentuan.

Sedangkan kualitas kompetensi Dewan Komisaris ditentukan sebagai berikut:

1. Pengetahuan di bidang perbankan yang memadai dan relevan dengan jabatannya yaitu meliputi pengetahuan tentang peraturan dan sistem operasional Bank;
2. Pengalaman dan keahlian di bidang perbankan dan atau lembaga keuangan antara lain adalah keahlian di bidang operasional, pemasaran, pembukuan, pendanaan, perkreditan, pasar uang, pasar modal dan hukum perundang-undangan yang berkaitan dengan bidang perbankan dan/atau lembaga keuangan;
3. Kemampuan untuk melakukan pengelolaan strategis dalam rangka pengembangan Bank yang sehat yaitu berupa kemampuan untuk mengantisipasi perkembangan dimasa yang akan datang, menginterpretasikan visi menjadi misi Bank, dan analisis situasi industri perbankan;
4. Peningkatan pengetahuan, keahlian, dan kemampuan Anggota Dewan Komisaris dalam melakukan pengawasan Bank yang ditunjukkan antara lain dengan adanya peningkatan kinerja

6. To provide directions and credit consultation and review on approval of credit exceeding a certain amount specified in the GMS and/or Articles of Association;
7. To ensure the implementation of Good Corporate Governance in all business activities of the Bank at all levels of the organization.

THE POLICY OF THE BOARD OF COMMISSIONERS' COMPOSITION DIVERSITY

The provisions on the Board of Commissioners' composition diversity prescribed in GCG Policy. Issues related to the composition of the Board of Commissioners are set as follows:

1. The Board of Commissioners' composition is in a way that enables effective, precise and prompt decision making and independent actions;
2. The Board of Commissioners is led by President Commissioner, consisting of at least three (3) members of the Board of Commissioners and the most of the number of the directors;
3. At least 50% (fifty percent) of the members of the Board of Commissioners are Independent Commissioners;
4. At least 1 (one) member of the Board of Commissioners must domicile in Indonesia;
5. The President Commissioner leads the Board of Commissioners and is responsible to ensure that the function of the Commissioners is effective, in addition to managing issues related to the membership of the Commissioners as well as to ensure the communication system between the Commissioners, Board of Directors, the Committee and the Auditor runs well;
6. If the position of President Commissioner is vacant and as long as his/her successor has neither been appointed nor held the position, one of the Commissioners may be appointed by the Board of Commissioners to perform the duties as President Commissioner;
7. The composition of the Board of Commissioners shall be met as prescribed in the provisions.

Meanwhile, the competence of the Board of Commissioners is determined as follows.

1. Adequate and relevant knowledge of banking industry to the position including knowledge on legal and regulatory aspect as well as bank operational systems;
2. Experience and expertise in banking or financial institutions including the expertise in operation, marketing, accounting, finance, credit, money market and capital market as well as legal aspects and regulations related to banking and/or financial institutions;
3. The ability to perform strategic management in order to develop a healthy Bank by having the ability to anticipate future developments, interpret the Bank's vision into its mission, and analyze the situation of the banking industry;
4. The Improvement of the Board of Commissioners' knowledge, skills, and abilities to perform Bank's supervision are indicated partly by an improvement in the Bank's performance, solving

Bank, penyelesaian permasalahan yang dihadapi Bank dan pencapaian hasil sesuai ekspektasi pemangku kepentingan (*stakeholders*);

5. Peningkatan pembelajaran secara berkelanjutan dalam rangka peningkatan pengetahuan tentang perbankan dan perkembangan terkini terkait bidang keuang/lainnya yang mendukung pelaksanan tugas dan tanggung jawab Anggota Dewan Komisaris.

problems faced by the Bank and the progress in meeting the Stakeholders' expectations;

5. Continuous improvement in learning to increase knowledge on banking and recent developments related to the lates progress in financial/other fields to support the Board Commissioners' duty and responsibility fullfillment.

PEMBIDANGAN TUGAS PENGAWASAN DEWAN KOMISARIS

Dalam melaksanakan tugasnya, Dewan Komisaris dibagi atas bidang tugas sebagai berikut:

FIELDS OF SUPERVISORY TASK OF THE BOARD OF COMMISSIONERS

In performing its tasks, the Board of Commissioners divides such tasks into the following fields:

Dewan Komisaris **Board of Commissioners**	**Nama** **Name**	**Bidang Tugas** **Field of Task**
Komisaris Utama/Komisaris Independen President Commissioner/ Independent Commissioner	**DANIEL BUDIRAHAYU**	1. Perkreditan Kredit Korporasi, Kredit Komersil, Kredit Konsumer, Kredit Perusahaan Pembiayaan dan Kredit SME/UKM) Corporate Credit, Commercial Credit, Financing Corporate Credit, and SME Credit 2. *General Affair*/General Affair 3. *Treasury*/Treasury 4. *Internal* Audit/Internal Audit
Komisaris/Komisaris Independen Commissioner/Independent Commissioner	**GUNAWAN TENGGARAHARDJA**	1. Teknologi dan Sistem Informasi/Technology and Information System 2. Aspek Operasional/Operational Aspect 3. Aspek Legal/Legal Aspect
Komisaris/Komisaris Independen Commissioner/Independent Commissioner	**ZAENAL ABIDIN PhD**	1. *Good Corporate Governance*/Good Corporate Governance 2. Kepatuhan dan Manajemen Risiko/Compliance and Risk Management 3. Sistem Operasi dan Prosedur/Operation System and Procedure
Komisaris Commissioner	**SUZANNA TANOJO**	1. *Human Capital Management*/Human Capital Management 2. *Accounting and Financial Control*/Accounting and Financial Control 3. *Asset Liability Management* (ALM)/Asset Liability Management (ALM)

Dewan Komisaris selalu mengawasi kebijakan yang diambil Direksi berdasarkan laporan yang diterima atau temuan langsung di lapangan. Untuk membantu tugas-tugas Dewan Komisaris dalam melaksanakan penerapan kebijakan GCG tersebut, Dewan Komisaris telah membentuk Komite Audit, Komite Pemantau Risiko, Komite Nominasi dan Remunerasi yang ditetapkan dalam suatu Surat Keputusan dengan tugasnya adalah melakukan pemantauan, evaluasi, dan memberikan rekomendasi kepada Dewan Komisaris.

The Board of Commissioners consistently supervises any policy taken by the Board of Directors based on the reports received or field findings. To assist the Board of Commissioners in the GCG implementation, the Board of Commissioners has established an Audit Committee, Risk Monitoring Committee, and Remuneration and Nomination Committee as specified in a Decision. The tasks of the committees are to monitor, evaluate, and provide recommendations to the Board of Commissioners.

KOMPOSISI DAN KRITERIA ANGGOTA DEWAN KOMISARIS

Dewan Komisaris berjumlah 4 (empat) orang terdiri dari 1 (satu) orang Komisaris Utama merangkap Komisaris Independen, 1 (satu) orang Komisaris dan 2 (dua) orang Komisaris Independen. Seluruh anggota Dewan Komisaris berdomisili di wilayah kerja Kantor Pusat Bank Victoria.

Seluruh anggota Komisaris Independen tidak ada yang memiliki hubungan keuangan, kepengurusan, kepemilikan dan hubungan keluarga dengan anggota Dewan Komisaris Lainnya, Direksi dan/ atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuannya untuk bertindak independen. Independensi Komisaris tersebut dilengkapi dengan

THE COMPOSITION AND CRITERIA OF THE MEMBERS OF THE BOARD OF COMMISSIONERS

The Board of Commissioners consists of 4 (four) people, including 1 (one) President Commissioner, 1 (one) Commissioner, and 2 (two) Independent Commissioner. All members of the Board of Commissioner are domiciled within the operational area of the Head Office of Bank Victoria.

All Independent Commissioners may not have any financial, management, ownership, and family relationship whatsoever with the other members of the Board of Commissioners, the members of the Board of Directors, and/or the Controlling Shareholders or the Bank, which may affect their ability to act independently. Such Independent Commissioners are equipped with a Statement Letter

Surat Pernyataan yang ditandatangani diatas materai dan diketahui oleh Direktur Utama Bank Victoria.

signed and duty- stamped and acknowledged by the President Director of Bank Victoria.

Tabel Komposisi Dewan Komisaris per 31 Desember 2014
Table of Composition of Board of Commissioners per December 31 2014

Nama Name	Jabatan Position	Riwayat Dasar Pengangkatan Basis for Appointment
DANIEL BUDIRAHAYU	Komisaris Utama merangkap Komisaris Independen President Commissioner/ Independent Commissioner	Akta Pernyataan Keputusan Rapat RUPS Tahunan No.22 tanggal 8 Oktober 2012 Deed of Statement of Decision of Annual GMS No.22, dated October 8 2012 Akta Pernyataan Keputusan Rapat RUPS Tahunan No.41 tanggal 17 Oktober 2013 Deed of Statement of Decision of Annual GMS No.41 dated October 17 2013
GUNAWAN TENGGARAHARDJA	Komisaris/Komisaris Independen Commissioner/Independent Commissioner	Akta Pernyataan Keputusan Rapat RUPS Luar Biasa No.79 tanggal 28 April 2003 Deed of Statement of Decision of Extraordinary General Meeting of Shareholders No. 79 dated Apeil 28, 2003 Akta Pernyataan Keputusan Rapat RUPS Luar Biasa No.15 tanggal 24 Februari 2004 Deed of Statement of Decision of Extraordinary General Meeting of Shareholders No. 15 dated February 24, 2004 Akta Pernyataan Keputusan Rapat RUPS Tahunan No.48 tanggal 24 Mei 2007 Deed of Statement of Decision of Annual GMS No.48 dated May 24 2013 Akta Pernyataan Keputusan Rapat RUPS Tahunan No.82 tanggal 25 Juni 2010 yang dinyatakan kembali dengan Akta Pernyataan Kembali RUPS Tahunan No.24 tanggal 21 Oktober 2010 Deed of Statement of Decision of Annual GMS No.82 dated July 25 2010, reiterated with Deed of Restatement of Annual GM No.24, dated October 21 2010 Akta Pernyataan Keputusan Rapat RUPS Tahunan No.41 tanggal 17 Oktober 2013 Deed of Statement of Decision of Annual GMS No.41 dated October 17 2013
ZAENAL ABIDIN PhD	Komisaris/Komisaris Independen Commissioner/Independent Commissioner	Akta Pernyataan Keputusan Rapat RUPS Tahunan No.22 tanggal 8 Oktober 2012 Deed of Statement of Decision of Annual GMS No.22 dated October 8 2012 Akta Pernyataan Keputusan Rapat RUPS Tahunan No.41 tanggal 17 Oktober 2013 Deed of Statement of Decision of Annual GMS No.41 dated October 17 2013
SUZANNA TANOJO	Komisaris Commissioner	Akta Pernyataan Keputusan Rapat RUPS LB No.06 tanggal 07 Februari 2006 Deed of Statement of Decision of Extrordinary GMS No.06 dated February 7 2006 Akta Pernyataan Keputusan Rapat RUPS Tahunan No.48 tanggal 24 Mei 2007 Deed of Statement of Decision of Annual GMS No.48 dated May 24 2007 Akta Pernyataan Keputusan Rapat RUPS Tahunan No.82 Tanggal 25 Juni 2010 yang dinyatakan kembali dengan Akta Pernyataan Kembali RUPS Tahunan No.24 tanggal 21 Oktober 2010 Deed of Statement of Decision of Annual GMS No.82 dated October 17 2013 restated by Deed of Restatement of Decision of Annual GMS No.24 dated October 21 2010 Akta Pernyataan Keputusan Rapat RUPS Tahunan No.41 Tanggal 17 Oktober 2013 Deed of Statement of Decision of Annual GMS No.41 dated October 17 2013

PENILAIAN KEMAMPUAN DAN KEPATUTAN

PBI Nomor 12/23/PBI/2010 tentang Uji Kemampuan dan Kepatutan (*fit and proper test*) menyebutkan bahwa calon anggota Dewan Komisaris wajib lulus *fit and proper test* dan memperoleh persetujuan dari Bank Indonesia sebelum menjalankan tugas dan fungsi dalam jabatannya. Seluruh anggota Dewan Komisaris telah lulus *fit and proper* tanpa catatan dan telah mendapat persetujuan dari Bank Indonesia, yang mengindikasikan bahwa setiap anggota Dewan Komisaris memiliki integritas, kompetensi dan reputasi keuangan yang memadai.

Seluruh anggota Dewan Komisaris tidak ada yang berasal dari mantan anggota Direksi atau Pejabat Eksekutif Bank atau pihak-pihak yang memiliki hubungan dengan Bank. Hal ini merupakan perwujudan komitmen Bank dalam menjaga independensi Dewan Komisaris.

FIT AND PROPER TESTS

BI Regulation Number 12/23/PBI/2010 on Fit and Proper Tests sets forth that candidates of members of Board of Commissioners must pass a fit and proper test and obtain the approval of Bank Indonesia prior to performing their tasks and functions. All members of the Board of Commissioners successfully passing the fit and proper test and obtaining the approval of Bank Indonesia indicate that each of the members have sufficient financial integrity, competence, and reputation.

All members of the Board of Commissioners may not be former members of the Bank's Board of Directors or Executive Officers or any parties related to the Bank. This is a manifestation of the Bank's commitment to maintain the independence of the Board of Commissioners.

Tabel Penilaian Kemampuan dan Kepatutan
Table of Fit and Proper Test

Nama Name	Pelaksana Evaluation Administrator	Hasil Result
DANIEL BUDIRAHAYU	Bank Indonesia	LULUS/PASS
GUNAWAN TENGGARAHARDJA	Bank Indonesia	LULUS/PASS
ZAENAL ABIDIN PhD	Bank Indonesia	LULUS/PASS
SUZANNA TANOJO	Bank Indonesia	LULUS/PASS

KOMISARIS INDEPENDEN

Anggota Dewan Komisaris Bank Victoria telah memenuhi jumlah, komposisi, kriteria dan independensi sesuai Peraturan Bank Indonesia No.8/4/PBI/2006 dan PBI No.8/14/PBI/2006 Tentang Perubahan atas Peraturan Bank Indonesia No.8/4/PBI/2006 Tentang Pelaksanaan GCG bagi Bank Umum serta Surat Edaran Bank Indonesia No.15/15/DPNP/2013 tanggal 29 April 2013 perihal Pelaksanaan *Good Corporate Governance* bagi Bank Umum. Jumlah anggota Dewan Komisaris Bank saat ini adalah 4 (empat) orang, yang 3 (tiga) orang diantaranya atau sama dengan 75% anggota Dewan Komisaris adalah Komisaris Independen. Dengan demikian, komposisi tersebut juga telah memenuhi peraturan yang ditetapkan oleh Otoritas Jasa Keuangan mengenai Komisaris Independen.

Sesuai dengan kriteria PBI No.8/14/2006, Komisaris Independen tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga sampai dengan derajat kedua dengan anggota Dewan Komisaris lainnya, Direksi dan/atau pemegang saham pengendali atau hubungan dengan bank yang dapat mempengaruhi kemampuannya untuk bertindak independen.

Hubungan keluarga dan keuangan Komisaris Independen dapat dilihat pada tabel sebagai berikut:

INDEPENDENT COMMISSIONERS

Bank Victoria's Board of Commissioners number, composition, criteria, and independence in compliance to Bank Indonesia Regulation No.8/4/PBI/2006 and BI Regulation No.8/14/PBI/2006 on Amendement to Bank Indonesia Regulation No.8/4/PBI/2006 on GCG Implementation by Commercial Banks and Bank Indonesia Circular Letter No.15/15/DPNP dated 29 April 2013 on Good Corporate Government Implementation by Commercial Banks. The Bank's Board of Commissioners consists of 4 (four) people, 3 (three) of whom, or equal to 75% of the total Board members, are Independent Commissioners. Therefore, such composition has also met the regulation established by the Financial Services Authority (OJK) on Independent Commissioners.

In accordance with PBI No.8/14/2006 criteria, Independent Commissioners may not have any financial, management, share ownership, and/or family relationship up to the second degree lineage with the other members of the Board of Commissioners, the members of the Board of Directors, and/or the controlling shareholders or the Bank, which may affect their ability to act independently.

The family and financial relationship of Independent Commissioners may be seen in the following table:

Tabel Hubungan Keluarga Komisaris Independen
Table of Family Relations of Independent Commissioner

Nama / Name	Hubungan Keluarga Dengan / Family Relationship with						Keterangan / Remarks
	Direksi / Board of Directors		Dewan Komisaris / Board of Commissioners		Pemegang Saham Pengendali / Controlling Shareholder		
	Ya/Yes	Tidak/No	Ya/Yes	Tidak/No	Ya/Yes	Tidak/No	
DANIEL BUDIRAHAYU	-	√	-	√	-	√	Independen/Independent
GUNAWAN TENGGARAHARDJA	-	√	-	√	-	√	Independen/Independent
ZAENAL ABIDIN PhD	-	√	-	√	-	√	Independen/Independent

Tabel Hubungan Keuangan Komisaris Independen
Table Independent Commissioner of Financial Relations

Nama / Name	Hubungan Keuangan Dengan / Financial Relationship with						Keterangan / Remarks
	Direksi / Board of Directors		Dewan Komisaris / Board of Commissioners		Pemegang Saham Pengendali / Controlling Shareholder		
	Ya/Yes	Tidak/No	Ya/Yes	Tidak/No	Ya/Yes	Tidak/No	
DANIEL BUDIRAHAYU	-	√	-	√	-	√	Independen/Independent
GUNAWAN TENGGARAHARDJA	-	√	-	√	-	√	Independen/Independent
ZAENAL ABIDIN PhD	-	√	-	√	-	√	Independen/Independent

KEPEMILIKAN SAHAM DEWAN KOMISARIS

Bank Victoria mewajibkan anggota Dewan Komisaris untuk mengungkapkan kepemilikan sahamnya, baik pada Bank Victoria maupun pada Bank dan Perusahaan lain, yang berkedudukan di dalam dan di luar negeri dalam suatu laporan yang harus diperbaharui setiap tahunnya.

Terkait dengan Kepemilikan Saham Dewan Komisaris pada Bank, Lembaga Keuangan non Bank dan Perusahaan Lain menurut ketentuan Bank Indonesia, anggota Dewan Komisaris baik secara sendiri-sendiri atau bersama-sama dilarang memiliki saham melebihi 25% dari modal disetor pada suatu perusahaan lain.

Rincian Kepemilikan Saham Dewan Komisaris disajikan dalam tabel berikut:

SHARE OWNERSHIP OF THE BOARD OF COMMISSIONERS

Bank Victoria obligates the Board of Commissioners to disclose their share ownership, either in Bank Victoria or any other Banks or companies, domiciled within or outside the country, in a mandatory report updated annually.

In relation to the Share Ownership of the Board of Commissioners in the Bank, any non-Bank Financial Institutions, and any other Companies under Bank Indonesia provisions, the members of the Board of Commissioners, either separately or collectively, are prohibited from holding shares of more than 25% of the paid-up capital in any other companies.

Details of the share ownership of the Board of Commissioners are as follows:

Tabel Kepemilikan Saham Dewan Komisaris
Table of Share Ownership of the Board of Commissioners

Nama / Name	Kepemilikan Saham/Share Ownership			
	Bank Victoria / Bank Victoria	Bank lain / Other Bank	Lembaga Keuangan non Bank / Non-Bank Financial Institution	Perusahaan lain / Other Company
DANIEL BUDIRAHAYU	NIHIL/None	NIHIL/None	NIHIL/None	NIHIL/None
GUNAWAN TENGGARAHARDJA	NIHIL/None	NIHIL/None	NIHIL/None	NIHIL/None

Nama Name	Kepemilikan Saham/Share Ownership			
	Bank Victoria Bank Victoria	Bank lain Other Bank	Lembaga Keuangan non Bank Non-Bank Financial Institution	Perusahaan lain Other Company
ZAENAL ABIDIN PhD	NIHIL/None	NIHIL/None	NIHIL/None	NIHIL/None
SUZANNA TANOJO	ADA/Yes	NIHIL/None	ADA/Yes PT Victoria Investama Tbk. PT Victoria Securities Indonesia	ADA/Yes PT Gratamulia Pratama

RANGKAP JABATAN DAN BENTURAN KEPENTINGAN DEWAN KOMISARIS

Dewan Komisaris telah mengungkapkan jabatan rangkap yang dimilikinya. Jabatan rangkap Dewan Komisaris dapat dilihat pada tabel di bawah ini sebagai berikut:

CONCURRENT POSITIONS AND CONFLICT OF INTEREST OF THE BOARD OF COMMISSIONERS

The Board of Commissioners has revealed the concurrent positions they hold. Concurrent positions of the Board of Commissioners may be seen in the following table:

Tabel Rangkap Jabatan Dewan Komisaris
Table of Share Ownership of the Board of Commissioners

Nama Name	Jabatan Position	Jabatan pada Perusahaan/ Intansi lain Position in Another Company/ Institution	Nama Perusahaan/ Intansi lain Name of Another Company/ Institution
DANIEL BUDIRAHAYU	Komisaris Utama merangkap Komisaris Independen President Commissioner concurrently an Independent Commissioner	NIHIL None	NIHIL None
GUNAWAN TENGGARAHARDJA	Komisaris/Komisaris Independen Commissioner/Independent Commissioner	Komisaris Independen Independent Commissioner	PT Jakarta Setiabudi Internasional Tbk.
ZAENAL ABIDIN PhD	Komisaris/Komisaris Independen Commissioner/Independent Commissioner	NIHIL None	NIHIL None
SUZANNA TANOJO	Komisaris Commissioner	Komisaris Commissioner Direksi Director Komisaris Commissioner	PT Victoria Investama Tbk. PT Suryayudha Investindo Cipta PT Victoria Manajemen Investasi

Dalam hal terjadi benturan kepentingan, anggota Dewan Komisaris, Direksi dan Pejabat Eksekutif Bank dilarang mengambil tindakan yang dapat merugikan Bank atau mengurangi keuntungan Bank dan wajib mengungkapkan benturan kepentingan dimaksud dalam setiap keputusannya. Benturan kepentingan dimaksud antara lain adalah perbedaan antara kepentingan ekonomi Bank dengan kepentingan ekonomi pribadi pemilik, anggota Komisaris, anggota Direksi maupun Pejabat Eksekutif bank dan atau pihak terkait dengan Bank, pemberian perlakuan istimewa kepada pihak – pihak tertentu diluar prosedur dan ketentuan yang berlaku serta pemberian suku bunga tidak sesuai dengan ketentuan dan prosedur yang berlaku. Apabila keputusan tetap harus diambil, maka harus mengutamakan kepentingan ekonomi Bank dan menghindarkan kerugian atau berkurangnya keuntungan Bank.

Untuk meminimalisir terjadinya benturan kepentingan yang disebabkan adanya rangkap jabatan, setiap anggota Dewan Komisaris diwajibkan untuk menandatangani Pakta Integritas yang berisikan keterangan bahwa dalam melaksanakan tugasnya, anggota Dewan Komisaris tidak akan melakukan hal-hal yang dapat menimbulkan konflik kepentingan. Pakta Integritas tersebut disimpan dan diadministrasikan oleh Sekretaris Dewan Komisaris.

In the event of a conflict of interest, the Board of Commissioners, Directors and Executive Officers of the Bank are prohibited from taking actions that may harm the Bank or reduce the Bank's profit and shall disclose the conflicts of interest in any decision. The conflicts of interest among others are the difference in the Bank's economic interests and personal economic interests of the owners, commissioners, members of the Board of Directors and Executive Officers of the Bank and/or parties related to the Bank, giving preferential treatment to the certain parties outside the prevailing procedures and regulations and granting interest rate which is not in accordance with the applicable rules and procedures. If decisions remain to be taken, they should give priority to the Bank's economic interests and to avoid losses or reduction on the Bank's profits.

To minimize conflicts of interest due to concurrent positions, each member of the Board of Commissioners is required to sign the Integrity Pact containing information that in carrying out their duties, members of the Board of Commissioners will not do any actions that could create a conflict of interest. The Integrity Pact is stored and administered by the Secretary of the Board of Commissioners.

Selama periode tahun 2014, tidak terdapat transaksi yang memiliki benturan kepentingan baik kepada Pengurus, Pejabat Eksekutif dan Pejabat Operasional Bank.

PELAKSANAAN TUGAS DEWAN KOMISARIS

PENGAWASAN DAN REKOMENDASI DEWAN KOMISARIS

Di dalam pelaksanaan tugas dan tanggung jawab tersebut Dewan Komisaris, selama 2014 Dewan Komisaris telah melaksanakan pemantauan dan pengawasan terhadap pelaksanaan Rencana Bisnis Bank sebagai bagian tidak terpisahkan.

Berdasarkan pengawasan yang dilakukan tersebut, Dewan Komisaris telah memberikan rekomendasi agar Direksi memberikan perhatian khusus dan melakukan perbaikan-perbaikan antara lain:

1. Penerapan pengendalian internal sebagai pilar manajemen risiko dan tata kelola menjadi bagian yang tidak terpisahkan dari penegakan budaya kerja Bank dengan melibatkan semua lapisan aparat Bank;
2. Penguatan implementasi GCG pada semua direktorat di lingkup Bank Victoria.

RAPAT DEWAN KOMISARIS

Sesuai dengan Anggaran Dasar, Rapat Dewan Komisaris diadakan secara berkala. Keputusan Rapat Dewan Komisaris diambil berdasarkan musyawarah untuk mufakat. Dalam hal keputusan musyawarah mufakat tidak tercapai maka keputusan diambil berdasarkan pemungutan suara setuju terbanyak. Apabila suara setuju dan tidak setuju berimbang maka usulan dianggap ditolak.

Rapat Internal Dewan Komisaris selama 2014 dilaksanakan sebanyak 10 kali. Sedangkan, Rapat Gabungan Dewan Komisaris dan Direksi selama 2014 dilaksanakan sebanyak 14 kali serta Rapat Dewan Komisaris dengan Direktorat sebanyak 9 kali. Daftar Kehadiran Rapat Internal Dewan Komisaris tahun 2014 sebagai berikut:

During the period of 2014, there were no transactions with conflict of interest on either the Bank's Officials, Executive Officers and Operations Officers.

THE EXECUTION OF THE BOARD OF COMMISSIONERS' TASK

SUPERVISION AND RECOMMENDATIONS OF THE BOARD OF COMMISSIONERS

In the implementation of the tasks and responsibilities of the Board of Commissioners during the period of 2014, The Board of Commissioners had carried out monitoring and supervision on the Business Plan's implementation as an integral part.

Based on the supervisory carried out, the Board of Commissioners had recommended that the Board of Directors give special attention and make improvements on the followings:

1. The implementation of internal control as a pillar of risk management and administration become an integral part of the Bank's work culture enforcement by involving all layers of the Bank's officials;
2. Reinforcement on the GCG implementation in all directorates in Bank Victoria.

MEETING OF THE BOARD OF COMMISSIONERS

Under the Articles of Association, meetings of the Board of Commissioners are held periodically. BOC Meeting resolutions must be made based on common agreement. If common agreement is not reached, resolutions will be made by voting. If the numbers of in favor and against votes are equal, a resolution is deemed to be rejected.

During 2014, the Board of Commissioners' Internal Meeting were held 10 times. Meanwhile, the Joint Meetings between the Board of Commissioners and Board of Directors held 14 times, and Joint Meetings between the Board of Commissioners and Directorates held 9 times. The Table of the Board of Commissioners' Meetings in 2014 is as follows:

Tabel Rapat Dewan Komisaris
Table of the Board of Commissioners' Meetings

Nama Name	Jabatan Position	Rapat Dewan Komisaris Meeting of the Board of Commissioners		Rapat Gabungan Dewan Komisaris dengan Direksi Joint Meeting between the Board of Commissioners and Board of Directors		Rapat Dewan Komisaris dengan Direktorat Joint Meeting between the Board of Commissioners and Board of Directorate	
		Kehadiran Attendance		Kehadiran Attendance		Kehadiran Attendance	
		Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
DANIEL BUDIRAHAYU	Komisaris Utama merangkap Komisaris Independen President Commissioner concurrently an Independent Commissioner	10	100%	14	100%	9	100%
GUNAWAN TENGGARAHARDJA	Komisaris/Komisaris Independen Commissioner/Independent Commissioner	10	100%	12	85,71%	4	100%*

Nama Name	Jabatan Position	Rapat Dewan Komisaris Meeting of the Board of Commissioners		Rapat Gabungan Dewan Komisaris dengan Direksi Joint Meeting between the Board of Commissioners and Board of Directors		Rapat Dewan Komisaris dengan Direktorat Joint Meeting between the Board of Commissioners and Board of Directorate	
		Kehadiran Attendance		Kehadiran Attendance		Kehadiran Attendance	
		Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
ZAENAL ABIDIN PhD	Komisaris/Komisaris Independen Commissioner/Independent Commissioner	10	100%	13	92,85%	9	100%
SUZANNA TANOJO	Komisaris Commissioner	9	90%	13	92,85%	4	100%*

*Total rapat terkait dengan Gunawan Tenggarahardja dan Suzanna Tanojo sebanyak 4 sesuai dengan keanggotaan yang bersangkutan dalam komite.
*Total meetings attended by Gunawan Tenggarahardja and Suzanna Tanojo held 4 times with related membership in the Committee.

Selama 2014, agenda Rapat internal Dewan Komisaris adalah sebagai berikut:

During 2014, the agenda of the Board of Directors' Internal Meetings are as follows:

Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
15 Januari 2014 January 15, 2014	Peninjauan kembali Surat Edaran Direksi tentang Deviasi atas *colateral coverage*, penetapan Dewan Komisaris terkait pengaturan tanda tangan persetujuan Dewan Komisaris, perubahan jaminan kredit dan *call report*. A review of the Board of Directors Circular Letter regarding the Deviation on colateral coverage, the Board of Commissioners' decision on the setting of the Board of Directors approval signature, changes on credit guarantees and call report.
21 Februari 2014 February 21, 2014	Peran internal kontrol Divisi Kepatuhan sebagai *Quality assurance* dalam manajemen risiko, menjamin mekanisme dan *outcome* GCG The role of the Compliance Division's internal control as Quality Assurance in risk management, ensuring the mechanisms and outcomes of GCG
14 Maret 2014 March 14, 2014	Peranan GCG Direktorat Operasional The role of GCG on the Operational Directorate
28 Maret 2014 March 28, 2014	Peran Divisi Direktorat Wakil Direktur Utama dalam menjamin mekanisme dan GCG The role of the Directorate Division of Deputy CEO to guarantee the mechanism and GCG
09 Mei 2014 May 9, 2014	Peran GCG Direktorat *Treasury*, FI & *Capital Market* dan HCM GCG role on the Directorate of Treasury, FI & Capital Markets and HCM
11 Juni 2014 June 11, 2014	Peran Direktorat Business dalam menjamin mekanisme dan GCG The role of the Directorate of Business in ensuring mechanisms and GCG
02 Juli 2014 July 2, 2014	Peran Divisi SKMR sehubungan dengan *Risk Based Bank Rating* dalam menjamin mekanisme dan GCG Role of the Division of Risk Management Implementing Unit in connection with the Risk Based Bank Rating in ensuring mechanisms and GCG
31 Oktober 2014 October 31, 2014	Menindaklanjuti temuan OJK dan agar menjadi perhatian Direksi untuk menjamin mekanisme dan GCG Following up on the FSA's findings and put it into the Board of the Directors' attention to ensure echanisms and GCG
14 November 2014 November 14, 2014	Evaluasi Kinerja Komisaris dan Direksi Performance Evaluation of the Board of Commissioners and Board of Directors
21 November 2014 November 21, 2014	Penetapan *Risk Appetite* dalam rencana Bisnis Bank di tahun 2015-2017 Determination of Risk Appetite in the Bank's Business Plan in the period of 2015-2017

Selama 2014, agenda Rapat Gabungan Dewan Komisaris dan Direksi adalah sebagai berikut:

During 2014, the agenda of the Joint Meeting of the Board of Commissioners and Directors are as follows:

Tanggal Rapat **Meeting Date**	**Agenda Rapat** **Meeting Agenda**
16 Januari 2014 January 16, 2014	• Kinerja Keuangan PT Bank Victoria posisi 31 Desember 2013 dan posisi 13 Januari 2014 PT Bank Victoria Financial Performance as of December 31, 2013 and January 13, 2014
10 Februari 2014 February, 2014	• Pembahasan Bahan Presentasi RBB 2014-2016 di OJK Discussion on Presentation Materials of Bank Business Plan 2014-2016 in the FSA
19 Maret 2014 March 19, 2014	• Presentasi Direktorat *Retail* Directorate of Retail Presentation • Presentasi Direktorat Bisnis Directorate of Business Presentation • Presentasi Direktorat *Treasury* (Komisaris & Direktorat Wakil Direktur Utama) Directorate of Treasury Presentation (Commissioner and Directorate of Deputy CEO) • Presentasi Divisi HCM Division of HCM Presentation • Kinerja Keuangan posisi 18 Maret 2014 Financial Performance on March 18, 2014
26 Maret 2014 March 26, 2014	• Presentasi Revisi RBB 2014-2016 Presentation on Revised RBB 2014-2016
16 April 2014 April 16, 2014	• Agenda RUPS Tahun 2013 Agenda for GMS of 2013 • Kinerja keuangan posisi 11 April 2014 The financial performance on 11 April 2014 • Pengembangan IT Tahun 2014 IT Development in 2014 • Presentasi Direktorat *Treasury* Directorate of Treasury Presentation • Presentasi Direktorat Bisnis Directorate of Business Presentation
25 Juni 2014 June 25, 2014	• Presentasi Direktorat Operasional Directorate of Operations Presentation • *Upgrading system* Upgrading the system • Next Generation Topologi Network Next Generation Network Topology
20 Agustus 2014 August 20, 2014	• Kinerja Keuangan posisi Juli 2014 Financial Performance in July 2014 • Kinerja BVIC & BVIS BVIC & BVIS Performances • Proposal *Re-Profiling* SSB Proposals of SBB Re-profiling • Perkembangan *Retail dan Welth* Januari-Juli 2014 Developments on Retail and Wealth from January to July 2014
24 September 2014 September 24, 2014	• Kinerja Keuangan posisi 23 September 2014 dan *Forecast* September 2014 Financial Performance as of 23 September 2014 and Forecast for September 2014 • Draft Rencana Bisnis Bank 2015-2017 Draft of Bank Business Plan 2015-2017 • Revaluasi Aset Tetap Revaluation of Fixed Assets • Pertumbuhan *Outstanding* Kredit posisi Agustus 2014 dibandingkan posisi Juli 2014 Outstanding Loan Growth in August 2014 compared such in July 2014 • Pembahasan Victoria *International Priority Safe* Discussion on Victoria International Priority Safe • Upgrade Corebanking Alphabits 2.03 Upgrade Corebanking Alphabits 2.03 • Efisiensi Jaringan Komunikasi dan Status *Internet Banking* Efficiency of Communication Network and the Status of Internet Banking • *Update Project Internet Banking* Internet Banking Project Update • SKN Gen 2 SKN Gen 2
24 Oktober 2014 October 24, 2014	• Pembahasan Rencana *Exit Meeting* Pemeriksaan OJK tanggal 31 Oktober Discussion on Exit Meeting Plan of FSA Inspection on October 31
03 November 2014 November 3, 2014	• Pemeriksaan OJK Tahun 2014 Pemeriksaan OJK Tahun 2014

Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
05 November 2014 November 5, 2014	• Performance *Net Interest Income* (NII) bulan Oktober 2014 Performance Net Interest Income (NII) of Oktober 2014 • Penyelesaian Perhitungan Kredit EIR Settlement Calculation of Credit EIR • *Quick Win Yield* bulan November dan Desember 2014 Quick Win Yield in November dan Desember 2014
21 November 2014 November 21, 2014	• Presentasi Draft RBB 2015-2017 Presentation Draft Bank Business Plan Draft 2015-2017 • Rencana Devisa 2015 Foreign Exchange Plan 2015 • *Progress Up grading Corebanking Alphabits* 2.03 dan ITM Versi 4.3 Progress Up grading Corebanking Alphabits 2:03 and ITM Version 4.3 • *Internet Banking* Internet Banking • Jaringan kantor Cabang Branch office network
26 November 2014 November 26, 2014	• Proyeksi Desember 2014 dan Presentasi Draft RBB 2015-2017 Projection of December 2014 and Presentation on Bank Business Plan Draft 2015-2017
10 Desember 2014 December 10, 2014	• Reksadana di PT AAA *Asset Management* Mutual funds in PT AAA Asset Management • Target RBB 2014 BBP Target 2014 • Rencana Rapat Kerja Tahun 2015 Working Meeting Plan of the Year 2015

Selama 2014, agenda Rapat Gabungan Dewan Komisaris dan Direktorat/Divisi adalah sebagai berikut:

During 2014, the agenda of the Joint Meeting between the Board of Commissioners and the Directorate/Division is as follows:

Tanggal Rapat Meeting Date	Direktorat/Divisi Directorate/Division	Agenda Rapat Meeting Agenda
05 Maret 2014 March 5, 2014	Direktorat Operasional Operational Directorate	• Penerapan GCG Divisi Operasional GCG implementation on Operational Division • Penerapan GCG Divisi IT GCG implementation of IT Division
12 Maret 2014 March 12, 2014	Direktorat Operasional Operational Directorate	• Penerapan GCG Divisi *Loan Admin* GCG implementation on Division Loan Admin
21 Maret 2015 March 21, 2015	Direktorat *Retail* Directorate of Retails	• Peranan GCG Product *Development and Platform Management* The role of GCG on Product Development & Management Platform • Peranan GCG *Channels and Distribution* The role of GCG on Channels & Distribution • Peranan GCG *Branch Banking Network* The role of GCG on Branch Banking Network • Pernanan GCG *Marketing Communication and segmentation* The role of GCG on Marketing Communication and segmentation
07 Mei 2014 May 7, 2014	Direktorat *Treasury Financial* Institution & Capital Market	• Penerapan GCG Divisi *Financial Institution & Capital Market* GCG implementation on Division of Financial Institutions and Capital Markets • Peran GCG Divisi *Treasury* The role of GCG on the Treasury Division • Peran GCG Divisi *Human Capital Management* The role of GCG on Division of Human Capital Management
13 Mei 2014 May 13, 2014	Direktorat Bisnis Directorate of Business	• Peranan GCG *Lending Product Development* The role of GCG on Lending Product Development • Peranan GCG *Commercial Lending* The role of GCG on Commercial Lending • Peranan GCG *Corporate Lending* The role of GCG on Corporate Lending • Peranan GCG *Multifinance Lending* The role of GCG on Multifinance Lending
23 Juni 2014 June 23, 2014	Direktorat Bisnis Directorate of Business	• Paparan Kinerja Divisi *Corporate Lending* Corporate Lending Division PerformancePresentation • Paparan Kinerja Divisi *Commercial Lending* Commercial Lending Division Performance Presentation

Tanggal Rapat Meeting Date	Direktorat/Divisi Directorate/Division	Agenda Rapat Meeting Agenda
24 Juni 2014 June 24, 2014	Direktorat Bisnis Directorate of Business	• Paparan Debitur *Commercial Lending* Kolektibilitas 2 Presentation on Debtor Commercial Lending Collectibility 2 • Paparan Kinerja Divisi *Multifinance* Multifinance Division Performance Presentation • Paparan Kinerja Divisi *Lending Product Development* Lending Product Development Division Performance Presentation • Paparan Kinerja Divisi *Credit Analyst* Credit Analyst Division Performance Presentation
25 Juni 2014 June 25, 2014	Direktorat *Retail* Directorate of Retails	• Paparan Kinerja *Channel and Distribution Group* Channel & Distribution Group Performance Presentation • Paparan Kinerja *Product Development and Platform Management Group* Platform Product Development and Management Group Performance Presentation • Paparan Kinerja Divisi *Consumer Lending Product and Process* Consumer Lending Product & Process Division Performance Presentation • Paparan Kinerja Divisi *Branch Banking Network* Branch Banking Network Division Performance Presentation • *Progress Update* Divisi *Marketing Communication* Progress Update on Marketing Communication Division
26 Juni 2014 June 26, 2014	Direktorat Treasury Financial Institution & Capital Market Directorate Financial Institution Treasury & Capital Market	• Paparan Kinerja Divisi *Treasury* Treasury DivisionPerformance Presentation • Paparan Kinerja Divisi *Financial Institution and Capital Market* Financial Institutions and Capital Markets Division Performance Presentation • Paparan Kinerja Divisi *Human Capital Management* Human Capital Management Division Performance Presentation

KEPUTUSAN DEWAN KOMISARIS

Sebagai bagian dari pelaksanaan tugas dan tanggung jawabnya, Dewan Komisaris terus mendorong pelaksanaan keputusan pengawasan dan penasehatan yang semakin efektif. Selama 2014, Dewan Komisaris telah mengeluarkan beberapa kebijakan seperti:

1. SK Dewan Komisaris No.001/SK-KOM/05/14 Tentang Prosedur Persetujuan dan Wewenang Komite Kredit Pusat PT Bank Victoria International Tbk.;
2. SK Dewan Komisaris No.001/SK-KOM/12/14 Tentang Pedoman Pelaksanaan Kerja, Sistem dan Prosedur Komite Nominasi dan Remunerasi PT Bank Victoria International Tbk.;
3. SK Dewan Komisaris No.002/SK-KOM/12/14 Tentang Evaluasi Kinerja Dewan Komisaris dan Direksi PT Bank Victoria International Tbk.

DECISION OF THE BOARD OF COMMISSIONERS

As part of the implementation of its tasks and responsibilities, the Board of Commissioners continues to encourage the execution of more effective monitoring and advisory decisions. During 2014, the Board of Commissioners has issued several policies such as:

1. Decision Letter of the Board of Commissioners No.001/SK-KOM/05/14 om PT Bank Victoria International Tbk. Approval Procedure and Central Credit Committee's Authority;
2. Decision Letter of the Board of Commissioners No.001/SK-KOM/12/14 on PT Bank Victoria International Tbk. Nomination and Remuneration Committee's Work Implementation Guidance, Systems and Procedures;
3. Decision Letter of the Board of Commissioners No.002/SK-KOM/12/14 on PT Bank Victoria International Tbk. Board of Commissioners and Directors' Performance Evaluation.

PROGRAM ORIENTASI BAGI KOMISARIS BARU

Pelaksanaan program orientasi bagi anggota Dewan Komisaris yang baru diangkat, diatur dalam Surat Keputusan Dewan Komisaris No.001/SK-KOM/12/14 Tentang Pedoman Pelaksanaan Kerja, Sistem dan Prosedur Komite Nominasi dan Remunerasi PT Bank Victoria International Tbk. program tersebut dilaksanakan melalui forum rapat gabungan Dewan Komisaris dan Direksi. Selama 2014, tidak terdapat Komisaris baru.

ORIENTATION PROGRAM FOR NEW COMMISSIONERS

Implementation of the orientation program for new members of the Board of Commissioners stipulated in Decision Letter of the Board of Commissioners No.001 BOC/SK-KOM/12/14 on PT Bank Victoria International Tbk. Nomination and Remuneration Committee's Work Implementation Guidance, Systems and Procedures. The program is implemented through a joint meeting forum of the Board of Commissioners and Directors. During 2014, there was no additional new member of the Commissioners.

PENGEMBANGAN KOMPETENSI DEWAN KOMISARIS

Di 2014, para anggota Dewan Komisaris telah menghadiri dan berpartisipasi dalam berbagai pelatihan serta seminar mengenai pelaksanaan tata kelola perusahaan dan bidang-bidang lainnya sebagai berikut:

COMPETENCE DEVELOPMENT OF THE BOARD OF COMMISSIONERS

In 2014, members of the Board of Commissioners have attended and participated in various training and seminars on the implementation of goof corporate governance and other fields as follows.

Tabel Pengembangan Kompetensi Dewan Komisaris
Table of the Board of Commissioners' Competence Development

Komisaris Commissioner	Materi Pengembangan Kompetensi/Pelatihan Competence Development/ Training Material of	Waktu dan Tempat Pelaksanaan Time and Venue	Jenis Pelatihan dan Penyelenggara Type of Training and Organizer
DANIEL BUDIRAHAYU	• *Governace for Sustainable Growth*	25 Januari 2014, January 25, 2014, Jakarta	In House Seminar, Rene Suhardono
	• *Refreshment Training Sertifikasi* Management Risiko Level Eksekutif/ Refreshment Training on Executive Level Risk Management Certification	10 Desember 2014, December 10, 2014, Jakarta	In House Training, PT Arfaidhams Secret
GUNAWAN TENGGARAHARDJA	• Governace for Sustainable Growth	25 Januari 2014, January 25, 2014, Jakarta	In House Seminar, Rene Suhardono
	• Refreshment Training Sertifikasi Management Risiko Level Eksekutif/ Refreshment Training on Executive Level Risk Management Certification	10 Desember 2014, December 10, 2014, Jakarta	In House Training, PT Arfaidhams Secret
ZAENAL ABIDIN PhD	• Governace for Sustainable Growth	25 Januari 2014, January 25, 2014, Jakarta	In House Seminar, Rene Suhardono
	• Training Kupas Tuntas 8 Risiko Berdasarkan Prinsip-Prinsip Penilaian Profil Risiko/ In Depth Training on 8 Risks Based on Risk Profile Assessment Principles	19-20 September 2014 19 to 20 September 2014, Jakarta	Public Training, Risk Management Guard (RMG)
SUZANNA TANOJO	• Governace for Sustainable Growth	25 Januari 2014, January 25, 2014, Jakarta	In House Seminar, Rene Suhardono
	• Refreshment Training Sertifikasi Management Risiko Level Eksekutif/ Refreshment Training on Executive Level Risk Management Certification	10 Desember 2014, December 10, 2014, Jakarta	In House Training, PT Arfaidhams Secret

SERTIFIKASI MANAJEMEN RISIKO

Per 31 Desember 2013, seluruh anggota Dewan Komisaris Bank telah lulus dalam mengikuti program Eksekutif Sertifikasi Manajemen Risiko yang diadakan oleh Badan Sertifikasi Manajemen Risiko dan telah pula mengikuti Program Pemeliharaan sesuai ketentuan yang berlaku. Di 2014, tiga anggota Komisaris mengikuti kegiatan training Refreshment Sertifikasi Management Risiko Level Eksekutif.

PENILAIAN KINERJA DEWAN KOMISARIS

Penilaian kinerja Dewan Komisaris dilaksanakan berdasarkan *peer group evaluation* dan dilakukan secara kolegial oleh Pemegang Saham serta secara *self assessment* GCG. Penilaian kinerja oleh pemegang saham dilakukan dalam RUPS Tahunan tentang Laporan Pertanggungjawaban Kinerja Bank Victoria tahun 2013 dan Pengesahan Laporan Keuangan Tahunan Audited 2013.

Peer group evaluation merupakan penilaian dengan cara masing-masing Komisaris memberikan penilaian terhadap Komisaris

RISK MANAGEMENT CERTIFICATION

By December 31, 2013, all members of the Board of Commissioners have passed the Executive Risk Management Certification program organized by the Risk Management Certification Agency and have also attended the Maintenance Program in accordance with the applicable regulations. In 2014, three members of the Commissioner participated in the Refreshment Training of Risk Management Certification for Executive Level.

EVALUATION OF THE BOARD OF COMMISSIONERS PERFORMANCE

The performance of the Board of Commissioners is evaluated on a peer group evaluation basis and is collegially conducted by the Shareholders as well as self-evaluation of GCG. Performance evaluation by the Shareholders is conducted in the Annual General Meeting of Shareholders on Performance Accountability Report of Bank Victoria in 2013 and the Ratification of 2013 Audited Annual Financial Statements.

Peer group evaluation is an evaluation conducted by each Commissioner by providing an evaluation of other Commissioners.

lainnya. Penilaian dilakukan berdasarkan bidang pengawasan dan pekerjaan masing-masing Dewan Komisaris. Kriteria penilaian dibuatkan secara general dan diuraikan dengan penjelasan secara kualitatif (tidak diberikan nilai secara angka/skala).

Dewan Komisaris dievaluasi berdasarkan indikator umum, yaitu:

a. Terlaksananya pengawasan atas tugas, tanggung jawab dan pencapaian kinerja Direksi;
b. Terlaksananya pengarahan, pemantauan dan pengevaluasian pelaksanaan kebijakan strategis Bank;
c. Terlaksananya pengawasan atas tindak lanjut dari Direksi berdasarkan temuan audit, rekomendasi Satuan Kerja Audit Internal Bank, auditor eksternal atau hasil pengawasan Otoritas Jasa Keuangan.

Adapun penilaian lainnya dilakukan berdasarkan parameter kriteria Penilaian Tugas dan Tanggung Jawab Dewan Komisaris dalam *self assessment* pelaksanaan GCG sebagaimana diatur pada Surat Edaran Bank Indonesia No.15/15/DPNP/tanggal 29 April 2013 perihal Pelaksanaan *Good Corporate Governance* bagi Bank Umum. Berdasarkan hasil penilaian *self assessment* pelaksanaan *Good Corporate Governance* tahun 2013, untuk aspek Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris mendapat nilai komposit 1 atau SANGAT BAIK.

KEBIJAKAN REMUNERASI DEWAN KOMISARIS

Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris mendapat sejumlah remunerasi dan fasilitas lainnya. Kebijakan pemberian remunerasi dan fasilitas lainnya bagi Dewan Komisaris mengacu kepada keputusan dari Pemegang Saham sebagaimana ditetapkan dalam Rapat Umum Pemegang Saham dengan memperhatikan hasil kajian yang dilakukan oleh Bank. Kajian tentang struktur dan jumlah remunerasi didasarkan pada hasil penilaian kinerja antar Komisaris (*self assessment*).

STRUKTUR REMUNERASI DEWAN KOMISARIS

Komponen remunerasi Dewan Komisaris terdiri atas Honorarium, Benefit sesuai dengan ketentuan Bank seperti Asuransi Kesehatan, Kendaraan Dinas, Jaminan Sosial Tenaga Kerja (JAMSOSTEK) dan Tunjangan Hari Raya (THR) serta Tantiem/Gratifikasi yang besarannya diberikan sesuai kinerja Bank.

The evaluation is done based on each field of supervision and work of the Board of Commissioners. Evaluation criteria are made in general and described by qualitative explanation (no numeral value/scale is given).

The Board of Commissioners is evaluated based on common indicators, which are:

a. The execution of supervision over duties, responsibilities and performance achievement of the Directors;
b. The execution of guidance, monitoring and evaluation activities on the implementation of the Bank's strategic policy;
c. The execution of supervision over the Board of Directors' follow-up actions upon the audit findings, recommendations from the Bank's internal audit unit, the external auditor or the results of the Financial Services Authority's supervision.

As for other evaluations, performance is measured by the criteria parameter of Task and Responsibility Evaluation of the Board of Commissioners on self-evaluation basis regarding the GCG implementation as stipulated in Bank Indonesia Circular Letter No.15/15/DPNP/dated April 29, 2013 concerning the Implementation of Good Corporate Governance for Banks. Based on the results of Good Corporate Governance self-evaluation in 2013, the Duties and Responsibilities aspects of the Board of Commissioners have been awarded a composite score of 1 or VERY GOOD.

REMUNERATION POLICY OF THE BOARD OF COMMISSIONERS

In carrying out its tasks and responsibilities, the Board of Commissioners receives an amount of remuneration and other facilities. Remuneration policy and other facilities for the Board of Commissioners refer to the decision of the Shareholders as set out in the General Meeting of Shareholders, having regard to the results of a study conducted by the Company. Studies on the structure and amount of remuneration is based on the evaluation result of self assessment of the Commissioners.

REMUNERATION STRUCTURE OF THE BOARD OF COMMISSIONERS

Remuneration components of the Board of Commissioners consists of Honorarium, Benefits in accordance with the provisions of the Bank such as Health Insurance, Official Vehicle, Worker Social Security (Jamsostek) and Religious Holiday Allowance (THR) and Share of Profit which given based on the Bank's performance.

Tabel Remunerasi Dewan Komisaris
Table of Remuneration Of The Board Of Commissioners

Jenis Remunerasi dan Fasilitas Lain Type of Remuneration and Other Facilities	Jumlah Yang Diterima Dewan Komisaris dalam 1 Tahun Amount Received in 1 Year	
	Orang Person	Jumlah (dalam juta Rupiah) Total (in million Rupiah)
Honorarium	4	4.104
Benefit (Asuransi Kesehatan, Kendaraan Dinas, JAMSOSTEK dan THR)/Benefit (Health Insurance, Official Vehicle, Social Insurance and Religious Holiday Benefit)	4	419
Tantiem/Gratifikasi Share of Profit/Gratification	4	672
TOTAL/TOTAL		**5.195**

Remunerasi dalam satu tahun dikelompokkan dalam kisaran tingkat penghasilan adalah sebagai berikut:

The remuneration within one year is classified in the following range of income levels:

Jumlah Remunerasi Remuneration Amount	Jumlah Dewan Komisaris Number of Board of Commissioners
Di atas Rp 1 miliar s.d Rp 2 miliar Over Rp 1 billion to Rp 2 billion	2
Di atas Rp 500 juta s.d Rp 1 miliar Over Rp 500 million – Rp 1 billion	2

DIREKSI

Direksi adalah organ Bank yang berwenang dan bertanggung jawab penuh atas pengurusan Bank serta bertindak untuk kepentingan dan tujuan Bank sesuai dengan maksud dan tujuan Bank serta strategi yang ditetapkan dalam RUPS dan Anggaran Dasar. Direksi bertugas dan bertanggung jawab secara kolektif dalam mengelola Bank. Direksi bertanggung jawab terhadap pengelolaan Bank agar dapat menghasilkan nilai tambah dan memastikan kesinambungan usaha.

Masing-masing anggota Direksi melaksanakan tugas dan mengambil keputusan sesuai dengan pembagian tugas dan wewenang. Tugas, wewenang, dan hal-hal lain yang terkait dengan Direksi sesuai dengan Anggaran Dasar dan peraturan perundang-undangan yang berlaku.

BOARD OF DIRECTORS

The Board of Directors is a corporate organ fully responsible for the company's management for corporate interest and objectives under the articles of association. The Board of Directors has collective task and responsibility to manage the company. The Board of Directors is responsible for corporate management in order to generate added value and ensure business sustainability.

Each member of the Board of Directors performs tasks and makes decisions according to the distributed tasks and authority. The tasks, authority, and others related to the Board of Directors are in compliant with the Articles of Association and the applicable laws and regulations.

TUGAS DAN TANGGUNG JAWAB DIREKSI

Direksi Bank Victoria bertanggung jawab sepenuhnya terhadap pengelolaan Bank dan mematuhi peraturan perundang-undangan dan ketentuan yang berlaku. Anggota Direksi memiliki pembidangan tugas dan tanggung jawab yang jelas.

Berdasarkan Anggaran Dasar, tugas dan tanggung Jawab Direksi Bank Victoria sebagai berikut:

1. Melaksanakan fungsi kepengurusan Bank secara efektif dan efisien, serta mewakili Bank baik didalam maupun diluar Pengadilan.
2. Melaksanakan prinsip-prinsip *Good Corporate Governance* dalam setiap kegiatan usaha Bank pada seluruh tingkatan dan jenjang organisasi dengan tetap memperhatikan prinsip kehati-hatian dan kepatuhan terhadap ketentuan yang berlaku.
3. Menyusun strategi usaha sesuai dengan visi dan misi Bank yang telah ditetapkan dengan Rencana Bisnis Bank Tahunan serta bertanggung jawab mengawasi dan melaksanakan dari waktu ke waktu dan menjamin partisipasi seluruh pegawai untuk ikut berperan sesuai dengan kompetensinya.
4. Menyusun dan menetapkan struktur Organisasi Bank beserta uraian tugas, wewenang dan tanggung jawab serta mengelola sumberdaya Bank secara optimal.
5. Mengungkapkan kepada seluruh pegawai kebijakan Bank yang bersifat strategis menetapkan remunerasi sesuai dengan kemampuan Bank dan lingkungan *peers group* serta

TASKS AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

The Board of Directors of Bank Victoria is fully responsible for the Bank's management and must comply with the applicable laws and regulations and provisions. Members of the Board of Directors have clear tasks and responsibilities.

Under the Articles of Association, the tasks and responsibilities of the Board of Directors of Bank Victoria are as follows:

1. Perform the Bank's management function in an effective and efficient manner and represent the Bank both in and out of court.
2. Implement GCG principles in its business activities in all levels of the organization by observing prudent principle and complying with the applicable provisions.
3. Formulate a business strategy according to the Bank's vision and mission as set forth in its Annual Business Plan and be responsible to supervise and implement and from time to time guarantee participation of all employees to take part following their competence.
4. Establish dan set the Bank's organization structure including the job description, authority and responsibility as well as optimally manage the Bank's resources.
5. Disclose to all employees the Bank's strategic policy, set remuneration according to the Bank's ability and peer group environment, and establish a fair and open career path by

menciptakan jenjang karier yang baik dan terbuka dengan menerapkan *reward and penalty* (promosi, demosi, mutasi dan pemutusan hubungan kerja).

6. Menerapkan Tata Tertib Kerja serta ketentuan tentang benturan kepentingan yang mengikat dan wajib ditaati. Termasuk pengaturan tentang mekanisme pengambilan keputusan dan hak bagi anggota Direksi, jika diantara mereka memiliki pendapat yang berbeda, termasuk hak untuk menyampaikan pendapat kepada Dewan Komisaris dan Otoritas Pengawas Bank atas hal-hal yang dapat membahayakan Bank.
7. Memastikan bahwa ketepatan dan kualitas serta akurasi laporan dan data keuangan yang disajikan untuk keperluan internal maupun ekternal, sesuai dengan ketentuan yang berlaku dengan memberdayakan fungsi pengendalian internal secara efektif termasuk peran Satuan Kerja Audit, Satuan Kerja Manajemen Risiko dan Satuan Kerja Kepatuhan sebagai *quality assurance*.
8. Memastikan bahwa temuan audit dan rekomendasi dari SKAI Bank, Auditor Eksternal, dan hasil pengawasan dan pemeriksaan Bank Indonesia dan/atau hasil pengawasan otoritas bank lainnya ditindak lanjuti dengan baik.
9. Mengungkapkan kepemilikan saham pada PT Bank Victoria International Tbk. maupun pada bank atau perusahaan lainnya baik yang berkedudukan di dalam negeri ataupun diluar negeri serta mengungkapkan hubungan keuangan dan hubungan keluarga serta keterkaitan lainnya dengan pemegang saham, anggota Dewan Komisaris dan diantara anggota Direksi.

applying reward and penalty system (promotion, demotion, transfer, and dismissal of employment).

6. Apply Work Rule and provisions of conflicts of interest, which is binding and must be observed. set the mechanism of decision making and the rights of members of the Board of Directors if they have dissenting opinions, including the right of expressing opinions to the Board of Commissioners and Bank's Supervisory Authority on any matters potentially disadvantageous to the Bank.
7. Ensure the correctness, quality, and accuracy of financial statements and data presented for internal and external purposes under the applicable provisions by effectively empowering internal control function, including the role of Audit Working unit, Risk Management Working unit, and Compliance Working unit as a form of quality assurance.
8. Ensure proper follow-ups of audit findings and recommendations made by the Bank's Internal Audit Working unit, External Auditor, and supervision and audit by Bank Indonesia and/or those by any other banking authorities.
9. Disclose share ownership to PT Bank Victoria International Tbk. and any other banks or companies domiciled within or outside the country and expose financial and family relationships as well as other relationships to the shareholders, members of the Board of Commissioners, and among the members of the Board of Directors.

PEDOMAN KERJA DIREKSI (*BOARD CHARTER*)

Pedoman kerja Direksi diatur dalam Kebijakan GCG yang ditetapkan dalam Surat Keputusan Direksi No.039/SK-DIR/05/13 tanggal 30 Mei 2013 tentang Kebijakan *Good Corporate Governance* (GCG). Kebijakan GCG bagian Direksi berisi tentang petunjuk tata laksana kerja Direksi, serta menjelaskan tahapan aktivitas secara terstruktur, sistematis, mudah dipahami dan dapat dijalankan dengan konsisten, dapat menjadi acuan bagi Direksi dalam melaksanakan tugas masing-masing untuk mencapai visi dan misi Bank. Dengan adanya Kebijakan GCG tersebut diharapkan akan tercapai standar kerja yang tinggi selaras dengan prinsip-prinsip GCG.

Adapun isi dari Kebijakan GCG sub bab Direksi antara lain mengatur hal-hal sebagai berikut:

I. Tugas Pokok
II. Hak dan Wewenang
III. Kewajiban
IV. Komposisi Direksi
V. Kualifikasi Direksi
VI. Independensi
VII. Rapat Direksi
VIII. Keterbukaan

Beberapa pokok pedoman kerja Direksi yang diatur dalam Kebijakan GCG dijabarkan sebagai berikut:

WORK GUIDELINES OF THE BOARD OF DIRECTORS (BOARD CHARTER)

The Board of Directors' Work Guidelines are set in the GCG Policy stipulated in the Board of Directors' Decree Letter No.039/SK-DIR/05/13 dated May 30, 2013 on the policy of Good Corporate Governance (GCG). The Director section of GCG Policy contains instructions on work administration of the Board of Directors, as well as the phases of activity in a structured, systematic, easy to understand manners and can be consistently implemented and may serve as a reference for the Board of Directors in carrying out their respective duties to achieve the vision and mission of the company. With the GCG policy, The bank is expected to achieve high standards of work in harmony with the principles of GCG.

The content of the Director Section of the GCG Policy are as follows:

I. Main Taks
II. Rights and Authorities
III. Obligation
IV. Composition of the Board of Directors
V. Qualifications of the Directors
VI. Independence
VII. Board of Directors Meeting
VIII. Openness

Some basic work guidelines of the Directors set out in the GCG Policy are described as follows:

Hak dan Wewenang Direksi
Kewenangan Direksi Sendiri

1. Mewakili Bank baik di dalam maupun di luar Pengadilan, untuk bertindak untuk dan atas nama Bank minimal dilakukan oleh 2 (orang) anggota Direksi, salah satunya Direktur Utama;
2. Menetapkan kebijakan dalam pengurusan Bank sehari-hari;
3. Mengatur ketentuan tentang kepegawaian termasuk penetapan kesehatan dan kesejahteraan pada umumnya, jaminan hari tua dan penghasilan lain bagi para pegawai berdasarkan peraturan yang berlaku dan kemampuan Bank;
4. Mengangkat, memberi penghargaan/promosi, atau sanksi/demosi, memberhentikan pegawai berdasarkan ketentuan kepegawaian yang objektif, transparan dan adil;
5. Memastikan tata kerja Direksi termasuk mengatur prosedur pemberian kewenangan kepada pejabat dibawahnya baik kewenangan substitusi ataupun non substitusi;
6. Mengangkat anggota komite yang didasarkan pada keputusan rapat Dewan Komisaris;
7. Memberikan kredit, membeli surat berharga, dan menginvestasikan pada aktiva berisiko lainnya sesuai dengan batas kewenangan dengan memperhatikan kecukupan ketersediaan modal Bank setiap saat;
8. Mengatur keperluan likuiditas Bank setiap saat serta menjaga Bank sensntiasa mampu menghadapi tekanan likuiditas dengan memperhatikan asas profitabilitas Bank;
9. Melakukan hapus buku kredit macet sesuai dengan batas kewenangan;
10. Mengambil alih agunan baik melalui pelelangan terbuka ataupun *over the counter*, baik berdasarkan kesukarelaan debitur ataupun melalui lelang terbuka dengan memperhatikan bahwa Kepemilikan Agunan yang Diambil Alih (AYDA) tersebut memiliki batas waktu sebagaimana ketentuan dan persyaratan yang berlaku;
11. Menjalankan tindakan lainnya baik mengenai pengurusan ataupun mengenai kepemilikan sesuai dengan ketentuan yang diatur dalam Anggaran Dasar Bank dan/atau ketetapan dalam RUPS serta berdasarkan ketentuan perundang-undangan yang berlaku.

Kewenangan Direksi yang memerlukan persetujuan Dewan Komisaris.

1. Menyusun rencana bisnis jangka menengah (*corporate plan*) serta rencana dan strategi bisnis jangka pendek (Rencana Bisnis Bank = RBB);
2. Menetapkan struktur organisasi Bank dan mengangkat pejabat eksekutif 1 (satu) level di bawah Direksi;
3. Membeli, melepas ataupun menjual harta Bank termasuk hapus tagih aktiva berisiko Bank;
4. Melakukan kerjasama operasi dengan badan hukum lain dalam bentuk kerjasama, kontrak manajemen, kerjasama lisensi termasuk BOT (*Build, Operate, and Transfer*) maupun BOO (*Build, Operate and Own*) dan perjanjian lain yang dapat dikategorikan sama;
5. Melakukan penyertaan terhadap badan hukum lain dan/atau melepaskan kepesertaan pada badan hukum lain;
6. Melakukan restrukturisasi atas pemberian kredit yang diputuskan langsung di tingkat Direksi.

Rights and Authorities of the Directors
The Proprietary Authorities of the Board of Directors

1. To represent the Bank both inside and outside the Court, to act for and on behalf of the Bank of by at least 2 (two) members of the Board of Directors, one of which is the President Director;
2. To establish policies in the management of the Bank on daily basis;
3. To regulate the provision of employment, including the establishment of benefits on health and welfare in general, pension and other income for employees based on the regulations and the Bank's performance;
4. To appoint, award/promote, or to give sanction/demotion, discharge employees based on the employment policy that are objective, transparent and fair;
5. To ensure the working procedures of the Directors well executed, including authority delegation to official whose rank is below him/her to regulate both substitution and non-substitution authorities.
6. To appoint members of the committee based on the decision of the meeting of the Board of Commissioners;
7. To extend credit, purchase securities, and to invest on other risky assets in accordance with the limits of authority by taking into account the availability of the Bank's capital adequacy at all time;
8. To set the Bank's liquidity at all times and keep the Bank to be able face liquidity pressure with regards to the Bank's profitability principles at all time;
9. To remove non-performing loans in accordance with the limits of authority;
10. To take over collaterals either through open auctions or *over the counter* procedure, either by voluntary debtor or through an open auction by paying close attention that the ownership of the Foreclosed Collateral Ownership assets possess a time limit in accordance with the aplicable terms and conditions;
11. To execute other actions in regards with the management or relating to possessions in accordance with the provisions stipulated in the Bank's Articles of Association and/or in the General Meeting of Shareholders as well as under the provisions of the prevailing legislation.

The Authorities of the Board of Directors that Require the Approval of the Board of Commissioners.

1. To arrange medium-term corporate plan as well as short-term business strategies and plans (Bank Business Plan = BBP);
2. To establish the Bank's organization structure and to appoint the executive officers 1 (one) level under the Board of Directors;
3. To purchase, remove or sell assets of the Bank including to remove the Bank's risky promissory notes;
4. To conduct joint operations with other legal entities in the form of cooperation, management contract, license collaboration including BOT (Build, Operate, *and* Transfer) and BOO (Build, Operate *and* Own) schemes and other agreements that may be categorized the same;
5. To make any investment to other legal entities and/or to release investment in other legal entities;
6. To restructure credit extension directly decided at the level of the Board of Directors.

Kewenangan Direksi yang memerlukan persetujuan RUPS.

1. Melakukan hapus tagih atas aktiva berisiko yang telah dihapus bukukan setelah dipastikan tidak memiliki potensi lagi atas jumlah yang menurut pertimbangan Dewan Komisaris wajib dimintakan persetujuan dari RUPS baik karena nilai yang cukup material dan/atau karena pertimbangan strategis lainnya;
2. Mengalihkan, melepaskan hak ataupun menjadikan jaminan utang atas seluruh ataupun melabihi batas tertentu dari harta Bank kepada pihak lain;
3. Mengubah Anggaran Dasar Bank;
4. Melakukan penggabungan/*merger*, peleburan/akuisisi, dan/atau pengambilalihan Bank lain.

Kewajiban Direksi

1. Menumbuhkan dan mewujudkan terlaksananya budaya kepatuhan pada semua tindakan organisasi dan kegiatan usaha Bank;
2. Memastikan terlaksananya fungsi kepatuhan Bank;
3. Mengusahakan dan menjamin terlaksananya kegiatan bisnis Bank sesuai dengan tujuan yang telah ditetapkan;
4. Menyiapkan rencana pengembangan bisnis Bank dan rencana strategi pencapaiannya (*corporate plan*);
5. Menyusun rencana bisnis tahunan (*bussiness plan*) dan meminta persetujuabn kepada Dewan Komisaris selambat-lambatnya 30 (tiga puluh) hari sebelum batas waktu terakhir pengajuan/penyampaian ke Bank Indonesia;
6. Membuat dan memelihara risalah RUPS dan risalah rapat Direksi serta menyelenggarakan pembukuan dan administrasi Bank sesuai dengan kelaziman yang berlaku menurut Anggaran Dasar dan peraturan perundangan;
7. Menyelenggarakan sistem akuntansi sesuai dengan prinsip akuntansi yang berlaku dan menetapkan prinsip-prinsip pengendalian intern sebagaimana ketentuan yang berlaku;
8. Mempertanggungjawabkan segala kegiatan Bank dan memberikan penjelasan kepada Dewan Komisaris dan ataupun Pemegang Saham yang menginginkan tentang keadaan dan jalannya aktivitas Bank, baik kuantitatif dalam bentuk laporan keuangan terkini dan/atau laporan keuangan lengkap ataupun laporan keuangan singkat serta dalam bentuk lainnya yang lazim maupun laporan kualitatif lainnya;
9. Memperhatikan masukan yang diberikan oleh Dewan Komisaris dalam melaksanakan fungsi pengawasan terhasap kebijakan Bank;
10. Direksi mempertanggungjawabkan tugasnya kepada Pemegang Saham melalui RUPS;
11. Berkaitan dengan penerapan manajemen risiko Bank:
    a. Menyusun kebijakan dan strategi manajemen risiko secara tertulis dan komprehensif;
    b. Bertanggungjawab atas pelaksanaan kebijakan manajemen risiko dan eksposur risiko yang diambil oleh Bank secara keseluruhan;
    c. Mengevaluasi dan memutuskan transaksi yang memerlukan persetujuan Direksi;
    d. Mengembangkan budaya manajemen risiko pada seluruh jenjang organisasi;
    e. Memastikan peningkatan kompetensi sumberdaya manusia yang terkait dengan manajemen risiko;

The authority of the Board of Directors that require approval of GMS.

1. To eliminate promissory notes on risky assets that have been written-off upon being confirmed not to possess any potential based on the consideration of the Board of Commissioners which is mandatory to ask for approval on the GM due to both insufficient material and/or other strategic considerations.
2. To transfer or dispose any right or to make the whole or to exceed certain capacity of the Bank's asset as a collateral to other party;
3. To change the Bank's Articles of Association;
4. To conduct incorporation/merger, consolidation/acquisition and/or taking over other banks

The Board of Director's Obligation

1. To grow and realize the implementation of a compliance culture in all Bank's business activities and organization actions;
2. To ensure the implementation of the Bank's compliance function;
3. To seek and guarantee the implementation of the Bank's business activities in accordance with its intended purpose;
4. To set up a Bank business development plan and strategic plan to achieve it (*corporate plan*);
5. To arrange annual business plan and ask for aproval to the Board of Commissioners no later than 30 (thirty) days before the deadline of submission/delivery to Bank Indonesia;
6. To create and maintain the minutes of the GMS and the minutes of the Board of Directors' Meetings as well as to conduct the Bank's bookkeeping and administration in accordance with the standards in applicable statutes and regulations;
7. To organize the accounting system in accordance with generally accepted accounting principles and to establish the principles of internal control as in the applicable provisions;
8. To take any responsibility for all Bank's activities and to provide any explanation to the Board of Commissioners and the Shareholders who require any information regarding the latest Bank's condition and activities, both quantitatively in terms of the latest financial statements, and/or in complete financial statements or brief financial statements as well as in other acceptable forms or other qualitative reports;
9. To take notes on any inputs provided by the Board of Commissioners in performing supervisory functions towards the Bank's policies;
10. To take any responsibilites of the Directors for their duties to the Shareholders through the GMS;
11. In conjunctions with the implementation of risk management:
    a. To develop written comprehensive policies and risk management strategies;
    b. To take responsibilities for the implementation of risk management policies and risk exposures taken by the Bank as a whole;
    c. To evaluate and decide on transactions that require the approval of the Board of Directors;
    d. To develop a risk management culture at all levels of the organization;
    e. To ensure competence improvement of the human resources related to the risk management;

f. Memastikan bahwa fungsi manajemen risiko telah beroperasi secara independen;
g. Melaksanakan kaji ulang secara berkala untuk memastikan:
   i. Akurasi metodologi penilaian risiko;
   ii. Kecukupan implementasi sistem informasi manajemen; dan
   iii. Ketepatan kebijakan, prosedur dan penetapan limit risiko.

KEBIJAKAN KEBERAGAMAN KOMPOSISI DIREKSI

Ketentuan tentang keberagaman komposisi Direksi dimuat dalam Kebijakan GCG Bank. Hal-hal yang terkait dengan komposisi Direksi diatur sebagai berikut:

1. Komposisi Direksi sedemikian rupa sehingga memungkinkan pengambilan keputusan yang efektif, tepat dan cepat serta dapat bertindak secara independen dalam arti tidak mempunyai kepentingan yang dapat mengganggu kemampuannya untuk melaksanakan tugasnya secara mandiri dan kritis;
2. Direksi terdiri atas setidaknya 3 (tiga) orang anggota Direktur yang dipimpin oleh Presiden Direktur atau Direktur Utama;
3. Mayoritas anggota Direksi paling kurang memiliki pengalaman 5 (lima) tahun di bidang operasional sebagai Pejabat Eksekutif Bank;
4. Seluruh anggota Direksi wajib berdomisili di Indonesia;
5. Salah seorang anggota Direksi harus menjabat sebagai Direktur Kepatuhan sesuai dengan ketentuan Bank Indonesia;
6. Bilamana jabatan seorang anggota Direksi lowong karena sebab apapun yang mengakibatkan jumlah anggota Direksi kurang dari 3 (tiga) orang maka selambat-lambatnya 3 (tiga) bulan setelah lowongan itu harus diadakan Rapat Umum Pemegang Saham (RUPS) untuk mengisi lowongan tersebut;
7. Apabila jabatan Direktur Utama lowong dan selama masa penggantinya belum diangkat atau belum memangku jabatannya, maka salah seorang Direktur yang ditunjuk oleh rapat Direksi akan menjalankan kewajiban Direktur Utama dan mempunyai wewenang serta tanggung jawab yang sama sebagai Direktur Utama;
8. Komposisi Direksi wajib dipenuhi sesuai ketentuan.

Sedangkan kualitas kompetensi Direksi ditentukan sebagai berikut:

1. Seluruh anggota Direksi telah lulus *Fit and Proper Test* dan telah memperoleh persetujuan dari Bank Indonesia;
2. Pengetahuan di bidang perbankan yang memadai dan relevan dengan jabatannya yaitu meliputi pengetahuan tentang peraturan dan sistem operasional Bank;
3. Pengalaman dan keahlian di bidang perbankan dan atau lembaga keuangan antara lain adalah keahlian di bidang operasional, pemasaran, pembukuan, pendanaan, perkreditan, pasar uang, pasar modal dan hukum perundang-undangan, yang berkaitan dengan bidang perbankan dan/atau lembaga keuangan;
4. Kemampuan untuk melakukan pengelolaan strategis dalam rangka pengembangan Bank yang sehat yaitu berupa kemampuan untuk mengantisipasi perkembangan dimasa yang akan datang, menginterpretasikan visi menjadi misi Bank, dan analisis situasi industri perbankan;

f. To ensure that risk management functions operate independently;
g. To carry out reviews on regular interval basis to ensure:
   i. The accuracy of risk evaluation methodologies;
   ii. The adequacy of management information system implementation; and
   iii. The accuracy of policies, procedures and risk limits.

DIVERSITY POLICY OF THE BOARD OF DIRECTORS COMPOSITION

The provisions on the composition diversity are stipulated in the GCG Policy. Issues related to the composition of the Board of Directors are organized as follows.

1. The composition of the Board of Directors will be in such a way to enable an effective, precise and prompt decision making and where the Board of Directors can act independently in the sense of not having interests that may interfere with their ability to perform their duties independently and critically;
2. The Board of Directors consists of at least three (3) members of Directors led by the President or Managing Director;
3. The majority of the Board of Directors should have at least 5 (five) years of experience in the field of operations as a Bank Executive Officer;
4. All members of the Board of Directors must domicile in Indonesia;
5. One of the Board of Directors' members shall serve as the Director of Compliance in accordance with Bank Indonesia stipulation;
6. If the position of a member of the Board of Directors is vacant for any reason, causing the number of the Board of Directors to be less than three (3) persons, then not later than three (3) months after such vacancy, a General Meeting of Shareholders (AGM) shall be held to fill the vacancy;
7. If the position of the President Director is vacant and his/her successor has neither been appointed nor hold the position, then one Director appointed by the Board of Directors ' Meeting will perform the duties of President DIrector and possesses the authority and responsibility of the same as the President Director;
8. The composition of the Board of Directors shall be met as stipulated.

Meanwhile, the competence of the Board of Directors is determined as follows.

1. All members of the Board of Directors have passed the fit and proper test and have obtained approval from Bank Indonesia;
2. Knowledge on banking business is adequate and relevant to the position which includes knowledge of regulatory and the Bank's operational systems;
3. Experience and expertise in banking or financial institutions, including expertise in operations, marketing, accounting, finance, credit, money market and capital market, laws and regulations related to banking and/or financial institutions;
4. The ability to conduct strategic management in order to develop a healthy bank in the form of the ability to anticipate future developments, interpret the Bank's vision to realize its mission, and analysis of the banking industry situation;

5. Anggota Direksi memiliki kemauan dan kemampua, serta membudayakan untuk melakukan pembelajaran secara berkelanjutan dalam rangka peningkatan pengetahuan tentang perbankan dan perkembangan terkini terkait pelaksanaan tugas dan tanggung jawabnya.

5. Members of the Board of Directors should possess the willingness and ability to develop, as well as to cultivate continuous learning in order to improve knowledge on banking and recent developments related to the implementation of their tasks and responsibilities.

KRITERIA DAN PEMBIDANGAN TUGAS DIREKSI

Jumlah anggota Direksi Bank Victoria terdiri dari 6 (enam) orang, yang semuanya berdomisili di wilayah kerja Bank Victoria. Seluruh anggota Direksi telah lulus *fit and proper test* tanpa catatan serta seluruh anggota Direksi telah lulus mengikuti program sertifikasi manajemen risiko.

Penggantian dan/atau Pengangkatan Direksi telah memperhatikan rekomendasi Komite Nominasi dan Remunerasi. Semua anggota Direksi memiliki kompetensi, integritas dan reputasi baik serta sebagian besar telah berpengalaman lebih dari 5 (lima) tahun di bidang operasional sebagai Pejabat Eksekutif.

Seluruh anggota Direksi tidak memiliki kepentingan dalam hal hubungan keuangan, kepemilikan, dan hubungan keluarga anggota Direksi dan Direksi dengan Komisaris, Direksi lainnya dan/atau Pemegang Saham Pengendali. Seluruh anggota Direksi telah membuat Surat Pernyataan tidak ada memiliki saham yang mencapai 5% atau lebih dari modal disetor pada lembaga keuangan bukan Bank maupun perusahaan lainnya yang berkedudukan di dalam maupun diluar negeri. Sesuai dengan fungsi tugas, wewenang dan tanggung jawab, Direksi tidak pernah memberikan kuasa umum kepada pihak lain.

Dalam melaksanakan tugasnya, Direksi dibagi atas bidang tugas sebagai berikut:

CRITERIA AND FIELDS OF TASKS OF THE BOARD OF DIRECTORS

Bank Victoria's Board of Directors consists of 6 (six) members, all of whom are domiciled within the operational area of Bank Victoria. All members of the Board of Directors have successfully passed a risk management certification program.

Replacement and or appointment of the Board of Directors have considered recommendations made by the Remuneration and Nomination Committee. All members of the Board of Directors have acceptable competence, integrity, and reputation and most of them have experiences of more than 5 (five) years in operational field as Executive Officers.

All members of the Board of Directors do not have any interest in terms of financial, ownership, and family relationship with the Board of Directors, the Board of Commissioners, other members of the Board of Directors, and/or the Controlling Shareholders. All members of the Board of Directors have made a Statement that they do not hold any shares of up to 5% or more of the paid-in capital in a non-bank financial institution or any other companies domiciled within or outside the country. According to the functions, tasks, authority, and responsibility, the Board of Directors have never conferred any general powers on any other parties.

In performing its tasks, the Board of Directors is divided into the following tasks.

Tabel Pembidangan Direksi
Table of Fields of Tasks of the Directors

No	Nama Name	Jabatan Position	Bidang Tugas Field of Task
1	**EKO RACHMANSYAH GINDO**	Direktur Utama President Director	Koordinasi pengelolaan Bank Victoria/ Coordination of management of Bank Victoria Membawahi Unit Kerja/In charge of the following working units: 1. SKAI/Internal Audit 2. Biro Hukum, Remedial dan Anti Fraud/Legal, Remedial & Anti Fraud Bureau 3. *Corporate Secretary*/Corporate Secretary 4. *General Affair*/General Affair 5. *Credit Analyst*/Credit Analyst
2	**SOEWANDY**	Wakil Direktur Utama Deputy CEO	Pengembangan Produk, Distribusi, Jaringan dan Marketing/ Product Development, Distribution, Networking, and Marketing Membawahi Unit Kerja/In charge of the following working units: 1. *Product Development and Platform Management Group*/ Product Development and Platform Management Group 2. *Channels and Distribution Group*/Channels and Distribution Group 3. *Branch Banking Network*/Branch Banking Network 4. *Marketing Communication and Segmentation*/ Marketing Communication and Segmentation 5. *Consumer Lending Product and Process*/Consumer Lending Product and Process 6. *Corporate Funding*/Corporate Funding 7. *Wealth Management and Mortgage Sales*/Wealth Management and Mortgage Sales 8. *Retail Funding*/Retail Funding

No	Nama Name	Jabatan Position	Bidang Tugas Field of Task
3	**GREGORIUS ANDREW ANDRYANTO HASWIN**	Direktur *Treasury, Financial Institution and Capital Market* Director of Treasury, Financial Institution and Capital Market	Pengelolaan Dana, Likuiditas, dan Aspek Permodalan Bank/ Fund Management, Liquidity, and Capital Aspect Membawahi Unit Kerja/In charge of the following working units: 1. *Treasury*/Treasury 2. *Financial Institution and Capital Market*/ Financial Institution and Capital Market 3. *Human Capital Management*/Human Capital Management
4	**RAMON MARLON RUNTU**	Direktur Business Director of Business	Pengelolaan Perkreditan/Credit Management Membawahi Unit Kerja/In charge of the following working units: 1. *Corporate Lending*/Corporate Lending 2. *Commercial Lending*/Commercial Lending 3. *Multi Financial Lending*/Multi Financial Lending 4. *Lending Support*/Lending Support
5	**OLIVER SIMORANGKIR**	Direktur Operasi dan Sistem Director of Operation and System	Operasional Perbankan dan Sistem Tekhnologi Informasi/ Bank Operation and Information Technology System Membawahi Unit Kerja/In charge of the following working units: 1. Operasional/Operation 2. Teknologi Sistem Informasi/Technology and Information System 3. *Network, MIS and Development*/Network, MIS and Development 4. Akuntansi dan MIS/Accounting and MIS 5. Administrasi Perkreditan/Credit Administration 6. *Legal Credit*/Legal Credit
6	**TAMUNAN**	Direktur Kepatuhan dan Manajemen Risiko Director of Compliance and Risk Management	*Compliance*, UKPN and *InternalControl*, Manajemen Risiko serta Sistem dan Prosedur dalam rangka penerapan *Good Corporate Governance*/ Compliance, Working Unit for Know-Your-Customer Principle Application (UKPN) and Internal Control, Risk Management and System and Procedure for GCG application Membawahi Unit Kerja/In charge of the following working units: 1. Compliance, UKPN dan *Internal Control*/Compliance, Working Unit for Know-Your-Customer Principle Application (UKPN) and Internal Control 2. Manajemen Risiko/Risk Management 3. Sistem dan Prosedur/System and Procedure

DASAR PENGANGKATAN ANGGOTA DIREKSI

Anggota Direksi diangkat berdasarkan akta persetujuan rapat RUPS. Dasar pengangkatan tiap-tiap anggota Direksi adalah sebagai berikut:

BASIS OF APPOINTMENT OF MEMBERS OF DIRECTORS

Members of the Board of Directors are appointed basedon the Deed of Meeting Agreement of GMS. The Basis of appointment for each member of the Board of Directors are as follows:

Tabel Dasar Pengangkatan Direksi
Table Basis of Appointment of Directors

Nama Name	Jabatan Position	Riwayat Dasar Pengangkatan Basis for Appointment
EKO RACHMANSYAH GINDO	Direktur Utama President Director	Akta Pernyataan Keputusan Rapat RUPS Tahunan No.22 tanggal 8 Oktober 2012 Deed of Meeting Decision Agreement of Annual GMS No.22 dated October 8, 2012 Akta Pernyataan Keputusan Rapat RUPS Tahunan No.41 tanggal 17 Oktober 2013 Deed of Meeting Decision Agreement of Annual GMS No.41 dated October 17, 2013
SOEWANDY	Wakil Direktur Utama Deputy CEO	Akta Pernyataan Keputusan Rapat RUPS Tahunan No.41 tanggal 17 Oktober 2013 Deed of Meeting Decision Agreement of Annual GMS No.41 dated October 17, 2013
GREGORIUS ANDREW ANDRYANTO HASWIN	Direktur Treasury, Financial Institution & Capital Market Director of Treasury, Financial Institution & Capital Market	Akta Pernyataan Keputusan Rapat RUPS Tahunan No.22 tanggal 8 Oktober 2012 Deed of Meeting Decision Agreement of Annual GMS No.22 dated October 8, 2012 Akta Pernyataan Keputusan Rapat RUPS Tahunan No.41 tanggal 17 Oktober 2013 Deed of Meeting Decision Agreement of Annual GMS No.41 dated October 17, 2013

Nama Name	Jabatan Position	Riwayat Dasar Pengangkatan Basis for Appointment
OLIVER SIMORANGKIR	Direktur Operasi dan Sistem Director of Operation & System	Akta Pernyataan Keputusan Rapat RUPS Tahunan No.33 tanggal 24 Maret 2009 Deed of Meeting Decision Agreement of Annual GMS No.33 dated March 24, 2009 Akta Pernyataan Keputusan Rapat RUPS Tahunan No.82 tanggal 25 Juni 2010 yang dinyatakan kembali dengan Akta Pernyataan Kembali RUPS Tahunan No.24 tanggal 21 Oktober 2010 Deed of Meeting Decision Statement of Annual GMS No.82 dated June 25, 2010 restated by Deed of Decision Restatement of Annual GMS No.24 dated October 21, 2010 Akta Pernyataan Keputusan Rapat RUPS Tahunan No.41 tanggal 17 Oktober 2013 Deed of Meeting Decision Agreement of Annual GMS No.41 dated October 17, 2013
RAMON MARLON RUNTU	Direktur Business Director of Business	Akta Pernyataan Keputusan Rapat RUPS Tahunan No.11 tanggal 12 Agustus 2011 Deed of Meeting Decision Agreement of Annual GMS No.11 dated August 12, 2011 Akta Pernyataan Keputusan Rapat RUPS Tahunan No.41 tanggal 17 Oktober 2013 Deed of Meeting Decision Agreement of Annual GMS No.41 dated October 17, 2013
TAMUNAN	Direktur Kepatuhan dan Manajemen Risiko Director of Compliance and Risk Management	Akta Pernyataan Keputusan Rapat RUPS Tahunan No.33 tanggal 24 Maret 2009 Deed of Meeting Decision Agreement of Annual GMS No.33 dated March 24, 2009 Akta Pernyataan Keputusan Rapat RUPS Tahunan No.82 tanggal 25 Juni 2010 yang dinyatakan kembali dengan Akta Pernyataan Kembali RUPS Tahunan No.24 tanggal 21 Oktober 2010 Deed of Meeting Decision Statement of Annual GMS No.82 dated June 25, 2010 restated by Deed of Decision Restatement of Annual GMS No.24 dated October 21, 2010 Akta Pernyataan Keputusan Rapat RUPS Tahunan No.41 tanggal 17 Oktober 2013 Deed of Meeting Decision Agreement of Annual GMS No.41 dated October 17, 2013

PENILAIAN KEMAMPUAN DAN KEPATUTAN

PBI Nomor 12/23/PBI/2010 tentang Uji Kemampuan dan Kepatutan (*fit and proper test*) menyebutkan bahwa calon anggota Direksi wajib lulus *fit and proper test* dan memperoleh persetujuan dari Bank Indonesia sebelum menjalankan tugas dan fungsi dalam jabatannya.Seluruh anggota Direksi telah lulus *fit and proper* tanpa catatan dan telah mendapat persetujuan dari Bank Indonesia, yang mengindikasikan bahwa setiap anggota Direksi memiliki integritas, kompetensi dan reputasi keuangan yang memadai.

EVALUATION OF FITNESS AND PROPERNESS

BI Regulation Number 12/23/PBI/2010 on Fit and Proper Tests sets forth that candidates of members of Board of Directors must pass a fit and proper test and obtain the approval of Bank Indonesia prior to performing their tasks and functions. All members of Board of Directors successfully passing the fit and proper test and obtaining the approval of Bank Indonesia indicate that each of the members have sufficient financial integrity, competence, and reputation.

Tabel Penilaian Kemampuan dan Kepatutan
Table of Fit and Proper Test

Nama Name	Pelaksana Evaluation Administrator	Hasil Result
EKO RACHMANSYAH GINDO	Bank Indonesia	LULUS/PASS
SOEWANDY	Bank Indonesia	LULUS/PASS
GREGORIUS ANDREW ANDRYANTO HASWIN	Bank Indonesia	LULUS/PASS
OLIVER SIMORANGKIR	Bank Indonesia	LULUS/PASS
RAMON MARLON RUNTU	Bank Indonesia	LULUS/PASS
TAMUNAN	Bank Indonesia	LULUS/PASS

INDEPENDENSI DIREKSI

Direksi tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga sampai dengan derajat kedua dengan anggota Dewan Komisaris, anggota Direksi dan/atau pemegang saham pengendali atau hubungan dengan bank yang dapat mempengaruhi kemampuannya untuk bertindak independen.

INDEPENDENCE OF BOARD OF DIRECTORS

The Board of Directors may not have any financial, management, share ownership, and/or family relationship up to the second degree lineage with members of the Board of Commissioners, members of the Board of Directors, and/or the controlling shareholders or the Bank, which may affect their ability to act independently.

Tabel Hubungan Keluarga Direksi
Table Relationships Family Directors

Nama Name	Hubungan Keluarga Dengan Family Relationship with					
	Direksi Board of Directors		Dewan Komisaris Board of Commissioners		Pemegang Saham Pengendali Controlling Shareholder	
	Ya/Yes	Tidak/No	Ya/Yes	Tidak/No	Ya/Yes	Tidak/No
EKO RACHMANSYAH GINDO	-	√	-	√	-	√
SOEWANDY	-	√	-	√	-	√
GREGORIUS ANDREW ANDRYANTO HASWIN	-	√	-	√	-	√
OLIVER SIMORANGKIR	-	√	-	√	-	√
RAMON MARLON RUNTU	-	√	-	√	-	√
TAMUNAN	-	√	-	√	-	√

Tabel Hubungan Keuangan Direksi
Table Financial Relations Board of Directors

Nama Name	Hubungan Keuangan Dengan Financial Relationship with					
	Direksi Board of Directors		Dewan Komisaris Board of Commissioners		Pemegang Saham Pengendali Controlling Shareholder	
	Ya/Yes	Tidak/No	Ya/Yes	Tidak/No	Ya/Yes	Tidak/No
EKO RACHMANSYAH GINDO	-	√	-	√	-	√
SOEWANDY	-	√	-	√	-	√
GREGORIUS ANDREW ANDRYANTO HASWIN	-	√	-	√	-	√
OLIVER SIMORANGKIR	-	√	-	√	-	√
RAMON MARLON RUNTU	-	√	-	√	-	√
TAMUNAN	-	√	-	√	-	√

KEPEMILIKAN SAHAM DIREKSI

Direksi tidak ada yang memiliki saham, baik di Bank Victoria maupun di perusahaan lainnya. Kepemilikan saham Direksi sebagai berikut:

SHARE OWNERSHIP OF BOARD OF DIRECTORS

None of the directors owns stakes, either in Bank Victoria or other companies. Shareholding of Directors are as follows:

Tabel Kepemilikan Saham Direksi
Table of Share Ownership of Directors

Nama name	Kepemilikan Saham di Bank Victoria Share Ownership in Bank Victoria	Kepemilikan Saham di Perusahaan Lain Share Ownership in Other Companies
EKO RACHMANSYAH GINDO	-	-
SOEWANDY	-	-
GREGORIUS ANDREW ANDRYANTO HASWIN	-	-
OLIVER SIMORANGKIR	-	-
RAMON MARLON RUNTU	-	-
TAMUNAN	-	-

RANGKAP JABATAN DAN BENTURAN KEPENTINGAN DIREKSI

Ketentuan rangkap jabatan bagi Direksi diatur dalam Kebijakan GCG. Anggota Direksi dilarang merangkap jabatan sebagai anggota Dewan Komisaris, Direksi atau Pejabat Eksekutif pada Bank, Perusahaan dan/atau lembaga lain. Rangkap jabatan dalam hal ini tidak termasuk sepanjang perangkapan jabatan tersebut tidak mengakibatkan yang bersangkutan mengabaikan pelaksanaan tugas dan tanggung jawab sebagai anggota Direksi Bank.

Seluruh anggota Direksi tidak memiliki rangkap jabatan sebagai Dewan Komisaris, Direksi atau Pejabat Eksekutif pada Bank, lembaga keuangan non bank atau perusahaan lain yang berkedudukan di dalam dan di luar negeri. Hal ini dinyatakan dalam suatu laporan yang harus diperbaharui setiap tahunnya.

Dalam hal terjadi benturan kepentingan, Direksi dan Pejabat Eksekutif Bank dilarang mengambil tindakan yang dapat merugikan Bank atau mengurangi keuntungan Bank. Direksi dan Pejabat Eksekutif wajib mengungkapkan benturan kepentingan dalam setiap keputusannya. Benturan kepentingan yang dimaksud antara lain adalah:

- Perbedaan antara kepentingan ekonomi Bank dengan kepentingan ekonomi pribadi pemilik, anggota Komisaris, anggota Direksi maupun Pejabat Eksekutif bank dan atau pihak terkait dengan Bank;
- Pemberian perlakuan istimewa kepada pihak – pihak tertentu di luar prosedur dan ketentuan yang berlaku serta pemberian suku bunga tidak sesuai dengan ketentuan dan prosedur yang berlaku.

CONCURRENT POSITIONS AND CONFLICT OF INTEREST OF DIRECTORS

Provisions on concurrent positions of the Directors are set in the GCG Policy. Members of the Board of Directors are prohibited from holding concurrent positions as a member of the Board of Commissioners, Board of Directors or Executive Officers of the Bank, and/or other companies or institutions. Concurrent positions in this case may be excluded if such positions do not result in any negligence of the tasks and responsibilities as a member of the Board of Directors of the Bank.

All members of the Board of Directors do not hold concurrent positions as members of the Board of Commissioners or Executive Officers of a Bank, non-bank financial institution, or any other companies domiciled within and outside the country. Such non-concurrent position is stated in a report which must be updated every year.

In the event of a conflict of interest, the Board of Directors and the Bank's Executive Officers are prohibited from taking actions that may harm the Bank or reduce the Bank's profit. The Board of Directors and Executive Officers are required to disclose conflicts of interest in every decision. Conflicts of interest here include:

- Any differences between the the Bank's economic interests and the economic interests of private owners, commissioners, members of the Board of Directors and Executive Officers of banks and or parties related to the Bank;
- The granting of preferential treatment to certain parties outside the procedures, regulations as well as the provision of interest rates that is not in accordance with the applicable rules and procedures.

Apabila keputusan tetap harus diambil, maka harus mengutamakan kepentingan ekonomi Bank dan menghindarkan kerugian atau berkurangnya keuntungan Bank.

Untuk meminimalisir terjadinya benturan kepentingan yang disebabkan adanya rangkap jabatan, setiap anggota Direksi diwajibkan untuk menandatangani Pakta Integritas yang berisikan keterangan bahwa dalam melaksanakan tugasnya, anggota Direksi tidak akan melakukan hal-hal yang dapat menimbulkan konflik kepentingan. Pakta Integritas tersebut disimpan dan diadministrasikan oleh Sekretaris Perusahaan.

Selama periode tahun 2014, tidak terdapat transaksi yang memiliki benturan kepentingan baik kepada Pengurus, Pejabat Eksekutif dan Pejabat Operasional Bank.

If the decision are still to be taken, it should consider priority to the Bank's economic interests and to avoid losses or reduced profit of the Bank.

To minimize conflicts of interest due to the concurrent positions, each member of the Board of Directors are required to sign the Integrity Pact which contains information that in carrying out their duties, members of the Board of Directors will not do any actiones that could create conflicts of interest. The Integrity Pact is kept and administered by the Secretary of the Company.

During 2014, there are no transactions with conflicts of interest to the Bank's Board of Directors, Executive Officers and Operations Officers.

PELAKSANAAN TUGAS DIREKSI

Selama 2014, Direksi telah melaksanakan tugas pengurusan Bank Victoria sesuai peraturan perundang-undangan yang berlaku dan Anggaran Dasar, antara lain:

1. Penyusunan perencanaan perusahaan, antara lain revisi RBB 2014 dan RBB 2015;
2. Pemenuhan target kinerja Bank;
3. Pengelolaan aset dan keuangan;
4. Penyelenggaraan rapat Direksi, menghadiri rapat Dewan Komisaris dan Rapat Umum Pemegang Saham;
5. Pengawasan dan perbaikan proses bisnis internal; serta
6. Pelaksanaan tugas lainnya terkait kepengurusan Bank.

TASK IMPLEMENTATION OF THE DIRECTORS

During 2014, the Board of Directors had undertaken the administration of Bank Victoria in compliance with the prevailing legislation and the Articles of Association, including:

1. Preparation of corporate planning, including revisions on BBP in 2014 and 2015;
2. Fulfillment of the Bank's performance targets;
3. Management of assets and finance;
4. Held the Board of Directors' meeting, attending meetings with the Board of Commissioners and the General Meeting of Shareholders;
5. Supervision and improvement of internal business processes; and
6. Implementation of other tasks related to the management of the Bank.

RAPAT DIREKSI

Sepanjang tahun 2014, Direksi Bank Victoria telah menyelenggarakan Rapat Direksi sebanyak 29 kali, serta Rapat Gabungan Dewan Komisaris dan Direksi sebanyak 14 kali. Adapun tabel kehadiran masing-masing anggota Direksi dalam rapat disajikan pada tabel berikut:

MEETING OF BOARD OF DIRECTORS

In 2014, the Board of Directors of Bank Victoria convened Meetings of the Board of Directors for 29 times, Joint Meetings of the Board of Commissioners and Board of Directors for 14 times, and Meetings of the Board of Commissioners and Board of Directors with the Directorates for 5 times. Attendance of each member of the Board of Directors is presented in the table below:

Tabel Rapat Direksi selama 2014
Table Meeting of the Board of Directors for 2014

Nama Name	Jabatan Position	Rapat Direksi Meeting of the Board of Directors		Rapat Gabungan Dewan Komisaris dengan Direksi Joint Meeting between the Board of Commissioners and Board of Directors	
		Kehadiran Attendance		Kehadiran Attendance	
		Jumlah Total	%	Jumlah Total	%
EKO RACHMANSYAH GINDO	Direktur Utama President Director	26	89,65	12	85,71
SOEWANDY	Wakil Direktur Utama Deputy CEO	25	86,20	12	85,71
GREGORIUS ANDREW ANDRYANTO HASWIN	Direktur Treasury, Financial Institution & Capital Market Director of Treasury, Financial Institution & Capital Market	28	96,55	13	92,86

Nama Name	Jabatan Position	Rapat Direksi Meeting of the Board of Directors		Rapat Gabungan Dewan Komisaris dengan Direksi Joint Meeting between the Board of Commissioners and Board of Directors	
		Kehadiran Attendance		Kehadiran Attendance	
		Jumlah Total	%	Jumlah Total	%
OLIVER SIMORANGKIR	Direktur Operasi dan Sistem Director of Operation and System	24	82,75	12	85,71
RAMON MARLON RUNTU	Direktur Business Director of Business	25	86,20	13	92,86
TAMUNAN	Direktur Kepatuhan dan Manajemen Risiko Director of Compliance and Risk Management	27	93,10	13	92,86

Selama 2014, agenda Rapat Direksi adalah sebagai berikut: The Board of Directors' Meeting Agendas in 2004 were as follows

Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
08 Januari 2014 January 8, 2014	• Diskusi *Board Of Director* Board of Directors' Discussion
13 Januari 2014 January 13, 2014	• Parsel Imlek 2014 dan *Corporate Sponsorship* Cabang Surabaya Hampers of Chinese New Year 2014 and Corporate Sponsorship for Surabaya Branch
20 Januari 2014 January 20, 2014	• *Approved Special Rate* Approved Special Rate • Persiapan Rapat Kerja 2014 Preparation for Work Meeting 2014 • Kinerja Keuangan Posisi 17 Januari 2014 Financial Performance as of January 17, 2014
27 Januari 2014 January 27, 2014	• Presentasi Calon Vendor Laporan Tahunan 2014 Presentation from Prospective 2014 Annual Report Vendor
03 Februari 2014 February 3, 2014	• *Program Pengembangan Bisnis* (BDP) Bussiness Development Program (BDP) • Produk *Bancassurance* Bancassurance Product • Kinerja Keuangan posisi 31 Januari 2014 Financial Performance as of January 31, 2014
10 Februari 2014 February 10, 2014	• Pembahasan Bahan Presentasi RBB 2014-2016 di OJK Discussion on Presentation Materials for BBP 2014-2016 at the FSA
17 Februari 2014 February 17, 2014	• *Man Power Planning, Victoria Culture dan Account Officer Development Program* Man Power Planning, Victoria Culture and Account Officer Development Program • Penentuan Vendor RUPS dan kegiatan *Public Expose* Determination of GMS Vendor and Public Expose activities • Sesi Pemotretan untuk Laporan Tahunan Photo Shoot Sessions for Annual Report • *Avantrade* (*Wealth Management Apps*) • *Mortgage Program Rate Plan*
03 Maret 2014 March 3, 2014	• Diskusi Terbuka Open Discussion • Proposal Pilihan Parsel 2014 Proposals on Hamper Options in 2014 • Kinerja Keuangan posisi 28 Februari 2014 dan target bulan Maret 2014 Financial Performance as of February 28, 2014 and target on March 2014

Tanggal Rapat **Meeting Date**	**Agenda Rapat** **Meeting Agenda**
10 Maret 2014 March 10, 2014	• Presentasi Hasil *Focus Group Discussion* oleh PT Axia World Indonesia Presentation on the result of Focus Group Discussion by PT Axia World Indonesia • Laporan Kinerja *Retail and Wealth Management* Performance Reports of Retail and Wealth Management • Acuan Penetapan Bunga *Break* Deposito dan Penalti Determination of Reference on Break Deposit Interest and Penalty
17 Maret 2014 March 17, 2014	• Diskusi Terbuka Open Discussion • Ketentuan *Break* Deposito Conditions on Break Deposit • Kinerja Keuangan Posisi 14 Maret 2014 dan *Forecast* Akhir Maret 2014 Financial Performance as of March 14, 2014 and Forecast of End of March 2014
24 Maret 2014 March 24, 2014	• Diskusi Terbuka Open Discussion • Struktur Organisasi Direktorat Bisnis Organization Structure of Directorate of Business • *Consumer Finance Loan*
14 April 2014 April 14, 2014	• Draf Skenario Rapat Umum Pemegang Saham Tahunan Draft of Annual General Meeting of Shareholders Scenario • Fungsi Kontrol pada Divisi Administrasi Perkreditan Control Functions in Credit Administration Division • Pungutan Otoritas Jasa Keuangan Financial Services Authority's Charges • Perkembangan Persiapan Mobil Kas Keliling – Surabaya, Jawa Timur The Development on the Mobile Cash Vehicle Unit Preparation - Surabaya, East Java • Program Komprehensif *Business Development* per 14 April 2014 Comprehensive Business Development Program per April 14, 2014 • Usulan Program *Corporate Social Responsibility* Bank Victoria Tahun 2014 Bank Victoria Corporate Social Responsibility Program Proposal in 2014 • Jadwal Sosialisasi *Corporate Culture* Bank Victoria Socialization Schedule of CBank Victoria orporate Culture • Jadwal Pelatihan *Personal Banker and Relationship Manager* Training Schedule of Personal Bankers and Relationship Managers
21 April 2014 April 21, 2014	• Diskusi Terbuka Open Discussion • Kinerja Keuangan posisi 17 April 2014 Financial Performance as of 17 Apri 17, I 2014
28 April 2014 April 28, 2014	• Diskusi Terbuka Open Discussion • 30 cabang *retail* 30 Retail Branches
26 Mei 2014 May 26, 2014	• Diskusi Terbuka Open Discussion • *Partner Bancassurance Product Information May* 2014 • Kinerja Keuangan posisi 9 Mei 2014 Financial Performance as of May 9, 2014 • Revaluasi Aktiva Tetap Revaluation of Fixed Assets
02 Juni 2014 June 2, 2014	• Diskusi Terbuka Open Discussion • 24-*Month Plan for Airport Branding* oleh Marcomm 24-Month Plan for Airport Branding by Marcomm • *Branch Revamp* • Kinerja Keuangan posisi 31 Mei 2014 Financial Performance as of May 31, 2014 • Simulasi Senior *Loan Facility* FMO Simulation of Senior Loan Facility FMO
11 Agustus 2014 August 11, 2014	• Diskusi Terbuka Open Discussion • Posisi Keuangan Akhir Juli 2014 Financial Position by the end of July 2014 • Kampanye program SMILE (*Service Focus, Mindful, Initiative, Lead, Excellent*) SMILE (Service Focus, Mindful, Initiative, Lead, Excellent) Campaign • Program "Ayo ke Bank" "Let's Go to Bank" Program • *Internet Banking* • Link Komunikasi (*Network*) Communication Links (Network) • Lisensi Windows Windows License

Tanggal Rapat Meeting Date	**Agenda Rapat** Meeting Agenda
01 September 2014 September 1, 2014	• Diskusi Terbuka Open Discussion • *Update Treasury* • Kinerja Keuangan Financial Performance • Target Bisnis Business Targets
15 September 2014 September 15, 2014	• Diskusi Terbuka Open Discussion • Update tentang FWD Indonesia dan Sinar Mas (MSIG) meliputi media *coverage*, integration ke website dan Facebook BVIC Update on FWD Indonesia and Sinar Mas (MSIG) includes media coverage, integration into the website and Facebook BVIC • Desain Kartu Natal, Parsel Natal dan Tahun Baru dan Desain Ang Pao Designing Christmas Cards, Christmas and New Year Hampers and Designing Chinese New Year Gift Envelope • Program "Ayo ke Bank" - *Timeline dan Budget* "Let's Go to Bank" Program - Timeline and Budget • Opsi Airport *Branding* untuk VIP *Safe* Options on Airport Branding for VIP Safe
22 September 2014 September 22, 2014	• Diskusi Terbuka Open Discussion • Kinerja Keuangan PT. BVIC per 19 September 2014 Financial Performance of PT. BVIC as of September 19, 2014 • Beberapa hal yang jadi perhatian untuk RBB 2015-2017 Some noteworthy issues on BBP of 2015-2017 • *Mobile Mini ATM by Cyberport*
6 Oktober 2014 October 6, 2014	• Diskusi Terbuka Open Discussion • Pembukaan Kantor Cabang Bandung Opening of Bandung Branch Office • Eksekusi *Branding* Tabungan VIP *Safe* Execution on Tabungan VIP Safe Branding • *Christmas Celebration Victoria Group* • Kinerja Keuangan PT. BVIC posisi 30 September 2014 dan *Forecast* Oktober 2014 Financial Performance of PT. BVIC as of 30 September 2014 and Forecast for October 2014
20 Oktober 2014 October 20, 2014	• Diskusi Terbuka Open Discussion • Kinerja Keuangan posisi 17 Oktober 2014 Financial Performance as of October 17, 2014
03 November 2014 November 3, 2014	• Paparan Laporan Keuangan per 31 Oktober 2014 Presentation of Financial Statements as of October 31, 2014 • Diskusi Persiapan untuk *Exit Meeting* OJK tanggal 04 November 2014 Discussion on the Preparation for FSA Exit Meeting dated November 4, 2014
07 November 2014 November 7, 2014	• Proyeksi Dana Pihak Ketiga (DPK) per November-Desember 2014 Third Party Fund (TPF) Projection as of November-December 2014 • Proyeksi Kredit per November-Desember 2014 Credit Projections as of November-December 2014
17 November 2014 November 17, 2014	• Presentasi Draf RBB 2015-2017 Presentation of Bank Business Plan Draft of 2015-2017 • Acara Natal 2014 dan *Branch Revamp* Christmas Events of 2014 and Branch Revamp • Temuan OJK Target dan Non Target Findings of FSA on Target and Non-Target
01 Desember 2014 December 1, 2014	• Kinerja Keuangan Periode 30 November 2014 dan *Forecast* Akhir Desember 2014 Financial Performance as of November 30, 2014 and Forecast for the end of December 2014 • Pajak Beberapa Nasabah VIP *Safe* Tax on several VIP Safe Clients • Kredit Perumahan Rakyat (KPR) Housing Loan (KPR) • Pemetaan ulang 2015 *Plan Branch Banking Network* Remapping 2015 Plan Branch Banking Network
08 Desember 2014 December 8, 2014	• Presentasi Laporan Perkembangan Observasi dan Pengujian Pengendalian Internal oleh Pricewater Cooper Presentation on Observation and Testing Progress Report of Internal Control by Pricewater Cooper • PSAK 50/55 • BPJS Social Security Agency

Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
09 Desember 2014 December 9, 2014	• Tindak Lanjut Pertemuan OJK tanggal 9 Desember 2014 Follow-up of FSA meeting, dated December 9, 2014
15 Desember 2014 December 15, 2014	• Diskusi Terbuka Open Discussion • Kinerja Keuangan Posisi 12 Desember 2014 Financial Performance as of December 12, 2014

Adapun setiap keputusan yang diambil dalam rapat telah dicatat dan didokumentasikan dengan baik dalam risalah rapat Direksi. Risalah rapat ditandatangani oleh seluruh Direksi dan didistribusikan kepada semua anggota Direksi, baik yang menghadiri rapat maupun tidak. Perbedaan pendapat (*dissenting opinion*) yang terjadi dalam rapat telah dicantumkan dalam risalah rapat disertai alasan perbedaan pendapat.

As per the decision taken in the meeting has been recorded and documented in the minutes of meetings of the Board of Directors. The minutes of the meeting signed by all Directors and distributed to all members of the Board of Directors, whether or not attend the meeting. Dissent opinion that occurs in the meeting has been included in the minutes of the meeting and the reasons of dissent.

PROGRAM ORIENTASI BAGI DIREKSI BARU

Pelaksanaan program orientasi bagi anggota Dewan Direksi yang baru diangkat, diatur dalam Surat Keputusan Dewan Komisaris No.001/SK-KOM/12/14 Tentang Pedoman Pelaksanaan Kerja, Sistem dan Prosedur Komite Nominasi dan Remunerasi PT Bank Victoria International Tbk. Program tersebut dilaksanakan melalui forum rapat gabungan Dewan Komisaris dan Direksi.

ORIENTATION PROGRAM FOR NEW DIRECTORS

Implementation of the orientation program for new appointed members of the Board of Directors, stipulated in the Board of Commissioners' Decree Letter No.001 BOC/SK-KOM/12/14 on Guidance on Work Execution, Systems and Procedures of Nomination and Remuneration Committee of PT Bank Victoria International Ltd. The program is implemented through a joint meeting forum between Board of Commissioners and Directors.

PENGEMBANGAN KOMPETENSI DIREKSI

Di 2014, anggota Direksi telah menghadiri dan berpartisipasi dalam berbagai pelatihanserta seminar mengenai pelaksanaan tata kelola perusahaan dan bidang-bidang lainnya sebagai berikut:

COMPETENCE DEVELOPMENT OF THE BOARD OF DIRECTORS

In 2013, members of the Board of Directors attended and participated in various training and seminars on good corporate governance implementation and other fields; among others are:

Tabel Pelatihan Direksi
Table Training Directors

Direksi Board of Directors	Materi Pengembangan Kompetensi/Pelatihan Material Development Competence/Training	Waktu dan Tempat Pelaksanaan Time and Place Implementation	Jenis Pelatihan dan Penyelenggara Type of Training and Operator
EKO RACHMANSYAH GINDO	• *Governace for Sustainable Growth*	25 Januari 2014 January 25, 2014, Jakarta	In House Seminar, Rene Suhardono
	• *Retail Banker International Asia Trailblazer Summit & Award*	13 Maret 2014 March 13, 2014, Singapore	Public Workshop, Finnova
	• *Launching e-learning*	18 Juli 2014 July 18, 2014, Jakarta	In House-Sosialisasi, Bank Victoria
	• *Training Refreshment Sertifikasi Management Risiko Level Eksekutif*	10 Desember 2014 December 10, 2014, Jakarta	In House Training, PT Arfaidhams Secret

Direksi Board of Directors	Materi Pengembangan Kompetensi/Pelatihan Material Development Competence/Training	Waktu dan Tempat Pelaksanaan Time and Place Implementation	Jenis Pelatihan dan Penyelenggara Type of Training and Operator
SOEWANDY	• *Governace for Sustainable Growth* • *Understanding Bank's Enterprise Risk Management to Comply With New Bank Indonesia Regulation, ICAAP and Basel III*	25 Januari 2014 January 25, 2014, Jakarta 19-20 Juni 2014 19 to 20 June 2014, Yogyakarta	In House Seminar, Rene Suhardono Public Training, BARa
GREGORIUS ANDREW ANDRYANTO HASWIN	• *Governace for Sustainable Growth*	25 Januari 2014 January 25, 2014, Jakarta	In House Seminar, Rene Suhardono
OLIVER SIMORANGKIR	• *Governace for Sustainable Growth* • *Launching e-learning*	25 Januari 2014 January 25, 2014, Jakarta 18 Juli 2014 July 18, 2014, Jakarta	In House Seminar, Rene Suhardono In House-Sosialisasi, Bank Victoria
RAMON MARLON RUNTU	• *Governace for Sustainable Growth* • *Training Refreshment Sertifikasi Management* Risiko "Tingkatkan *Loan to Deposit Ratio* (LDR) dan *Profit Bank*"	25 Januari 2014 January 25, 2014, Jakarta 18 Desember 2014 December 18, 2014, Jakarta	In House Seminar, Rene Suhardono In House Training, BSMR
TAMUNAN	• *Governace for Sustainable Growth* • *Launching e-learning* • *Training Refreshment Sertifikasi Management* Risiko *Level Eksekutif*	25 Januari 2014 January 25, 2014, Jakarta 18 Juli 2014 July 18, 2014, Jakarta 10 Desember 2014 December 10, 2014, Jakarta	In House Seminar, Rene Suhardono In House-Sosialisasi, Bank Victoria In House Training, PT Arfaidhams Secret

PENILAIAN KINERJA DIREKSI

Pelaksanaan evaluasi kinerja dilakukan secara komprehensif, berjenjang, dan berkala. Penilaian kinerja Direksi adalah sebagai berikut:

1. Direksi menandatangani kontrak manajemen yang berisi *Key Performance Indicators* (KPI) dan sasaran/target yang akan dicapai selama masa jabatannya, sebelum ditetapkan pengangkatannya sebagai Direksi perusahaan.
2. Direksi menyusun KPI yang memuat rencana kerja, sasaran/target yang akan dicapai dalam satu tahun maupun triwulanan yang merupakan penjabaran dari kontrak manajemen.
3. Direksi melaporkan realisasi pencapaian target masing-masing KPI dalam laporan triwulanan dan laporan tahunan kepada Komisaris baik secara individu maupun kolektif untuk di evaluasi.
4. Hasil evaluasi KPI Direksi oleh Dewan Komisaris merupakan media penilaian pertanggungjawaban Direksi di RUPS.

EVALUATION OF THE BOARD OF DIRECTORS PERFORMANCE

Performance evaluation is performed in a comprehensive, tiered, and periodic manner. Performance of the Board of Directors is evaluated as follows:

1. The Board of Directors signs a management contract setting forth Key Performance Indicators (KPI) and targets to be achieved during its term of office prior to its appointment.
2. The Board of Directors prepares KPI containing the work plan and targets to be achieved annually and quarterly as the elaboration of the management contract.
3. The Board of Directors reports the actual target achievements of each of the KPI in annual and quarterly reports to the Commissioners, either individually or collectively for evaluation.
4. The evaluation result of KPI achievement is a means of evaluation of the Board of Directors accountability in AGMs.

Penilaian kinerja Direksi dilaksanakan oleh Dewan Komisaris dan Direktur Utama dapat menilai Direksi lainnya. Penilaian kinerja Direksi berdasarkan indikator umum, yaitu:

a. Terlaksananya kepemimpinan (*leadership*), kerjasama (*team work*), komunikasi dan kompetensi yang baik;
b. Terlaksananya *Good Corporate Governance* dalam setiap kegiatan usaha Bank;
c. Terlaksananya pencapaian Rencana Bisnis Bank (RBB);
d. Terlaksananya pengawasan atas tindak lanjut dari Direksi berdasarkan audit, rekomendasi Satuan kerja Audit Internal Bank, auditor eksternal atau pengawasan Otoritas Jasa Keuangan.

Penilaian kinerja tersebut menggunakan ukuran kriteria berdasarkan nilai, yaitu nilai 3 untuk kinerja Baik, nilai 2 untuk kinerja yang dianggap cukup sedangkan nilai 1 untuk kinerja yang dianggap kurang. Evaluasi terhadap kinerja Direksi dilakukan 1 (satu) kali dalam setahun oleh Dewan Komisaris.

Adapun penilaian lainnya dilakukan berdasarkan parameter kriteria Penilaian Tugas dan Tanggung Jawab Direksi dalam *self assessment* pelaksanaan GCG sebagaimana diatur pada Surat Edaran Bank Indonesia No.15/15/DPNP/tanggal 29 April 2013 perihal Pelaksanaan *Good Corporate Governance* bagi Bank Umum. Berdasarkan hasil penilaian *self assessment* pelaksanaan *Good Corporate Governance* tahun 2013, untuk aspek Pelaksanaan Tugas dan Tanggung Jawab Direksi mendapat nilai komposit 1 atau SANGAT BAIK.

KEBIJAKAN REMUNERASI DIREKSI

Dalam menjalankan tugas dan tanggung jawabnya, Direksi mendapat sejumlah remunerasi dan fasilitas lainnya. Kebijakan pemberian remunerasi Direksi mengacu kepada keputusan dari Pemegang Saham sebagaimana ditetapkan dalam Rapat Umum Pemegang Saham dengan memperhatikan hasil kajian yang dilakukan oleh Bank. Kajian tentang struktur dan jumlah remunerasi didasarkan pada pencapaian Direksi atas Indikator yang digunakan dalam penetapan remunerasi Direksi meliputi kinerja Bank secara keseluruhan seperti pencapaian kinerja Bank dan pengelolaan manajemen risiko.

STRUKTUR REMUNERASI DIREKSI

Komponen remunerasi bagi Direksi terdiri dari Gaji Bruto, Benefit sesuai dengan ketentuan Bank seperti Asuransi Kesehatan, Kendaraan Dinas, Jaminan Sosial Tenaga Kerja (JAMSOSTEK) dan Tunjangan Hari Raya (THR) serta Tantiem/Gratifikasi yang besarannya diberikan sesuai kinerja Bank.

The Board of Director's performance evaluation is carried out by the Board of Commissioners and the President Director may evaluate other Directors. Performance evaluation of Directors based on common indicators, which are:

a. The implementation of leadership, team work, good communication and competence;
b. The implementation of Good Corporate Governance in all of the Bank's business activities;
c. The implementation of Bank Business Plan (BBP) achievement;
d. The supervision implementation on the Board of Directors' follow-up measures on the audit, the work of Internal Audit Unit of the Bank, external auditors or the supervision of the Financial Services Authority.

The performance evaluation uses the score-based criteria, i.e. 3 for Good performance, 2 for Satisfactory performance, 1 for unsatisfactory performance. The performance evaluation of the Board of Directors is conducted once a year by the Board of Commissioners.

Meanwhile, other evaluation is based on criteria parameters of Task and Responsibility Evaluation of the Board of Directors in self-evaluation basis on GCG implementation as stipulated in Bank Indonesia Circular Letter No.15/15/DPNP/dated April 29, 2013 regarding the implementation of Good Corporate Governance for Banks. Based on the results of the self-evaluation ratings of Good Corporate Governance in 2013, the Board of Directors' Duties and Responsibilities aspect got a composite score of 1 or VERY GOOD.

REMUNERATION POLICY OF THE BOARD OF DIRECTORS

In carrying out its duties and responsibilities, the Board of Directors received remuneration and other facilities. Remuneration policy of the Board of Directors refer to the decision of the Shareholders as set out in the General Meeting of Shareholders having regard to the results of a study conducted by the Bank. The study of the structure and amount of remuneration are based on the Board of Directors' achievement on indicators used in determining the remuneration of the Directors includes the Bank's overall performance such as the Bank's performance achievement and risk management.

REMUNERATION STRUCTURE OF THE BOARD OF DIRECTORS

Components of the Board of Directors' remuneration consists of Gross Salary, Benefits in accordance with the Bank's provisions such as Health Insurance, Office Vehicles, Social Security (Jamsostek) and Religious Holiday Allowance (THR) as well as Share of Profit and/Gratification which amount is given based on the Bank's performance.

Tabel Struktur Remunerasi Direksi
Table of Remuneration Structure of the Board of Directors

Jenis Remunerasi dan Fasilitas Lain Type of Remuneration and Other Facilities	Jumlah Yang Diterima Direksi dalam 1 Tahun Amount Received by Directors in 1 year	
	Orang Person	Jumlah (dalam juta Rupiah) Amount (in million Rupiah)
Gaji Bruto Gross Salary	6	9.191
Benefit (Asuransi Kesehatan, Kendaraan Dinas, JAMSOSTEK dan THR) Benefits (Health Insurance, Official Vehicles, Worker's Social Insurance and Holiday Allowance)	6	953
Tantiem/Gratifikasi Share of Profit/Gratification	6	2.107
TOTAL/TOTAL		**12.251**

Remunerasi dalam satu tahun dikelompokkan dalam kisaran tingkat penghasilan adalah sebagai berikut:

Remuneration within one year is classified in the following range of income levels:

Jumlah Remunerasi Total Remuneration	Jumlah Direksi Number of Directors
Di atas Rp 2 miliar Over Rp 2 billion	4
Di atas Rp 1 miliar s.d Rp 2 miliar Over Rp 1 billion - Rp 2 billion	2

KEPUTUSAN DIREKSI

Sebagai bagian dari pelaksanaan tugas dan tanggung jawabnya, Direksi mengeluarkan berbagai keputusan, baik di bidang pengelolaan operasional bisnis, keuangan, sumber daya manusia, maupun aspek strategis. Selama 2014, Direksi telah mengeluarkan 35 kebijakan dan prosedur (*Standard Operating Prosedure*-SOP) baru yang ditetapkan dalam Surat Keputusan (SK) Direksi, Ketentuan-ketentuan selain SOP sebanyak 58 yang ditetapkan dalam Surat Keputusan Direksi dan sebanyak 62 yang ditetapkan dalam Surat Edaran Direksi, diantaranya terkait dengan sistem IT, *Human Capital Management* (HCM), Produk dan Operasional. Selain itu, Direksi juga telah merevisi beberapa kebijakan lama melalui pengkinian 37 SK Direksi.

DECISION OF THE BOARD OF DIRECTORS

As a part of its task dan responsibility implementations, the Board of Directors issue a number of decisions, in the field of business operations management, finance, human resources, and strategic aspects. During 2014, the Board of Directors has issued 35 policies and procedures (Standard Operating Procedure -SOP) which are set out in Decree Letter (SK) of the Board of Directors, provisions other than the SOPs as much as 58 provisions, defined in the Decree Letter of the Board of Directors and as many as 62 provisions are defined in the Circular Letter of the Board of Directors, which were related to IT systems, Human Capital Management (HCM), Product and Operations. In addition, the Board of Directors has also revised some old policies through the updating of 37 Directors' Decree Letters.

ORGAN DAN KOMITE DI BAWAH DEWAN KOMISARIS

Dalam melaksanakan tugasnya, Dewan Komisaris dibantu oleh Sekretaris Dewan Komisaris dan Komite Penunjang, yaitu Komite Audit Komite Nominasi dan Remunerasi serta Komite Pemantau Risiko. Sekretaris Dewan Komisaris dan Komite di bawah Dewan Komisaris tersebut diuraikan sebagai berikut:

ORGANS AND COMMITTEES UNDER THE BOARD OF COMMISSIONERS

In performing its duties, the Board of Commissioners is assisted by the Secretary of the Board of Commissioners and Supporting Committees namely the Audit Committee, the Nomination and Remuneration Committee and the Risk Monitoring Committee. The Secretary of the Board of Commissioners and the Committees under the Board of Commissioners are described as follows.

SEKRETARIS DEWAN KOMISARIS

Sekretaris Dewan Komisaris memiliki peranan penting untuk membantu pelaksanaan tugas Dewan Komisaris. Sekretaris Dewan Komisaris bertanggung jawab secara langsung kepada Dewan Komisaris dalam melaporkan pelaksanaan tugasnya. Tugas dan tanggung jawab pokok Sekretaris Dewan Komisaris meliputi komunikasi internal dan eksternal serta koordinasi dengan Sekretaris Perusahaan terkait kesekretariatan antara Dewan Komisaris dengan manajemen Bank Victoria.

Berdasarkan Tata Tertib Dewan Komisaris yang dimiliki Bank, Sekretaris Dewan Komisaris berkewajiban untuk:

1. Membantu Dewan Komisaris dalam menjaga agar pelaksanaan Tata Tertib Dewan Komisaris, secara teknis dapat dilakukan dengan tertib;
2. Mengatur terselenggaranya rapat Dewan Komisaris;
3. Menyiapkan risalah rapat untuk disahkan dalam rapat berikutnya;
4. Menyiapkan laporan tentang pelaksanaan keputusan rapat guna dikaji dalam rapat berikutnya;
5. Menjaga kerahasiaan seluruh dokumen yang menurut sifatnya harus dirahasiakan.

Pada 2014, fungsi Sekretaris Dewan Komisaris dijabat oleh Arum Laras Nurani berdasarkan Surat Keputusan Direksi No: 01/SK-DIR/12/12 tanggal 03 Desember 2012.

Profil Sekretaris Dewan Komisaris sebagai berikut:

Arum Laras Nurani
Warga Negara Indonesia, Usia 26 tahun, lahir di Bandung pada tahun 1988. Memperoleh gelar Sarjana Ilmu Komunikasi dengan predikat *Cumlaude* dari Universitas Islam Bandung pada tahun 2010. Menjabat sebagai Sekretaris Dewan Komisaris sejak 03 Desember 2012 berdasarkan SK Direksi No.01/SK-DIR/12/12.

SECRETARY OF THE BOARD OF COMMISSIONERS

The Secretary of the Board of Commissioners has an important role to assist the implementation of the duties of the Board of Commissioners. The Secretary has direct responsibility to the Board of Commissioners in reporting its task implementation. The tasks and responsibilities of the Secretary of the Board of Commissioners includes internal and external communication and coordination with relevant Corporate Secretary in accordance with secretariate tasks between the Board of Commissioners and the management of Bank Victoria.

Under the Rules of the Board of Commissioners, the Secretary of the Board of Commissioners shall be obligated to:

1. Assist the Board of Commisioners in keeping the implementation of Rules of the Board of Commissioners technically done in an orderly manner;
2. Organize Board of Commsioners' meetings;
3. Prepare minutes of meetings to be approved in the next meeting;
4. Prepare a report on the implementation of the meeting decision which will be reviewed in the next meeting;
5. Maintain confidentiality of all documents which by their nature must be kept confidential.

In 2014, the functions of the Secretary of the Board of Commissioners held by Arum Laras Nurani by the Directors Decree No: 01/SK-DIR/12/12 dated December 3, 2012.

Profile Secretary of the Board of Commissioners as follows:

Arum Laras Nurani
Indonesian citizen, 26 years, born in Bandung in 1988. She earned her Bachelor of Communication Studies with Cumlaude predicate from Bandung Islamic University in 2010. She has served as the Secretary of the Board of Commissioners since December 3, 2012 by the Decree of the Board of Directors No.01/SK-DIR/12/12.

KOMITE AUDIT

DASAR PEMBENTUKAN KOMITE AUDIT

Komite Audit Bank dibentuk oleh Dewan Komisaris dan menjalankan tugasnya sesuai peraturan, diantaranya adalah sebagai berikut:

1. Keputusan Ketua BAPEPAM Nomor KEP-643/BL/2012 tanggal 7 Desember 2012 tentang Pembentukan dan Pedoman Pelaksanaan Tugas Komite Audit.

2. Surat Edaran Bank Indonesia No.15/15/DPNP/tanggal 29 April 2013 perihal Pelaksanaan *Good Corporate Governance* bagi Bank Umum.
3. Peraturan Bank Indonesia Nomor 8/4/PBI/2006 tanggal 30 Januari 2006 tentang Pelaksanaan *Good Corporate Governance* Bagi Bank Umum, telah diubah dengan Peraturan Bank Indonesia Nomor 8/14/PBI/2006 tanggal 5 Oktober 2006.
4. PT Bursa Efek Jakarta (BEI) Dewan Keputusan Direksi No.KEP-305/BEJ/07-2004 tanggal 19 Juli 2004 tentang Peraturan IA pada Pencatatan Saham dan Efek Bersifat Ekuitas selain saham yang diterbitkan oleh Perusahaan Tercatat.

PIAGAM KOMITE AUDIT

Dalam melaksanakan tugas dan tanggung jawab pengawasan pengendalian intern, Komite Audit Bank telah dilengkapi dengan pedoman kerja yang ditetapkan dalam Piagam Komite Audit. Piagam Komite Audit berisi antara lain mengenai tugas dan tanggung jawab komite, struktur, urauan mengenai aktivitas serta kewenangan dari Komite Audit. Piagam Komite Audit tersebut disusun berdasarkan peraturan dan perundang-undangan yang berlaku dan senantiasa ditinjau ulang secara berkala dan telah disahkan berdasarkan Keputusan Dewan Komisaris Nomor 001/SK-KOM/04/13 tentang Penetapan Piagam Komite Audit dan Keanggotaan Komite Audit PT Bank Victoria International Tbk. pada tanggal 1 April 2013. Piagam Komite Audit berisi:

1. Dasar penyusunan Piagam;
2. Definisi;
3. Tujuan;
4. Tugas dan tanggung Jawab;
5. Keanggotaan;
6. Aktivitas;
7. Kewenangan;
8. Tugas dan Tanggung Jawab Lain.

Beberapa pokok pedoman kerja Komite Audit yang diatur dalam Piagam Komite Audit dijabarkan sebagai berikut:

TUGAS DAN TANGGUNG JAWAB

Komite Audit bertugas untuk memberikan pendapat kepada Dewan Komisaris terhadap laporan-laporan atau hal-hal yang disampaikan oleh Direksi kepada Dewan Komisaris, mengidentifikasi hal-hal yang memerlukan perhatian Dewan Komisaris, dan melaksanakan tugas-tugas lain yang berkaitan dengan tugas Dewan Komisaris, antara lain meliputi:

AUDIT COMMITTEE

BASIS OF FORMATION OF THE AUDIT COMMITTEE

The Bank's Audit Committee is established by the Board of Commissioners and has been performing its task in accordance with the regulation, which are as follows:

1. Decision of the Chairman of BAPEPAM No.KEP-643/BL/2012 dated December 7, 2012 on the Audit Committee Establishment and Audit Committee Tasks Execution Guidelines.
2. Bank Indonesia Circular Letter No.15/15/DPNP/dated 29 April, 2013 on Good Corporate Governance implementation by Commercial Banks.
3. Bank Indonesia Regulation No.8/4/PBI/2006 dated January 30, 2006 on Good Corporate Governance implementation by Commercial Bank as amended by Bank Indonesia Regulation No.8/14/PBI/2006 dated October 5, 2006.

4. Jakarta Stock Exchange (IDX) Board of Directors' Decision No.KEP-305/BEJ/07-2004 dated July19, 2004 on the IA Regulations on Registration of Shares and Equity Securities other than shares issued by the Listed Companies.

AUDIT COMMITTEE CHARTER

In carrying out its tasks and responsibilities of internal control monitoring, tthe Audit Committee has been equipped with work guidelines set out in the Audit Committee Charter. The Charter contains the tasks and responsibilities of the committee, structure, explanation on the activities and the authority of the Audit Committee. The Audit Committee Charter is based on applicable rules and regulations and continue to be reviewed at regular intervals and are approved by the Board of Commissioners Decision No.001/SK-KOM/04/13 on the Establishment of the Audit Committee Charter and the Audit Committee Membership of PT Bank Victoria International Ltd. on April 1, 2013.The Charter contains:

1. Basis of the Charter Preparation;
2. Definition;
3. Purposes;
4. Tasks and responsibilities;
5. Membership;
6. Activities;
7. Authorities; and
8. Other tasks and responsibilities.

Some basic work guidelines set out in the Audit Committee Charter are described as follows:

TASKS AND RESPONSIBILITIES

The Audit Committee has the tasks to give opinions to the Board of Commissioners on reports and matters submitted by the Board of Directors to the Board of Commissioners, identify matters requiring the attention of the Board of Commissioners, and perform other tasks:

1. Memantau dan melaksanakan evaluasi terhadap pelaksanaan tugas Satuan Kerja Audit Internal;
2. Melakukan analisis atas pos-pos laporan keuangan yang signifikan sesuai dengan standar akuntansi yang berlaku di Indonesia;
3. Melakukan kajian atas informasi yang terkait dengan penyusunan laporan keuangan yang diterbitkan Bank, termasuk kajian tentang aspek bisnis dan laporan tata kelola Bank yang berkaitan dengan audit dan manajemen risiko;
4. Melakukan kajian atas kesesuaian pelaksanaan audit oleh Kantor Akuntan Publik eksternal dengan prinsip dan standar audit yang berlaku di Indonesia;
5. Melakukan kajian atas pelaksanaan tindak lanjut hasil temuan Satuan Kerja Audit Internal, Audit Eksternal (akuntan publik) maupun hasil pemeriksaan dan pengawasan Bank Indonesia;
6. Memberikan rekomendasi kepada Dewan Komisaris tentang penunjukkan Akuntan Publik dan kantor Akuntan Publik yang akan melakukan pengujian dan pemeriksanaan Laporan Keuangan Bank, kepada Dewan Komisaris untuk disampaikan guna memperoleh persetujuan pada Rapat Umum Pemegang Saham;
7. Penerapan pelaksanaan pengendalian Internal Bank;
8. Melakukan kosultasi dengan pemeriksa dari Pengawas Bank;
9. Menilai hubungan antara auditor internal maupun eksternal dengan manajemen Bank;
10. Melaporkan kepada Dewan Komisaris, ketua Komite (Komisaris Independen) melaporkan hasil rapat Komite kepada Dewan Komisaris pada pertemuan/rapat rutin Dewan Komisaris tentang segala hal yang relevan dengan tugas dan tanggung jawab Komite.

WEWENANG KOMITE AUDIT

1. Komite berwenang untuk menguji atas perencanaan dan pelaksanaan audit serta memantau tindak lanjut hasil audit dalam rangka menilai kecukupan pengendalian internal termasuk kecukupan proses laporan keuangan Bank;
2. Komite berwenang menerima laporan hasil pemeriksaan yang telah dilakukan oleh Satuan Kerja Audit Internal pada setiap kegiatan operasional dan fungsional Bank;
3. Komite berwenang memantau dan menganalisis pelaksanaan tugas Satuan Kerja Audit Internal, dengan meminta kertas kerja serta memberikan saran dan perbaikan proses audit yang dilakukan;
4. Komite berwenang melakukan penelitian atas syarat dan keabsahan Kantor Akuntan Publik sebelum ditunjuk menjadi Auditor Eksternal Bank;
5. Komite berwenang untuk meminta kertas kerja Auditor Eksternal untuk memastikan bahwa pemeriksaan telah dilakukan sesuai dengan prinsip pemeriksaan yang berlaku;
6. Komite berwenang meminta dokumen yang membuktikan bahwa tindak lanjut hasil audit telah dilaksanakan dengan baik dan benar serta tepat waktu;
7. Komite berwenang untuk membuat rekomendasi kepada Dewan Komisaris mengenai tindakan yang diperlukan atas kajian yang dilakukan.

1. Monitor and implemented an evaluation of the execution of the Internal Audit Unit tasks;
2. Conduct an analysis of the significant financial statement accounts in accordance with accounting standards applicable in Indonesia;
3. Review the information related to the preparation of financial statements issued by the Bank, including the study of the business aspects of the Bank's governance reports relating to the audit and risk management;
4. Conduct a study on the suitability of the audit executed by the external Public Accounting Firm with the principles and auditing standards applicable in Indonesia;
5. Conduct follow-up review of the findings of Internal Audit Unit, External Audit and the results of the examination and supervision of Bank Indonesia;
6. Provide recommendations to the Board of Commissioners on the appointment of Certified Public Accountants and Public Accountants Firmthat will conduct the testing and examination of the Bank's Financial Statements to the Board of Commissioners to be submitted for approval at the General Meeting of Shareholders;
7. Implementation of Internal control execution of the Bank;
8. Consult with the examiner of the Bank Supervisor;
9. Assess the relationship between internal and external auditors with the Bank's management
10. Report to the Board of Commissioners, chairman of the Committee (Independent Commissioner) reported the results of the Committee meeting to the Board of Commissionersat a meeting/regular meetings of the Board of Commissioners on all matters relevant to the duties and responsibilities of the Committee.

AUTHORITY OF THE AUDIT COMMITTEE

1. The Committee is authorized to examine the audit planning and execution as well as monitor the follow-up of the audit results in order to assess the adequacy of internal controls, including the adequacy of the Bank's financial statements;
2. The Committee is authorized to receive reports the examination results conducted by the Internal Audit Unit at every Bank's operational and functional activities;
3. The Committee is authorized to monitor and analyze the implementation of the Internal Audit Unit tasks, by asking the paper work as well as providing advice and improvement to the audit process ;
4. The Committee is authorized to conduct research on the terms and validity of Public Accounting Firm before appointed as the Bank's External Auditor;
5. The Committee is authorized to request the External Auditor's paper work to ensure that the examination was conducted in accordance with the principles applicable examination;
6. The Committee authorized to request documents proving that the follow-up of the audit results has been carried out properly and on time;
7. The Committee is authorized to make recommendations to the Board of Commissioners regarding the necessary action on studies conducted.

STRUKTUR, KEANGGOTAAN DAN KEAHLIAN KOMITE AUDIT

Anggota Komite Audit Bank terdiri dari seorang Komisaris Independen, seorang dari Pihak Independen yang memiliki keahlian di bidang keuangan atau akuntansi dan seorang dari Pihak Independen yang memiliki keahlian di bidang hukum atau perbankan. Keanggotaan Komite Audit Bank Victoria telah memenuhi ketentuan Bapepam-LK No.Kep-29/PM/2004 dan PBI No.8/4/PBI/2006 serta telah diangkat berdasarkan Surat Keputusan Direksi No.012/SK-DIR/11/13 tentang Perubahan Susunan Anggota Komite Audit PT Bank Victoria International Tbk. tertanggal 14 November 2013.

STRUCTURE, MEMBERSHIP AND SKILLS OF THE AUDIT COMMITTEE

The Audit Committee consists of an Independent Commissioner, one of the Independent Parties who has expertise in finance or accounting and one of the Independent Parties who has expertise in law or banking. Membership of the Audit Committee of Victoria has complied with Bapepam-LK No.Kep-29/PM/2004 and PBI 8/4/PBI/2006 and has been appointed by the Board of Directors Decree Letter No.012/SK-DIR/11/13 on Change of Members of the Audit Committee of PT Bank Victoria International Ltd. dated November 14, 2013.

Komposisi Komite Audit per 31 Desember 2014
Composition of the Audit Committee by December 31, 2014

Nama Name	Jabatan Position	Masa Jabatan Office Period	Keahlian Expertise
Daniel Budirahayu	Ketua Chairman	2013 – saat ini 2013 - today	Perbankan Banking
Tonny Setiadi	Anggota Member	2013 – saat ini 2013 - today	Manajemen Risiko, Perbankan Risk Management, Banking
Retno Dwijanti Widaningsih	Anggota Member	2013 – saat ini 2013 - today	Perbankan, Audit Banking, Audit

KUALIFIKASI PENDIDIKAN DAN PENGALAMAN KERJA KOMITE AUDIT

Daniel Budirahayu
Profil dapat dilihat di profil Dewan Komisaris

Tonny Setiadi
Warga Negara Indonesia. Usia 57 tahun, lahir pada tahun 1957. Memiliki pengalaman spesifik Penguji Sertifikasi Profesi Perbankan pada LSPP Bidang Manajemen Risiko tingkat 4 dan 5 untuk pejabat eksekutif, serta tingkat 1 dan 2 untuk Komisaris. Beliau memiliki puncak karir di perbankan sebagai Direktur Kepatuhan PT Bank Yudha Bhakti tahun 2007-2012. Menjabat sebagai Anggota Komite Audit dan Anggota Komite Pemantau Risiko Perusahaan, Beliau bertugas untuk mendukung ketua dalam segala hal yang berkaitan dengan tugas Komite.

Retno Dwijanti Widaningsih
Warga Negara Indonesia. Usia 55 tahun, lahir pada tahun 1959, seorang praktisi perbankan yang memiliki latar belakang pendidikan Program Pengembangan Professional Indonesia Perbankan II dan memiliki pengalaman kerja dalam bidang audit. Puncak karirnya sebagai Vice President, Head of Group Audit Deutsche Bank AG, Jakarta Branch. Bergabung sebagai Anggota Komite Audit sejak Februari 2013, Beliau juga bertugas untuk mendukung ketua dalam segala hal yang berkaitan dengan tugas Komite.

EDUCATION QUALIFICATIONS AND WORK EXPERIENCE OF THE AUDIT COMMITTEE

Daniel Budirahayu
His profile is available in the Board of Commissioners profile.

Tonny Setiadi
Indonesian citizen, 57 years old, born in 1957. He is experienced in banking sector throughout his career path for ± 30 years, with his last position as the member of Board of Directors in a national private bank. He serves as the member of Audit Committee and the member of Risk Control Committee of the Bank since February 2013, and currently he is one the examiners for the bank risk management competency test for executive officials and commissioners of the national banks at Banking Professional Certification Institute (Lembaga Sertifikasi Profesi Perbankan - LSPP). In conducting his duties as the member of Audit Committee and the member of Risk Control Committee, he supports the Head relating to the committee's jobs.

Retno Dwijanti Widaningsih
Indonesian Citizen, 55 years old, born in 1959, Retno is a banking practitioner with an educational background of Indonesia Professional Development Program of Banking II and has a working experience in audit sector. Her highest career is becoming the Vice President, Head of Audit Group of Deutsche Bank AG, Jakarta Branch. She has a specific experience in reducing the number of manpower from 4 to 2 persons that requires high multitasking skill level. Joining the Audit Committee since February 2013, she also has a task to support the chairman in all matters pertaining to the Committee's tasks.

INDEPENDENSI KOMITE AUDIT

Komite Audit menjalankan peran secara profesional dan independen, serta tidak menerima/melakukan intervensi dari/kepada pihak lainnya. Anggota Komite Audit tidak terkait dengan Pemegang Saham, Dewan Komisaris, maupun Direksi. Komite Audit yang berasal dari luar Bank tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan (*conflict of interest*) dengan Bank.

Aspek Independensi Komite Audit dijelaskan dalam tabel di bawah ini:

AUDIT COMMITTEE INDEPENDENCE

The Audit Committee professionally and independently conducts its role and does not accept/perform any intervention from/to other parties. The Audit Committee members are independent from the Shareholders, the Board of Commissioners, and the Board of Directors. Audit Committee member which comes from outside of the Bank does not have any interest/private relationship that may cause negative impacts and conflicts of interest with the Bank.

The Audit Committee Independence aspects are described in the table below:

Aspek Independensi Aspects of independence	**Daniel Budirahayu**	**Tonny Setiadi**	**Retno Dwijanti Widaningsih**
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi Does not have financial relationship with the Board of Commissioners and Board of Directors	Tidak ada None	Tidak ada None	Tidak ada None
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi Does not have any relationship in the company, its subsidiaries, or affiliate companies	Tidak ada None	Tidak ada None	Tidak ada None
Tidak memiliki hubungan kepemilikan saham di perusahaan Does not have any share ownership in the company	Tidak ada None	Tidak ada None	Tidak ada None
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Audit Does not have any family relationship with the Board of Commissioners, Directors, and/or other members of the Audit Committee	Tidak ada None	Tidak ada None	Tidak ada None
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah Does not served as a political party officials and government officials	Tidak ada None	Tidak ada None	Tidak ada None

PELAKSANAAN TUGAS

Sepanjang tahun 2014, Komite Audit telah melakukan pekerjaan sebagai berikut:

1. Memberikan masukan kepada Dewan Komisaris terkait aktivitas operasional Bank melalui memo intern;
2. Menyampaikan laporan tahunan atas hasil kerja Komite Audit periode 2013 kepada Dewan Komisaris;
3. Membahas rencana kerja Komite Audit untuk tahun buku 2014;
4. *Review* hasil Laporan Hasil Pemeriksaan (LHP) SKAI;
5. Memberikan rekomendasi telaahan hasil LHP SKAI;
6. Melakukan telaah atas Laporan Keuangan Bank;
7. Melakukan telaah atas laporan Kepatuhan;
8. Melakukan telaah atas pencapaian dibandingkan Rencana Bisnis Bank (RBB);
9. Memastikan penerapan fungsi pengendalian internal pada seluruh aktivitas operasional Bank;
10. Menyampaikan pendapat atas potensi risiko yang dapat dialami Bank, baik pada aktivitas operasional Bank maupun perkreditan;
11. Melakukan evaluasi atas perencanaan dan pelaksanaan audit serta memantau tindak lanjut hasil audit;
12. Memberikan rekomendasi terkait penunjukkan Kantor Akuntan Publik untuk melakukan *general* audit atas Laporan keuangan PT Bank Victoria International Tbk. dan anak perusahaan.

TASK IMPLEMENTATION

In 2013, the Audit Committee performed the following works:

1. Provide feedback to the Board of Commissioners of Bank operational activities through internal memos;
2. Convey the annual report on the work of the Audit Committee in 2013 to the Board of Commissioners;
3. Discuss the Audit Committee work plan for 2014;
4. Review the results of Audit Reports (LHP) Internal Audit;
5. Provide recommendations upon review of Internal Audit Report;
6. Conduct a review on the Bank's Financial Statement;
7. Conduct a review on compliance reports;
8. Conduct a review on the achievement compared to the Bank Business Plan (BBP);
9. Ensure the implementation of the internal control function on the entire Bank's operational activities;
10. Deliver opinions on the potential risks that the Bank may experience in the Bank's operational activities and credit;
11. Evaluate the audit planning and execution as well as monitor the follow-up of audit results;
12. Provide recommendations regarding the appointment of public accounting firm to conduct general audit of financial statements of PT Bank Victoria International Ltd. and its subsidiaries.

RAPAT KOMITE AUDIT

Sesuai dengan Piagam Komite Audit, Komite Audit menyelenggarakan rapat sesuai dengan kebutuhan sekurang-kurangnya 1 (satu) kali dalam 3 (tiga) bulan, yang dipimpin oleh ketua Komite Audit. Keputusan Rapat Komite Audit diambil berdasarkan musyawarah mufakat. Selama tahun 2014, Komite Audit telah menyelenggarakan 11 kali rapat dengan tingkat kehadiran sebagai berikut:

AUDIT COMMITTEE MEETINGS

In accordance with the Internal Audit Charter, The Committee Audit holds meeting as necessary of at least once in 3 (three) months, led by the Chairman of the Audit Committee. The Resoluton of the Meeting of Audit Committee is taken based on common agreement. During the period of 2014, the Audit Committee had held 11 meetings with the following attendance rate:

Tabel Tingkat Kehadiran Rapat Komite Audit
Table of Audit Committee's Meeting Attendance Rate

Nama Name	Jabatan Position	Rapat Internal Komite Audit Audit Committee Internal Meeting	
		Jumlah Rapat Number of Meetings	Tingkat Kehadiran (%) Attendance Rate (%)
Daniel Budirahayu	Ketua Chairman	11	100%
Tonny Setiadi	Anggota Member	11	100%
Retno Dwijanti Widaningsih	Anggota Member	11	100%

Selain mengadakan rapat internal, sepanjang 2014 Komite Audit juga melaksanakan rapat pembahasan bersama dengan Satuan Kerja Audit Internal (SKAI) sebanyak 3 (tiga) kali rapat dengan agenda pembahasan terkait Refreshment *Risk Based Audit*, Tindak lanjut temuan OJK atas pemeriksaan kredit cabang dan Tindak lanjut temuan OJK atas pemeriksaan operasional Bank. Rapat dengan Akuntan Publik terkait pembahasan laporan perkembangan observasi dan pengujian pengendalian internal. Tingkat kehadiran rapat tiap-tiap anggota Komite Audit dalam rapat-rapat dengan SKAI selama 2014 adalah 100%.

In addition to holding internal meetings, the Audit Committee had also held discussions with the Internal Audit Unit (SKAI) during 2014 for three (3) meetings with the agenda related to Refreshment Risk Based Audit, follow-up of the findings of the FSA on branch credit checks and follow-up on FSA findings on the Bank's operational inspection. Meeting with Public Accountant related on the discussion on observation development report and the internal controls testing. Meeting attendance of each member of the Audit Committee in meetings with the Internal Audit for 2014 reached 100%.

AGENDA RAPAT KOMITE AUDIT

Agenda rapat Komite Audit selama 2014, diantaranya membahas mengenai sebagai berikut:

AUDIT COMMITTEE MEETING AGENDA

Audit Committee meeting agenda during 2014, are as follows:

No	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
1.	29 Januari 2014 January 29, 2014	Pembahasan Penilaian Rating Kantor cabang dan Unit Kerja; Rencana Persiapan untuk meningkatkan kualitas SKAI; Rencana kerja Komite Audit 2014. Discussion on Branch Office and Work Unit Rating Evaluation; Preparation Plans to improve the quality of Internal Audit; The Audit Committee's work plan in 2014.
2.	10 Februari 2014 February 10, 2014	Pembahasan mengenai format Laporan Hasil Pemeriksaan SKAI, serta pembahasan file kredit (aktif dan pasif). Discussion on Internal Audit Report format, as well as discussion of credit files (active and passive).
3.	21 Maret 2014 March 21, 2014	Pembahasan mengenai format Laporan Hasil Pemeriksaan SKAI, kelengkapan dokumen, legalitas jaminan, *pending items* di notaris serta pembahasan mengenai *cek list*/audit program agar direview Komite Audit; juga jaminan yang disimpan pihak lain agar dilakukan *checking* secara berkala. Discussion on Internal Audit Reports format, document completeness, assurance legality, pending items on the notary and discussion on the check list/audit program to be reviewed by the Audit Committee; also collaterals held by other parties to be periodically checked.
4.	27 Maret 2014 March 27, 2014	Pembahasan *cek list* Kredit, Operasional dan GA; temuan BI terhadap 30 debitur dan 25 debitur inti; bunga pinjaman kredit; *training* kredit untuk SKAI. Discussion on Credit checks list, Operations and GA; BI findings on 30 debtors and 25 main debtors; interest loans; credit training for Internal Audit.
5.	24 September 2014 September 24, 2014	Aspek yang mendukung pelaksanaan GCG; *Training* dan penambahan staf untuk SKAI; format laporan hasil pemeriksaan SKAI. Aspects that support the implementation of GCG; Training and staff addition for Internal Audit; Internal Audit format reports on the results of the evaluation.

No	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
6.	25 September 2014 September 25, 2014	*Refreshment Risk Based* Audit secara umum; kredit; operasional; pengembangan. Refreshment Risk Based Audit in general; credit; operations; development.
7.	20 Oktober 2014 October 20, 2014	Pembahasan Laporan Hasil Pemeriksaan SKAI. Discussion on Internal Audit Reports.
8.	28 Oktober 2014 October 28, 2014	Pembahasan Laporan Hasil Pemeriksaan SKAI secara umum singkat jelas komprehensif dan informatif menggambarkan kinerja cabang; kredit; operasional. Discussion on Internal Audit Reports which are generally brief, clear, comprehensive and informative to illustrate the performance of the branch; credit; operational.
9.	18 November 2014 November 18, 2014	Menindaklanjuti hasil temuan OJK atas pemeriksaan kredit cabang. Follow up on FSA findings on branch credit check.
10.	27 November 2014 November 27, 2014	Menindaklanjuti hasil temuan OJK atas pemeriksaan operasional Bank Follow up on FSA findings on Bank's Operational evaluation.
11.	10 Desember 2014 December 10, 2014	Pembahasan Laporan Perkembangan Observasi dan Pengujian Pengendalian Internal oleh PWC. Discussion on Observation Development Report and Internal Control Testing by PWC

PENGEMBANGAN KOMPETENSI KOMITE AUDIT

Selama 2014, anggota Komite Audit diberikan kesempatan untuk mengikuti dan berpartisipasi dalam berbagai pelatihan serta seminar sebagai berikut:

AUDIT COMMITTEE COMPETENCE DEVELOPMENT

During 2014, members of the Audit Committee were given the opportunity to follow and participate in various trainings and seminars as follows:

Tabel Pengembangan Kompetensi Komite Audit
Table of Audit Committee's Competence Development

Materi Pelatihan Training Material	Tanggal Pelatihan Training Date	Pelaksana Organizers	Peserta dari Anggota Komite/Participant from the Audit Committee
Training Refreshment Sertifikasi Management Risiko Level Eksekutif/Refreshment Training on the Risk Management Certification on Exevutive LEvel	10 Desember 2014 December 10, 2014	PT Arfaidhams Secret, Jakarta	Daniel Budirahayu

KOMITE NOMINASI DAN REMUNERASI

NOMINATION AND REMUNERATION COMMITTEE

DASAR PEMBENTUKAN KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi Bank Victoria dibentuk berdasarkan Peraturan Bank Indonesia Nomor 8/4/PBI/2006 tanggal 30 Januari 2006 tentang Pelaksanaan *Good Corporate Governance* Bagi Bank Umum, telah diubah dengan Peraturan Bank Indonesia Nomor 8/14/PBI/2006 tanggal 5 Oktober 2006.

BASIS OF THE NOMINATION AND REMUNERATION's FORMATION

The Nomination and Remuneration Committee of Bank Victoria is established by Bank Indonesia Regulation No.8/4/PBI/2006 dated January 30, 2006 on the Implementation of Good Corporate Governance for Commercial Bank, amended by Bank Indonesia Regulation No.8/14/PBI/2006 dated October 5, 2006.

PIAGAM KOMITE NOMINASI DAN REMUNERASI

Dalam melaksanakan tugas dan tanggung jawabnya, Komite Nominasi dan Remunerasi Bank Victoria telah dilengkapi pedoman kerja yang ditetapkan dalam Piagam Komite Nominasi dan Remunerasi. Piagam Komite Nominasi dan Remunerasi tersebut disusun berdasarkan peraturan dan perundang-undangan yang berlaku dan senantiasa ditinjau ulang secara berkala dan telah disahkan berdasarkan Keputusan Dewan Komisaris No.001/SK-KOM/12/14 Tentang Pedoman Pelaksanaan Kerja,

CHARTER OF THE NOMINATION AND REMUNERATION

In carrying out its duties and responsibilities, the Nomination and Remuneration of Bank Victoria has been furnished with guidelines set out in the Nomination and Remuneration Committee Charter. The Nomination and Remuneration Committee Charter is prepared based on the applicable rules and regulations and continue to be reviewed at regular intervals and is approved by the Board of Commissioners Decision No.001/SK-KOM/12/14 on Work Implementation Guideline, Systems and Procedures of the

Sistem dan Prosedur Komite Nominasi dan Remunerasi PT Bank Victoria International Tbk. pada tanggal 10 Desember 2014.

Adapun isi dari Pedoman Pelaksanaan Kerja, Sistem dan Prosedur Komite Nominasi dan Remunerasi adalah sebagai berikut:

I. Pendahuluan;
II. Fungsi, Wewenang dan Tanggung Jawab;
III. Keanggotaan dan Tata Tertib;
IV. Sistem Nominasi dan Remunerasi.

STRUKTUR DAN KEANGGOTAAN KOMITE NOMINASI DAN REMUNERASI

Bank Victoria memiliki Komite Nominasi dan Remunerasi yang dimaksudkan untuk membantu Dewan Komisaris terkait dengan nominasi dan remunerasi yang diangkat berdasarkan Surat Keputusan Direksi No.040/SK-DIR/02/12 tentang Pengangkatan Komite Nominasi dan Remunerasi PT Bank Victoria International Tbk. tertanggal 22 Februari 2012.

Nomination and Remuneration Committee of PT Bank Victoria International Ltd. on December 10, 2014.

The contents of the Implementation Guidance, Systems and Procedures Nomination and Remuneration Committee are as follows:

I. Introduction;
II. Functions, Authorities and Responsibilities;
III. Membership and Rules;
IV. Nomination and Remuneration System.

NOMINATION AND REMUNERATION COMMITTEE STRUCTURE AND MEMBERSHIP

Bank Victoria has a Nomination and Remuneration Committee to assist the Board of Commissioners in matters related to nomination and remuneration. They were appointed by the Directors Decree Letter No.040/SK-DIR/02/12 on the Appointment of the Nomination and Remuneration Committee of PT Bank Victoria International Ltd. dated February 22, 2012.

Tabel Komposisi Komite Nominasi dan Remunerasi per 31 Desember 2014
Composition of the Nomination and Remuneration Committee as of December 31, 2014

Nama Name	Jabatan Position	Periode Jabatan Office Period	Keahlian Expertise
Gunawan Tenggarahardja	Ketua Chairman	2012 - saat ini 2012 - today	Perbankan Banking
Suzanna Tanojo	Anggota Member	2012 - saat ini 2012 - today	Perbankan Banking
Syahda Candra	Anggota Member	2012 - saat ini 2012 - today	*Human Capital*

PROFIL KOMITE NOMINASI DAN REMUNERASI

Gunawan Tenggarahardja
Profil dapat dilihat di profil Dewan Komisaris

Suzanna Tanojo
Profil dapat dilihat di profil Dewan Komisaris

Syahda Candra
Warga Negara Indonesia. Usia 41 tahun, lahir di Jakarta pada tahun 1974. Memperoleh gelar Sarjana Psikologi Industri dari Universitas Persada Indonesia Y.A.I Jakarta pada tahun 1998. Memulai karirnya di PT Bank Ekonomi sebagai *Senior Staff Human Resource Department* (*Recruitment and Man power*) sejak tahun 1997 hingga tahun 2000. Kemudian pada tahun 2001 hingga Juni 2002, Beliau menjabat sebagai *Assistant Manager Human Resource Department* pada PT Hawaii Confectionery Factory. Selanjutnya, Beliau menjabat sebagai *Supervisor Human Resource Department* pada PT JS Multi Collection, sejak tahun 2002 hingga 2003. Bergabung dengan Perusahaan di tahun 2003 dengan menduduki posisi sebagai *Division Head of Human Resource & General Administration*. Dan terakhir, sejak tahun 2012 hingga saat ini, Beliau menjabat sebagai *Division Head of Human Capital Management* sekaligus dipercaya untuk menduduki posisi sebagai anggota Komite Nominasi dan Remunerasi PT Bank Victoria International Tbk.

NOMINATION AND REMUNERATION COMMITTEE PROFILES

Gunawan Tenggarahardja
His profile is available at the Board of Commissioners profile.

Suzanna Tanojo
Her profile is available at the Board of Commissioners profile.

Syahda Candra
Indonesian Citizen, 39 years old, born in 1974. Syahda earned her Bachelor of Industrial Psychology Degree from Universitas Persada Indonesia Y.A.I Jakarta in 1998. She started her career in PT Bank Ekonomi as a Senior Staff of Human Resource Department (Recruitment and Manpower) from 1997 to 2000. Then, from 2001 to June 2002, she held a position as an Assistant Manager of Human Resource Department in PT Hawaii Confectionery Factory. Thereafter, she sat as a Supervisor of Human Resource Department in PT JS Multi Collection from 2002 to 2003. She then joined the Company in 2003 and held the position as the Division Head of Human Resource & General Administration. Lastly, since 2012, she has been holding a position as the Division Head of Human Capital Management and is simultaneously entrusted to become a member of the Nomination and Remuneration Committee of PT Bank Victoria International Tbk.

INDEPENDENSI KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi menjalankan peran secara profesional dan independen, serta tidak menerima/melakukan intervensi dari/kepada pihak lainnya. Anggota Komite Nominasi dan Remunerasi tidak terkait dengan Pemegang Saham, Dewan Komisaris, maupun Direksi.

Independensi Komite Audit dan Komite Nominasi dan Remunerasi sebagai berikut:

INDEPENDENCE OF THE NOMINATION AND REMUNERATION

The Nomination and Remuneration Committee professionally and independently performs its roles, and does not accept/make intervention from/to other parties. The Nomination and Remuneration Committee members are not related to the Shareholders, the Board of Commissioners, and the Board of Directors.

The independence of the Audit Committee and the Nomination and Remuneration Committee are as follows:

Aspek Independensi **Aspects of independence**	**Gunawan Tenggarahardja**	**Suzanna Tanojo**	**Syahda Candra**
Hubungan keuangan dengan Dewan Komisaris dan Direksi Financial relationship with the Board of Commissioners and Board of Directors	Tidak None	Tidak None	Tidak None
Hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi Management relationship in the company, its subsidiaries, or affiliate companies	Tidak None	Tidak None	Tidak None
Hubungan kepemilikan saham di perusahaan Share ownership relationship in the company	Tidak None	Ya Yes	Tidak None
Hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Audit Family relationship with the Board of Commissioners, Directors, and/or other members of the Audit Committee	Tidak None	Tidak None	Tidak None
Menjabat sebagai pengurus partai politik, pejabat dan pemerintah Serve as a political party officials and government officials	Tidak None	Tidak None	Tidak None

TUGAS DAN TANGGUNG JAWAB

Komite Nominasi dan Remunerasi memiliki tugas dan tangung jawab, meliputi:

1. Melakukan evaluasi terhadap kebijakan remunerasi dan memberikan rekomendasi kepada Dewan Komisaris mengenai kebijakan remunerasi bagi Dewan Komisaris dan Direksi untuk disampaikan kepada Rapat Umum Pemegang Saham, dan kebijakan remunerasi bagi Pejabat Eksekutif dan pegawai secara keseluruhan untuk disampaikan kepada Direksi;
2. Memperhatikan kinerja keuangan dan pemenuhan cadangan, prestasi kerja individu, kewajaran dengan *peer group*, serta pertimbangan sasaran dan strategi jangka panjang Bank;
3. Menyusun dan memberikan rekomendasi mengenai sistem serta prosedur pemilihan atau penggantian anggota Dewan Komisaris dan Direksi, serta calon anggota Dewan Komisaris dan Direksi kepada Dewan Komisaris untuk disampaikan kepada Rapat Umum Pemegang Saham;
4. Membantu Dewan Komisaris untuk memberikan rekomendasi tentang jumlah anggota Dewan Komisaris dan Direksi;
5. Membantu Direksi dalam penetapan Kebijakan Umum Sumber Daya Manusia/*Human Resources*.

TASKS AND RESPONSIBILITIES

The Nomination and Remuneration Committee has the following tasks and responsibilities:

1. Evaluate remuneration policy and give recommendations to the Board of Commissioners on such remuneration policy for the Board of Commissioners and Board of Directors to be presented in the General Meeting, and remuneration policy for Executive Officers and employees to be presented to the Board of Directors
2. Observe the financial performance and reserve fulfilment, individual work achievement, fairness with peer groups, and provide consideration of the Bank's long-term targets and strategies
3. Prepare and give recommendations on selection and replacement procedure of the Board of Commissioners and Board of Directors, as well as members of the Board of Commissioners and Board of Directors to the Board of Commissioners to be presented in the General Meeting
4. Assist the Board of Commissioners to give recommendations on the number of members of the Board of Commissioners and Board of Directors
5. Assist the Board of Directors in setting a Personnel General Policy

PELAKSANAAN TUGAS

Sepanjang tahun 2014, Komite Nominasi dan Remunerasi telah melaksanakan tugas sebagai berikut:

1. Mengevaluasi Pedoman Penilaian Konduite dan Kinerja sebagai Dasar Remunerasi;
2. Merumuskan kebijakan Pedoman Gratifikasi bagi Pengurus dan Pegawai Bank untuk direkomendasikan kepada Dewan Komisaris;
3. Melakukan evaluasi atas struktur organisasi Bank Victoria;
4. Melakukan evaluasi kinerja Dewan Komisaris dan Direksi;
5. Mengevaluasi kecukupan susunan Pengurus Bank dan Pejabat Eksekutif.

RAPAT KOMITE NOMINASI DAN REMUNERASI

Sesuai dengan Piagam Komite Nominasi dan Remunerasi, Komite Nominasi dan Remunerasi menyelenggarakan rapat sesuai dengan kebutuhan yang dipimpin oleh ketua Komite Nominasi dan Remunerasi. Keputusan Rapat Komite Nominasi dan Remunerasi diambil berdasarkan musyawarah mufakat.

Keputusan Rapat Komite Nominasi dan Remunerasi diambil berdasarkan musyawarah mufakat. Selama tahun 2014, Komite Nominasi dan Remunerasi telah menyelenggarakan 7 kali rapat dengan tingkat kehadiran sebagai berikut:

IMPLEMENTATION OF TASKS

In 2014, the Nomination and Remuneration Committee implemented the following tasks:

1. Evaluate the Konduite and Performance Assessment Guidelines as the Basis for Remuneration;
2. Formulate Gratuities Guidelines policies for the Bank's Management and employees to be recommended to the Board of Commissioners;
3. Evaluate Bank Victoria's organizational structure;
4. Evaluate the performance of the Board of Commissioners and Board of Directors;
5. Evaluate the adequacy of the composition of the Bank's Management and Executive Officers.

THE NOMINATION AND REMUNERATION COMMITTEE'S MEETING

According to the Nomination and Remuneration Committee Charter, the Committee has convened meetings as necessary chaired by the chair of the Committee. Resolutions of the Nomination and Remuneration Committee Meetings are made under common agreements.

The Decision Meeting of the Nomination and Remuneration Committee are taken under common agreement. During 2014, the Audit Committee held seven meetings with the level of attendance as follows:

Tabel Tingkat Kehadiran Rapat Komite Nominasi dan Remunerasi
Table of The Nomination and Remuneration Committee's Meeting Attendance Rate

Nama Name	Jabatan Position	Rapat Internal Komite Nominasi dan Remunerasi Internal Meetings of the Nomination and Remuneration Committee	
		Jumlah Rapat Number of Meetings	Tingkat Kehadiran (%) Attendance Rate (%)
Gunawan Tenggarahardja	Ketua Chairman	7	100%
Suzanna Tanojo	Anggota Member	7	100%
Syahda Candra	Anggota Member	7	100%

AGENDA RAPAT KOMITE NOMINASI DAN REMUNERASI

Agenda rapat internal Komite Nominasi dan Remunerasi selama 2014 sebagai berikut:

MEETING AGENDA OF THE NOMINATION AND REMUNERATION

The Internal meeting agenda of the Nomination and Remuneration Committee in 2014 are as follows:

No	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
1.	05 Maret 2014 March 5, 2014	• Evaluasi Pedoman Penilaian Konduite dan Kinerja sebagai Dasar Remunerasi Evaluation on Conduit and Performance Evaluation Guidelines as Basis for Remuneration
2.	09 April 2014 April 9, 2014	• Kebijakan Pedoman Gratifikasi bagi Pengurus dan Pegawai Bank untuk Rekomendasi kepada Dewan Komisaris Gratification Policy Guidelines for the Bank's Management and Employee to be recommendated to the Board of Commissioners
3.	04 Juli 2014 July 4, 2014	• Evaluasi Struktur Organisasi Evaluation on Organizational Structure

No	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
4.	10 Juli 2014 July 10, 2014	• Penambahan Pejabat Ekeskutif The addition of Executive Officers
5.	15 Agustus 2014 August 15, 2014	• Penundaan Kenaikan Remunerasi bagi Pengurus dan Pegawai Bank untuk Rekomendasi kepada Dewan Komisaris Delays on the increase in Remuneration for the Bank's Management and Employees to be recommendated to the Board of Commissioners
6.	14 November 2014 November 14, 2014	• Evaluasi Kinerja Dewan Komisaris dan Direksi Performance Evaluation of the Board of Commissioners and Board of Directors
7.	19 Desember 2014 December 19, 2014	• Kecukupan Susunan Pengurus Bank dan Pejabat Eksekutif Adequacy of the Bank's Official Structure and Executive Officers

PENGEMBANGAN KOMPETENSI KOMITE NOMINASI DAN REMUNERASI

Selama 2014, anggota Komite Nominasi dan Remunerasi diberikan kesempatan untuk mengikuti dan berpartisipasi dalam berbagai pelatihan serta seminar sebagai berikut:

THE NOMINATION AND REMUNERATION COMMITTEE COMPETENCE DEVELOPMENT

During 2014, members of the Nomination and Remuneration Committee were given the opportunity to follow and participate in various trainings and seminars as follows:

Tabel Pengembangan Kompetensi Komite Nominasi dan Remunerasi
Table of Audit Committee's Competence Nomination and Remuneration Committee

Materi Pelatihan Training Material	Tanggal Pelatihan Training Date	Pelaksana Organizers	Peserta dari Anggota Komite/ Participant from the Audit Committee
Training Refreshment Sertifikasi Management Risiko Level Eksekutif/ Refreshment Training on the Risk Management Certification on Exevutive LEvel	10 Desember 2014 December 10, 2014	PT Arfaidhams Secret, Jakarta	• Gunawan Tenggarahardja • Suzanna Tanojo

KEBIJAKAN SUKSESI DIREKSI

Salah satu tugas dari Komite Nominasi dan Remunerasi adalah menyusun suatu sistem nominasi bagi anggota Komisaris dan Direksi Bank yang akan menjadi bagian dari Kebijakan *Good Corporate Governance* dari Bank, serta akan menjadi pedoman bagi Komisaris dan Rapat Umum Pemegang Saham (RUPS) dalam menetapkan nominasi dan remunerasi anggota dan/atau calon anggota Direksi dan Komisaris.

Adapun Kebijakan terkait Sistem Nominasi dan Remunerasi berdasarkan SK Dewan Komisaris No.001/SK-KOM/12/14, mengatur mengenai:

1. Prinsip Dasar
   1.1 Persyaratan Komisaris dan Direksi
   Calon anggota Komisaris dan Direksi harus memenuhi persyaratan yang ditentukan dalam Anggaran Dasar Perseroan dan Peraturan Perundang-undangan yang berlaku termasuk tetapi tidak terbatas pada Undang-undang Perseroan Terbatas, Undang-undang Perbankan dan Undang-undang Pasar Modal;
   1.2 Pencalonan dan Pengajuan Calon Komisaris dan Direksi
   Calon anggota Komisaris dan Direksi diajukan melalui seleksi dengan memperhatikan persyaratan tersebut di atas;
   1.3 Program orientasi bagi Komisaris baru dilakukan minimal 1 (satu) bulan sebelum pengajuan di RUPS.

SUCCESSION POLICY OF THE BOARD OF DIRECTORS

One of the tasks of the Nomination and Remuneration Committee is to develop a system of nominations for members of the Bank's Board of Commissioners and Board of Directors that will become a part of the Bank's Good Corporate Governance Policy, and will be the guidance for the Board of Commissioner and the General Meeting of Shareholders (GMS) in determining the members' nomination and remuneration and/or candidates of Board of Directors and Commissioners.

The policies related to Nomination and Remuneration System are based on Decision Letter of the Board of Commissioners No.001/SK-KOM/12/14, which set about:

1. Basic Principles
   1.1 Requirement of the Board of Commissioners and Board of Directors
   Candidates for Commissioners and Directors shall meet the requirements specified in the Articles of Association and applicable legislation, including but not limited to Limited Liability Company Law, Banking Law and the Capital Market Law;
   1.2 Candidacy and Commissioners and Directors Candidate Proposals
   Candidates of Commissioners and Directors are proposed through selection process with regard on the aforementioned criteria;
   1.3 Orientation program for new Commissioner is conducted by a minimum of 1 (one) month prior to the candidacy proposal in the GMS.

2 Persyaratan dan Kriteria

2.1 Yang dapat diangkat menjadi anggota Komisaris atau Direksi adalah perserorangan yang mampu melaksanakan perbuatan hukum dan tidak pernah dinyatakan pailit atau tidak pernah menjadi anggota Direksi atau Komisaris yang dinyatakan bersalah menyebabkan suatu pidana yang merugikan keuangan negara dalam waktu 5 (lima) tahun sebelum pengangkatannya, satu dan lain dengan memperhatikan peraturan perundang-undangan yang berlaku;

2.2 Tidak mempunyai hubungan keluarga sedarah sampai derajat ketiga, baik menurut garis lurus maupun garis kesamping atau hubungan semenda (menantu dan ipar) dengan anggota Direksi atau Komisaris lain;

2.3 Tidak termasuk dalam daftar orang tercela di bidang perbankan sesuai dengan yang ditetapkan oleh otoritas pengawasa bank;

2.4 Memiliki integritas yang baik dalam arti:

a. Memiliki akhlak dan moral yang baik;
b. Mematuhi peraturan perundang-undangan yang berlaku;
c. Memiliki komitmen yang tinggi terhadap pengembangan operasional Bank yang sehat;
d. Dinilai layak dan wajar untuk menjadi anggota Direksi dan Komisaris Bank.

2.5 Penilaian integritas pada bukti 2.4 dilakukan dengan mengevaluasi calon dalam arti tidak pernah melakukan hal-hal tersebut di bawah ini:

a. Rekayasa dan praktek-praktek perbankan yang menyimpang dari ketentuan perbankan;
b. Perbuatan yang dikategorikan tidak memenuhi komitmen yang telah disepakati dengan Bank Indonesia dan/atau Pemerintah;
c. Perbuatan yang dikategorikan memberikan keuntungan kepada Pemilik, Pengurus, Pegawai, dan/atau pihak lainnya yang dapat merugikan atau mengurangi keuntungan Bank;
d. Perbuatan yang dapat dikategorikan sebagai pelanggaran terhadap ketentuan yang berkaitan dengan prinsip kehati-hatian di bidang perbankan;
e. Perbuatan dari Pengurus dan Pejabat Eksekutif yang dapat dikategorikan tidak independen;
f. Memenuhi kriteria kompetensi dalam arti memiliki:

a. Pengetahuan di bidang Perbankan yang memadai;
b. Pengalaman dan keahlian di bidang Perbankan dan/atau Lembaga Keuangan, dan
c. Kemampuan untuk melakukan pengelolaan strategis dalam rangka pengembangan Bank yang sehat.

3. Sistem dan Prosedur Seleksi

3.1 Komite Nominasi mengidentifikasi calon yang memenuhi persyaratan dan kriteria seperti poin no.2;

3.2 Dewan Komisaris atas saran Komite Nominasi dan Remunerasi menyampaikan kepada Pemegang Saham PT Bank Victoria International Tbk.;

3.3 Pelaksanaan seleksi dilaksanakan sebelum berakhirnya masa jabatan atau adanya penambahan atau bila ada kekosongan di jajaran Dewan Komisaris atau Direksi.

2. Requirements and Criteria

2.1 Those to be appointed as Commissioner or Directors members are individuals that are able to perform legal acts and have neither been declared bankrupted nor a member of the Board of Directors or Commissioners who are found guilty of causing a criminal act adversing the country's finance within 5 (five) years prior to his appointment, with regard to the applicable legislation;

2.2 Do not have any family relationship up until third generations, either vertically or horizontally laterally or relationship by marriage (in-laws) with any member of the Board of Directors or Commissioners;

2.3 Are not included in the blacklist in the banking sector as determined by the authority of the bank monitoring agency;

2.4 Possess high integrity in terms of:

a. Have a good character and morals;
b. Comply with prevailing laws and regulations;
c. Have a high commitment to the development of a healthy Bank operations;
d. Considered feasible and reasonable to be a member of the Board of Directors and Commissioners.

2.5 Integrity evalution on point 2.4 is made by evaluating the candidates in terms that they have never conducted actions mentioned below:

a. Manipulation and deviated banking practices from banking regulations;
b. Actions categorized not fulfilling commitments made by Bank Indonesia and/or the Government;
c. Actions categorized to give advantage to the Owner, Management, Employees, and/or other parties that may harm or reduce the profits of the Bank;
d. Actions that can be categorized as violation to the precautionary principle in the field of banking;
e. Actions of the Managers and Executive Officers which can be categorized as not independent;
f. To meet the criteria of competence here means having:
   a. Adequate knowledge in Banking;
   b. Experience and expertise in the Banking and/or Financial Institutions: and
   c. The ability to perform strategic management in order to develop a healthy Bank.

3. Selection System and Procedure

3.1 The Nomination Committee identifies candidates who meet the requirements and criteria stated at point no.2;

3.2 The Board of Commissioners, on the advice of the Nomination and Remuneration Committee, submits the candidates name to the Shareholders of PT Bank Victoria International Ltd.;

3.3 The selection is carried out prior to the expiration of the term of office period or any addition or when there is a vacancy in the Board of Commissioners or Board of Directors formation.

KOMITE PEMANTAU RISIKO

DASAR PEMBENTUKAN KOMITE PEMANTAU RISIKO

Komite Pemantau Risiko Bank Victoria dibentuk berdasarkan Peraturan Bank Indonesia Nomor 8/4/PBI/2006 tanggal 30 Januari 2006 tentang Pelaksanaan *Good Corporate Governance* Bagi Bank Umum, telah diubah dengan Peraturan Bank Indonesia Nomor 8/14/PBI/2006 tanggal 5 Oktober 2006.

PIAGAM KOMITE PEMANTAU RISIKO

Dalam melaksanakan tugas dan tanggung jawab pengawasan pengendalian intern, Komite Pemantau Risiko Bank Victoria telah dilengkapi dengan pedoman kerja yang ditetapkan dalam Piagam Komite Pemantau Risiko. Piagam Komite Pemantau Risiko tersebut disusun berdasarkan peraturan dan perundang-undangan yang berlaku dan senantiasa ditinjau ulang secara berkala dan telah disahkan berdasarkan Keputusan Dewan Komisaris Nomor 002/SK-KOM/04/13 tentang Penetapan Piagam Komite Pemantau Risiko dan Keanggotaan Komite Pemantau Risiko PT Bank Victoria International Tbk. pada tanggal 1 April 2013.

Adapun isi dari Piagam Komite Pemantau Risiko adalah sebagai berikut:

1. Dasar penyusunan Piagam;
2. Definisi;
3. Tujuan;
4. Tugas dan tanggung Jawab;
5. Keanggotaan;
6. Aktivitas;
7. Kewenangan;
8. Tugas dan Tanggung Jawab Lain;
9. Kaji Ulang.

STRUKTUR DAN KEANGGOTAAN KOMITE PEMANTAU RISIKO

Bank Victoria memiliki Komite Pemantau Risiko yang dimaksudkan untuk membantu Dewan Komisaris terkait dengan manajemen risiko yang terdiri dari seorang Komisaris Independen, seorang dari Pihak Independen yang memiliki keahlian di bidang keuangan atau akuntansi dan seorang dari Pihak Independen yang memiliki keahlian di bidang hukum atau perbankan. Keanggotaan Komite Pemantau Risiko Bank Victoria telah memenuhi ketentuan Bapepam-LK No.Kep-29/PM/2004 dan PBI No.8/4/PBI/2006 serta telah diangkat berdasarkan Surat Keputusan Direksi No.011/SK-DIR/11/13 tentang Perubahan Susunan Komite Pemantau Risiko PT Bank Victoria International Tbk. tertangal 13 November 2013.

RISK MONITORING COMMITTEE

BASIS OF RISK MONITORING COMMITTEE FORMATION

Bank Vitoria Risk Monitoring Committee is established by Bank Indonesia Regulation No.8/4/PBI/2006 dated January 30, 2006 on Good Corporate Governance Implementation for Commercial Bank, amended by Bank Indonesia Regulation No.8/14/PBI/2006 dated October 5, 2006.

RISK MONITORING COMMITTEE CHARTER

In carrying out its tasks and responsibilities on internal control monitoring, Bank Victoria Risk Monitoring Committee has been equipped with guidelines set out in the the Risk Monitoring Committee Charter. The Risk Monitoring Committee Charter is based on prevailing rules and regulations and continue to be reviewed at regular intervals and is approved by the Board of Commissioners Decision No.002/SK-KOM/04/13 on the Establishment of the Risk Monitoring Committee Charter and the Risk Monitoring Committee Membership of PT Bank Victoria International Ltd. on April 1, 2013.

The contents of the Risk Monitoring Committee Charter are as follows:

1. Basis of the Charter's preparation;
2. Definitions;
3. Purposes;
4. Tasks and responsibilities;
5. Membership;
6. Activities;
7. Authorities;
8. Other Tasks and Responsibilities;
9. Review.

STRUCTURE AND MEMBERSHIP OF RISK MONITORING COMMITTEE

Bank Victoria has a Risk Monitoring Committee which is intended to assist the Board of Commissioners in relation to the risk management, consisting of one Independent Commissioner, one from Independent Party who has expertise in finance or accounting and one member from Independent Party who have expertise in law or banking. Bank Victoria Risk Monitoring Committee has complied with the provision of Bapepam-LK No.Kep-29/PM/2004 and Bank Indonesia Regulation No.8/4/PBI/2006 and has been appointed by the Board of Directors' Decree Letter No.011/SK-DIR/11/13 on changes in the Composition of the Risk Monitoring Committee of PT Bank Victoria International Ltd., dated November 13, 2013.

Tabel Komposisi Komite Pemantau Risiko per 31 Desember 2014
The Composition of the Risk Monitoring Committee as of December 31, 2014

Nama Name	Jabatan Position	Periode Jabatan Office Period	Keahlian Expertise
Zaenal Abidin PhD	Ketua Chairman	2013 – saat ini 2013 - today	*Good Corporate Governance*
Tonny Setiadi	Anggota Member	2013 – saat ini 2013 - today	Manajemen Risiko, Perbankan Risk Management, Banking
Retno Dwijanti Widaningsih	Anggota Member	2013 – saat ini 2013 - today	Perbankan, Audit Banking, Audit

PROFIL KOMITE PEMANTAU RISIKO

Zaenal Abidin PhD
Profil dapat dilihat pada profil Dewan Komisaris.

Tonny Setiadi
Profil dapat dilihat pada profil Komite Audit.

Retno Dwijanti Widaningsih
Profil dapat dilihat pada profil Komite Audit.

RISK MONITORING COMMITTEE PROFILES

Zaenal Abidin PhD
His profile is available in the Board of Commissioners profile.

Tonny Setiadi
His profile is available in the Audit Committee profile.

Retno Dwijanti Widaningsih
Her profile is available in the Audit Committee profile.

INDEPENDENSI KOMITE PEMANTAU RISIKO

Seperti halnya Komite Audit dan Komite Nominasi dan Remunerasi, Komite Pemantau Risiko menjalankan peran secara profesional dan independen, serta tidak menerima/melakukan intervensi dari/kepada pihak lainnya. Anggota Komite Pemantau Risiko tidak terkait dengan Pemegang Saham, Dewan Komisaris, maupun Direksi. Komite Pemantau Risiko yang berasal dari luar perusahaan tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan (*conflict of interest*) dengan perusahaan.

Independensi Komite Audit dan Komite Pemantau Risiko sebagai berikut:

INDEPENDENCE OF RISK MONITORING COMMITTEE

Just as well as the Audit Committee and the Nomination and Remuneration Committee, the Risk Monitoring Committee professionally and independently perform its roles, and do not accept/make intervention from/to other parties. The Risk Monitoring Committee members are not related to the Shareholders, the Board of Commissioners, and the Board of Directors. Risk Monitoring Committee which come from outside the company has no interest/private relationship that can cause negative impacts and conflicts of interest with the company.

The Independence of the Audit Committee and Risk Monitoring Committee is as follows.

Aspek Independensi Aspects of independence	Zaenal Abidin PhD	Tonny Setiadi	Retno Dwijanti Widaningsih
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi Financial relationship with the Board of Commissioners and Board of Directors	Tidak None	Tidak None	Tidak None
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi Management relationship in the company, its subsidiaries, or affiliate companies	Tidak None	Tidak None	Tidak None
Tidak memiliki hubungan kepemilikan saham di perusahaan Stakeholding relationship in the company	Tidak None	Tidak None	Tidak None
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Audit Family relationship with the Board of Commissioners, Directors, and/or other members of the Audit Committee.	Tidak None	Tidak None	Tidak None
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah Serve as a political party officials, and government officials	Tidak None	Tidak None	Tidak None

TUGAS DAN TANGGUNG JAWAB

Komite Pemantau Risiko memiliki tugas dan tangung jawab, meliputi:

1. Memantau dan melaksanakan evaluasi terhadap pelaksanaan tugas Satuan kerja Manajemen Risiko dan hasil telaahan Komite Manajemen Risiko;
2. Melakukan evaluasi tentang kesesuaian antara kerangka kebijakan manajemen risiko Bank dengan pelaksanaan kebijakan manajemen risiko tersebut;
3. Memberikan rekomendasi kepada Dewan Komisaris hasil analisis dan pemantauan terhadap penerapan manajemen risiko Bank;
4. Mengkaji penerapan kebijakan manajemen risiko Bank, (*risk appetite*) yang ditetapkan dan *risk tolerance* yang dilaksanakan;

TASKS AND RESPONSIBILITIES

The Risk Monitoring Committee has the tasks and responsibilities, including:

1. Monitoring and conducting evaluation on the work implemented by Risk Management Working Unit, and the review from Risk Management Committee;
2. Performing an evaluation of consistency between the Bank's framework of risk management policy and implementation of risk management policy;
3. Providing recommendation to Board of Commissioners on the result of analysis and monitoring on the Bank's risk management implementation;
4. Review the implementation of the Bank's risk management policy, the determined risk appetite, and the implemented risk tolerance

5. Mengkaji proses yang dilakukan secara terus menerus dalam penerapan pengendalian internal Bank dalam area pengendalian risiko yang utama;
6. Mengkaji indentifikasi risiko *financial* dan non *financial* yang terkait dengan fungsi dan aktifitas operasional Bank;
7. Menilai hubungan antara auditor internal maupun eksternal dengan manajemen Bank;
8. Memantau laporan terhadap kepatuhan yang diwajibkan, terkait dengan kebijakan manajemen risiko dan kerangka manajemen risiko;
9. Melaporkan kepada Dewan Komisaris, Ketua Komite (Komisaris Independen) melaporkan hasil rapat Komite kepada Dewan Komisaris pada pertemuan/rapat rutin Dewan Komisaris tentang segala hal yang relevan dengan tugas dan tanggung jawab Komite.

PELAKSANAAN TUGAS

Sepanjang tahun 2014, Komite Pemantau Risiko telah menyusun program kerja dengan realisasi sebagai berikut:

1. Melakukan *review* atas prosedur dan ketentuan kerja Divisi Manajemen Risiko;
2. Melakukan review atas rekanan Bank dan merekomendasikan kepada Direksi;
3. Melakukan pengkinian penetapan *Key Risk Indicator* pada unit kerja *Risk Taking*;
4. Melakukan evaluasi terkait parameter *inherent risk*;
5. Melakukan telaah atas implementasi *risk control*;
6. Melakukan pembahasan terkait revitalisasi unit kerja SKMR;
7. Melakukan telaah atas *Risk Based Bank Rating*;
8. Melakukan pembahasan terkait format Laporan Hasil Pemeriksaan SKAI.

RAPAT KOMITE PEMANTAU RISIKO

Sesuai dengan Piagam Komite pemantau Risiko, Komite Pemantau Risiko menyelenggarakan rapat sesuai dengan kebutuhan yang dipimpin oleh ketua Komite Pemantau Risiko.

Keputusan Rapat Komite Pemantau Risiko diambil berdasarkan musyawarah mufakat. Selama tahun 2014, Komite Pemantau Risiko telah menyelenggarakan 6 kali rapat dengan tingkat kehadiran sebagai berikut:

5. Review the continuous process in implementation of the Bank's internal control in main risk control;
6. Review the identification of financial and non-financial risks on the Bank's functions and operational activities;
7. Review of the relationship between internal and external auditors and the Bank's management;
8. Monitoring of mandatory compliance reports in relation to risk management policy and risk management framework;
9. Reporting to the Board of Commissioners: Committee Chair (independent commissioner) must report to the Board of Directors in the Board's routine meetings the Committee meeting results relevant to the Committee's tasks and responsibilities.

IMPLEMENTATION OF TASKS

Throughout 2014, the Risk Monitoring Committee has arranged a work program with the following realizations:

1. Review the procedures and work conditions of Risk Management Division;
2. Conduct a review of the Bank's partners and recommend them to the Board of Directors;
3. Update the determination of Key Risk Indicators on Risk Taking work unit;
4. Evaluate parameters related to the inherent risks;
5. Conduct a review of the risk control implementation;
6. Discuss issues related to the revitalization of the SKMR work unit;
7. Conduct a review of the Risk Based Bank Rating; and
8. Discuss issues related to Internal Audit Report format.

RISK MONITORING COMMITTEE MEETINGS

In accordance with the Risk Monitoring Committee Charter, Risk Monitoring Committee meetings are held in accordance with the requirements and led by the Chairman of the Risk Monitoring Committee.

The Risk Monitoring Committee Meeting's decisions are taken by common agreement. During 2014, the Risk Monitoring Committee had held 6 (six) meetings with the level of attendance as follows.

Tabel Tingkat Kehadiran Rapat Komite Pemantau Risiko
Table of The Rick Monitoring Committee's Meeting Attendance Rate

Nama Name	Jabatan Position	Rapat Internal Komite Pemantau Risiko The Risk Monitoring Committee Internal Meeting	
		Jumlah Rapat Number of Meetings	Tingkat Kehadiran (%) Attendance Rate (%)
Zaenal Abidin PhD	Ketua Chairman	6	100%
Tonny Setiadi	Anggota Member	6	100%
Retno Dwijanti Widaningsih	Anggota Member	6	100%

AGENDA RAPAT KOMITE PEMANTAU RISIKO

THE RISK MONITORING COMMITTEE MEETING AGENDA

Tabel Agenda Rapat Komite Pemantau Risiko Selama 2014
Table of The Risk Monitoring Committee Meeting Agenda during 2014

No	Tanggal Rapat Meeting Date	Agenda Rapat Agenda
1.	29 Januari 2014 January 29, 2014	• Pembahasan Implementasi *Risk Control*; Permasalahan di Bank Victoria Syariah; Revitalisasi unit kerja SKMR. Discussion on Risk Control Implementation; Issues in Bank Victoria Syariah; Revitalization of the SKMR work unit.
2.	14 Februari 2014 February 14, 2014	• Pembahasan peran Internal Control Divisi Kepatuhan sebagai *Quality Assurance* dalam manajemen risiko, menjamin mekanisme dan *outcome* GCG. Discussion of the role of Internal Control Compliance Division as Quality Assurance in risk management, ensuring GCG mechanisms and outcome.
3.	19 Maret 2014 March 19, 2014	• Pembahasan ekonomi makro; RBBR; aktivitas Bank *assurance*; peranan mengenai format Laporan Hasil Pemeriksaan SKAI, kelengkapan dokumen, legalitas jaminan, monitor dokumen yg belum lengkap di notaris. Discussion on macroeconomic; RBBR; Bank assurance activities; the role of Internal Audit Reports format, the documents completeness, legality of collateral, monitoring document which is not yet complete at the notary.
4.	25 Juni 2014 June 25, 2014	• Pembahasan *Risk Based Bank Rating; Inherent Risk*. Discussion on Risk Based Bank Rating; Inherent Risk.
5.	24 September 2014 September 24, 2014	• Pembahasan *Risk Based Bank Rating*; *Inherent Risk* likuiditas, Operasional, Stratejik; Rentabilitas; GCG. Discussion on Risk Based Bank Rating; Inherent Risk on Liquidity, Operational, Strategic; Profitability; GCG
6.	29 Desember 2014 December 29, 2014	• Perubahan parameter *Inherent Risk*. Risk Inherent parameter changes.

PENGEMBANGAN KOMPETENSI KOMITE PEMANTAU RISIKO

THE RISK MONITORING COMMITTEE COMPETENCE DEVELOPMENT

Selama 2014, anggota Komite Pemantau Risiko diberikan kesempatan untuk mengikuti dan berpartisipasi dalam berbagai pelatihan serta seminar sebagai berikut:

During 2014, members of the Risk Monitoring Committee were given the opportunity to follow and participate in various trainings and seminars as follows:

Tabel Pengembangan Kompetensi Komite Pemantau Risiko
Table of Audit Committee's Competence The Risk Monitoring Committee

Materi Pelatihan Training Material	Tanggal Pelatihan Training Date	Pelaksana Organizers	Peserta dari Anggota Komite/ Participant from the Audit Committee
Governace for Sustainable Growth	25 Januari 2014, Jakarta January 25, 2014, Jakarta	Rene Suhardono	Zaenal Abidin PhD
Training Kupas Tuntas 8 Risiko Berdasarkan Prinsip-Prinsip Penilaian Profil Risiko/In Depth Training of 8 Risks Based on Risk Profile Assessment Principles	19-20 September 2014, Jakarta September 19-20, 2014, Jakarta	*Risk Management Guard* (RMG)	Zaenal Abidin PhD

ORGAN DAN KOMITE DI BAWAH DIREKSI

ORGANS AND COMMITTEES UNDER THE BOARD OF DIRECTORS

Dalam menjalankan tugasnya, Direksi dibantu oleh Sekretaris Perusahaan dan Komite-komite yang bertugas untuk memberikan saran dan rekomendasi yang berhubungan dengan kebijakan-kebijakan dan arahan-arahan Direksi. Saat ini Bank Victoria memiliki 9 (sembilan) komite di bawah Direksi.

Dalam pembentukan komite-komite tersebut, Direksi berwenang untuk mengatur komposisi dan kompetensi anggota komite sesuai dengan ukuran dan kompleksitas usaha Bank. Rekomendasi dari masing-masing komite akan menjadi acuan Direksi dalam pengambilan keputusan.

In performing its tasks, the Board of Directors is assisted by the Corporate Secretary and Committees with the tasks of providing advice and recommendations related to the policies and directives of the Board of Directors. Currently, Bank Victoria has nine (9) committees under the Board of Directors.

In the formation of these committees, the Board of Directors is authorized to regulate the composition and competence of the Committee members in accordance with the size and complexity of the Bank's business. Recommendations from each Committee will become the reference of the Directors in making decisions.

Uraian mengenai Sekretaris Perusahaan dan komite-komite di bawah Direksi adalah sebagai berikut:

SEKRETARIS PERUSAHAAN

Sebagai perusahaan publik, Bank harus membangun dan memelihara komunikasi dengan regulator, kalangan pasar modal, investor maupun masyarakat umum. Hal ini dilakukan dalam rangka keterbukaan informasi sesuai dengan prinsip GCG dan dalam rangka citra publik terhadap Bank.

Sejalan dengan persyaratan ketentuan tentang keterbukaan informasi perusahaan, Bank telah menunjuk Sekretaris Perusahaan. Sekretaris Perusahaan bertugas dan bertanggung jawab atas kegiatan publikasi mengenai aktifitas Bank dan memelihara kewajaran, konsistensi dan transparansi mengenai hal-hal terkait tata kelola perusahaan dan tindakan korporasi. Sekretaris Perusahaan juga bertanggung jawab memonitor kepatuhan Bank terhadap peraturan dan ketentuan pasar modal serta sebagai penghubung antara Bank Victoria dengan *stakeholders*.

Sekretaris Perusahaan memiliki peranan penting untuk memastikan aspek keterbukaan dari Perusahaan. Sekretaris Perusahaan bertanggung jawab secara langsung kepada Direktur Utama. Tugas dan tanggung jawab pokok Sekretaris Perusahaan meliputi komunikasi internal dan eksternal serta hubungan kesekretariatan pimpinan Bank.

Tugas Sekretaris Perusahaaan adalah:
1. Mengikuti perkembangan Pasar Modal khususnya peraturan-peraturan yang berlaku di bidang Pasar Modal;
2. Memberikan pelayanan kepada masyarakat atas setiap Informasi yang dibutuhkan pemodal berkaitan dengan kondisi Emiten atau Perusahaan Publik;
3. Memberikan masukan kepada Direksi Emiten atau Perusahaan Publik untuk mematuhi ketentuan Undang-undang nomor 8 tahun 1995 tentang Pasar Modal dan peraturan pelaksanaannya;
4. Sebagai penghubung atau contact person antara Emiten atau Perusahaan Publik dengan Bapepam dan LK serta masyarakat.

PROFIL SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan dijabat oleh Ruly Dwi Rahayu sesuai dengan Surat Keputusan Direksi No.021/SK-DIR/01/13 tanggal 31 Januari 2013 efektif sejak tanggal 01 Februari 2013.

Ruly Dwi Rahayu
Warga Negara Indonesia, umur 49 tahun, lahir di Jakarta pada tahun 1965. Menjabat sebagai Sekretaris Perusahaan sejak 2013. Sebelumnya menjabat sebagai Kepala Divisi Manajemen Risiko (2011-2013), Kepala Divisi Manajemen Risiko dan Kepatuhan Bank Victoria (2006-2011), Kepala Satuan Kerja Audit Internal Bank Victoria (1995-2006). dan sebagai Staf Auditor PT Bank Panin Tbk. (1991-1995). Memperoleh gelar Sarjana Kimia dari Universitas Indonesia pada tahun 1990.

The Descriptions of Company Secretary and Committees under the Board of Directors are as follows:

CORPORATE SECRETARY

As a public company, the Bank must establish and maintain communication with the regulatory bodies, capital market circle, investors, and the general public. It is conducted for information openness in line with GCG principles and for the Bank's public image.

In compliance with the requirements for corporate information openness, the Bank appoints a Corporate Secretary. The Corporate Secretary is responsible for publication of the Bank's activities and maintenance of fairness, consistency, and transparency of matters connected with corporate governance and actions. The Corporate Secretary is also responsible for monitoring of the Bank's compliance with the regulations on capital markets and the Corporate Secretary also functions to liaise between Bank Victoria and the stakeholders.

The Corporate Secretary has a vital role to ensure the Company's openness aspect. The Corporate Secretary is also directly responsible to the President Director. The main tasks and responsibilities of the Corporate Secretary include internal and external communication and secretariat relationship of the company's directors.

Tasks of the Corporate Secretary are as follows:
1. Follow any development of the Capital Market, particularly rules and regulations applicable on the Capital Market;
2. Provide services for the community for any information required by capital owners in relation to the condition of issuers or public companies;
3. Provide inputs for the Board of Directors of issuers or public companies to comply with Law Number 8 of 1995 on Capital Markets and its implementing regulations;
4. Serve as a contact person between an issuer or public company and Bapepam LK and the general public.

CORPORATE SECRETARY PROFILE

Ruly Dwi Rahayu is the Corporate Secretary by virtue of Decision of Board of Directors No.021/SK-DIR/01/13 dated 31 January 2013 effective as from 1 February 2013.

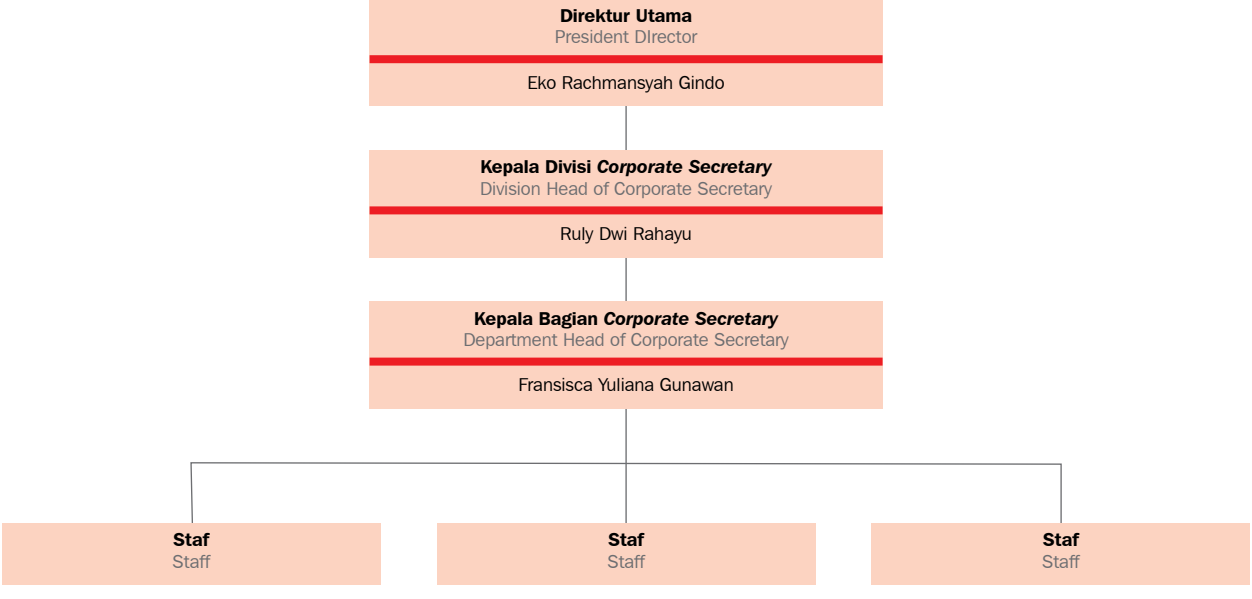
Ruly Dwi Rahayu
Indonesian citizen, 49 years old, born in Jakarta in 1965. Served as the Corporate Secretary since 2013. Previously served as Head of Risk Management (2011-2013), Head of Risk Management and Compliance Division of PT Bank Victoria International Tbk. (2006-2011), Head of Internal Audit Working Unit of PT Bank Victoria International Tbk. (1995-2006), and as an Audit Staff of PT Bank Panin (1991-1995). She obtained her Bachelor of Chemical Science degree from University of Indonesia in 1990.

STRUKTUR SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan Bank Victoria bertanggung jawab langsung kepada Direktur Utama atas pelaksanaan tugasnya. Dalam menjalankan tugasnya Kepala Divisi Sekretaris Perusahaan (*Corsec*) dibantu oleh seorang Kepala Bagian dan 3 (tiga) orang staf. Adapun struktur Sekretaris Perusahaan Bank Victoria adalah sebagai berikut:

STRUCTURE OF CORPORATE SECRETARY

Bank Victoria's Corporate Secretary of is directly responsible to the President Director for the execution of its tasks. In performing its tasks, Division Head of Corporate Secretary (Corsec) is assisted by a Departement Head of and three (3) staff members. The structure of the Bank's Corporate Secretary Victoria is as follows.



PELAKSANAAN TUGAS SEKRETARIS PERUSAHAAN

Beberapa kegiatan yang dilakukan oleh Sekretaris Perusahaan sepanjang tahun 2014 adalah sebagai berikut:

- Melaksanakan RUPS Tahunan sebanyak 1 kali
  RUPS diselenggarakan pada tanggal 24 April 2014 yang bertempat di Graha BIP Function Hall, Jakarta. Sesuai dengan ketentuan Bank Indonesia, Sekretaris Perusahaan telah menyampaikan pengumuman dan Undangan RUPS di dua surat kabar harian yaitu Investor Daily dan Media Indonesia.

- Melaksanakan *Public Expose* sebanyak 1 kali
  Kegiatan *public expose* diselenggarakan pada 24 April 2014 bersamaan dengan pelaksanaan RUPS Tahunan. Dalam kegiatan *public expose*, Bank menyampaikan kinerja keuangan untuk tiga tahun buku sebelumnya.

- Menangani beberapa kali wawancara dan Liputan terkait dengan Direktur Utama Bank Victoria.

PENGEMBANGAN KOMPETENSI SEKRETARIS PERUSAHAAN

Untuk mendukung pelaksanaan tugasnya, Sekretaris Perusahaan mengikuti serangkaian program pengembangan kompetensi. Program pengembangan kompetensi yang diikuti Sekretaris Perusahaan pada 2014 sebagai berikut:

TASK IMPLEMENTATION OF CORPORATE SECRETARY

Some of the activities carried out by the Corporate Secretary during 2014 are as follows:

- Conducting Annual General Meeting of Shareholder for 1 time held on April 24, 2014 at Graha BIP Function Hall, Jakarta. In accordance with the provisions of Bank Indonesia, the Corporate Secretary has conveyed an announcement and invitation of GMS in two daily newspapers which are "Daily Investor" and "Media Indonesia". The announcement of the GMS was advertised a month earlier while the GMS Invitation was published two weeks prior to the GMS.
- Conducting Public Expose for 1 time
  Public expose activity was held on April 24, 2014 in conjunction with the event of Annual General Meeting of Shareholders. In this public expose event, the Bank conveyed its financial performance for three preceding financial years.
- Handle a series of interviews and coverage in accordance with the President Director of Bank Victoria.

COMPETENCE DEVELOPMENT COMPANY SECRETARY

To support the execution of its tasks, the Corporate Secretary has attended a series of competence development programs. The programs attended by the Corporate Secretary in 2014 are as follows:

Nama Name	Jabatan Position	Program Pengembangan Kompetensi Competency Development Program
Ruly Dwi Rahayu	Kepala Divisi Corsec Head of Corsec Division	• "*Workshop Annual Report Award* (ARA), pada tanggal 29 Januari 2014". Penyelenggara Bursa Efek Indonesia. Bertempat di Ruang Seminar, Lantai 1 PT Bursa Efek Indonesia, Jakarta. "Workshop Annual Report Award (ARA), on January 29, 2014". Organizers: Indonesia Stock Exchange. In Seminar Room, 1st Floor Indonesia Stock Exchange, Jakarta. • "Sosialisasi Gerakan Nasional Cinta Pasar Modal, pada tanggal 23 April 2014". Penyelenggara Bursa Efek Indonesia. Bertempat di Ruang Seminar, Lantai 1 PT Bursa Efek Indonesia, Jakarta. "Socialization Love Capital Markets National Movement, on 23 April 2014". Organizers: Indonesia Stock Exchange. In Seminar Room, 1st Floor Indonesia Stock Exchange, Jakarta.

KOMITE MANAJEMEN RISIKO

Adalah komite eksekutif yang dibentuk oleh Direksi Bank sebagai wadah pengambilan keputusan dan pengevaluasian pelaksanaan, pengelolaan melalui perumusan kebijakan, strategi dan sasaran dalam bidang Manajemen Risiko.

Keanggotaan Komite Manajemen Risiko umumnya bersifat tetap namun dapat ditambah dengan anggota tidak tetap sesuai dengan kebutuhan Bank. Keanggotaan Komite Manajemen Risiko paling kurang terdiri dari mayoritas Direksi dan Pejabat Eksekutif terkait.

Uraian Tugas Komite Manajemen Risiko sebagai berikut:

1. Menyusun kebijakan Manajemen Risiko serta perubahannya, termasuk strategi Manajemen Risiko, tingkat Risiko yang diambil dan toleransi Risiko, kerangka Manajemen Risiko serta rencana kontinjensi untuk mengantisipasi terjadinya kondisi tidak normal;
2. Menyempurnakan proses Manajemen Risiko secara berkala maupun bersifat insidentil sebagai akibat dari suatu perubahan kondisi eksternal dan internal Bank yang mempengaruhi kecukupan permodalan, profil Risiko Bank, dan ketidakefektifan penerapan Manajemen Risiko berdasarkan hasil evaluasi;
3. Penetapan kebijakan dan/atau keputusan bisnis yang menyimpang dari prosedur normal, seperti pelampauan ekspansi usaha yang signifikan dibandingkan dengan Rencana Bisnis Bank yang telah ditetapkan sebelumnya, atau pengambilan posisi/eksposur risiko yang melampaui limit yang telah ditetapkan;
4. Mengawasi pelaksanaan *Enterprise Risk Management* melalui metodologi pengukuran risiko yang tepat di seluruh lini usaha serta evaluasi kinerja yang berbasis risiko.

PELAKSANAAN TUGAS KOMITE MANAJEMEN RISIKO

Pelaksanaan Tugas Komite Manajemen Risiko tahun 2014 sebagai berikut:

1. Penyampaian Laporan Profil Risiko secara berkala atau triwulanan baik individual maupun konsolidasi pada tahun 2014 serta Laporan ICAAP dan Tingkat Kesehatan secara berkala atau semesteran individual maupun konsolidasi pada tahun 2014;

RISK MANAGEMENT COMMITTEE

The Risk Management Committee is an executive committee established by the Bank's Board of Directors as a media in decision-making and evaluation of the execution, management through the formulation of policies, strategies and objectives in the field of Risk Management.

The members of Risk Management Committee is generally permanent, but it can be augmented with non-permanent members based on the Bank's needs. The Risk Management Committee consists of at least the majority of related Board of Directors and Executive Officers.

The job descriptions of Risk Management Committee are as follows:

1. To develop risk management policies and its changes, including Risk Management strategies, the level of Risk taken and Risk tolerance, Risk Management framework and contingency plan to anticipate the occurrence of abnormal conditions;
2. Periodically or incidentally improve the Risk Management process as a result of changes in external and internal conditions that affect the Bank's capital adequacy, risk profile, and the application inneficiency of risk management based on the evaluation results;
3. To establish policies and/or business decisions deviating from normal procedures such as significant business expansion compared with the Bank's predetermined business plan, or a risk positioning/exposures exceeding established limits;
4. To monitor the implementation of the Enterprise Risk Management through appropriate risk measurement methodology across business lines as well as risk-based performance evaluation.

THE IMPLEMENTATION OF RISK MANAGEMENT COMMITTEE'S TASKS

The implementation of Risk Management Committee's Tasks in 2014 was as follows.

1. Submitted of periodical or quarterly Risk Profile Report both as individual and consolidated reports in 2014 and ICAAP Report and Bank's Health Levels regularly or semi-annual both as individual and consolidated reports in 2014;

2. Melakukan pengkinian terhadap Kebijakan dan Pedoman Manajemen Risiko Umum serta Prosedur Penilaian Profil Risiko yang disesuaikan dengan kompleksitas dan karakteristik Bank;
3. Melakukan evaluasi secara berkala (periodik) terhadap parameter risiko inheren Bank sesuai dengan kompleksitas dan karakteristik Bank;
4. Meningkatkan budaya risiko pada seluruh jenjang organisasi Bank;
5. Meningkatkan Kualitas Penerapan Manajemen Risiko dari waktu ke waktu sesuai dengan kompleksitas dan Karakterisitik Bank;
6. Melakukan kajian kecukupan modal terkait dengan rencana pembukaan kantor cabang sesuai ketentuan Bank Indonesia dan telah disampaikan kepada Bank Indonesia;
7. Melakukan kajian penyediaaan dana baik kredit dan *treasury*;
8. Melakukan kajian terhadap produk dan aktivitas baru;
9. Melakukan kajian lainnya terkait peningkatan eksposur risiko;
10. Melakukan opini manajemen risiko terhadap pembuatan aplikasi/sistem maupun terkait dengan kegiatan operasional lainnya;
11. Melakukan *stress-test* untuk memperhitungkan perkiraan penurunan modal akibat fluktuasi nilai *mark to market* surat berharga dan menyampaikan laporan secara berkala sebagai *early warning system* risiko pasar;
12. Melakukan *stress-test* untuk memperhitungkan perkiraan penurunan modal akibat kenaikan NPL secara berkala sebagai *early warning system* risiko kredit;
13. Melakukan *stress-test* untuk memperhitungkan perkiraan penurunan modal akibat perubahan *Rate Sensitive Asset/ Rate Sensitive Liabilities* secara berkala sebagai *early warning system* risiko pasar;
14. Melakukan *stress-test* Dana Pihak Ketiga yang bersifat *Un-Stable Funds* secara berkala sebagai *early warning system* risiko likuiditas;
15. Melakukan *Risk Assessment* Kredit per sektor Ekonomi untuk melihat signifikasi, kosentrasi, dan pergerakan NPL dan menyampaikan secara berkala kepada divisi kredit;
16. Melakukan pemantauan risiko operasional melalui perangkat *Operational Risk Management* (ORM);
17. Melakukan pemantauan risiko baik per jenis risiko maupun secara konsolidasi.

RAPAT KOMITE MANAJEMEN RISIKO

Dalam melaksanakan tugasnya, Komite Manajemen Risiko melakukan pertemuan secara berkala (bulanan) atau sewaktu-waktu sesuai dengan kebutuhan. Selama tahun 2014, Komite Manajemen Risiko Bank telah menyelenggarakan pertemuan sebanyak 12 (dua belas) kali pertemuan yang dihadiri oleh anggota Komite.

2. Updated policies and Public Risk Management Guidelines and Profile Risk Assessment Procedures adjusted to the Bank's complexity and characteristics;
3. Conducted periodic evaluations of the Bank's inherent risk parameters according to the Bank's complexity and characteristics;
4. Improved risk culture at all levels of the Bank's organization;
5. Improved the Quality of Risk Management from time to time in accordance with the Bank's complexity and characteristics;
6. Conducted capital adequacy reporting on issues related to the opening of branch offices in accordance with Bank Indonesia provision and has been conveyed to Bank Indonesia;
7. Conducted studies on credit and treasury fund provision;
8. Conducted review of new products and activities;
9. Performed other studies related to the increase in risk exposure;
10. Conducted risk management opinion on the creation of applications/system related to other operational activities;
11. Performed stress-tests to take into account estimation of capital reduction as a result of fluctuations of securities "mark to market" value and submitted periodic reports as an early warning system of the market risk;
12. Performed stress-tests to take into account the expected decline in capital due to the increase in NPL on regular basis as an early warning system of the credit risk;
13. Performed stress-tests to take into account the expected decline in capital due to changes in Rate Sensitive Assets/ Rate Sensitive Liabilities on regular basis as an early warning system of the market risk;
14. Performed stress-tests third party funding (Unstable funds) on regular basis as an early warning system of the liquidity risk;
15. Conducted Credit Risk Assessment per economiy sector to see the significance, concentration, and movement of NPL and periodically submitted the report to the credit department;
16. Monitored operational risk through the Operational Risk Management (ORM);
17. Monitored risks either by types of risk and in consolidated basis.

RISK MANAGEMENT COMMITTEE MEETING

In performing its tasks, the Risk Management Committee holds periodical (monthly) meetings or at any time based on needs. During 2014, the Bank's Risk Management Committee had held 12 (twelve) meetings attended by the members of the Committee.

Agenda Rapat/Meeting Agenda

- Arahan Komite Manajemen Risiko sebelumnya;
  Directions from the previous Risk Management Committee;
- Makro ekonomi, antara lain indikator-indikator makro dan mikro serta indikator perekonomian lainnya;
  Macro economics, including macro and micro economic indicators and other economic indicators;
- Early Warning Makro Ekonomi terhadap Potensi Risiko Bank;
  Macroeconomics Early Warning on Potential Risks;
- Tingkat Kesehatan Bank dengan metode (Risk Based Banking Rating – RBBR) sesuai ketentuan Bank Indonesia khususnya terkait dengan penilaian terhadap Profil Risiko;
  The Bank Soundness Rating with the suitable method (Risk Based Banking Rating - RBBR) in accordance with Bank Indonesia's provisions, particularly those related to the assessment of the Risk Profile;
- Rekomendasi Komite Manajemen Risiko.
  Risk Management Committee's recommendations.

Risalah Rapat/Minutes of Meeting

Risalah Rapat Komite Manajemen Risiko, diantaranya:
Minutes of Meeting of the Risk Management Committee, including:

- Menentukan strategi manajemen risiko untuk mengantisipasi setiap perubahan akibat adanya perubahan kondisi internal ataupun eksternal;
  Determined the risk management strategy to anticipate any changes as a result of changes in the internal and external conditions;
- Memonitor dan melakukan kaji ulang atas risk appetite dan risk tolerance;
  Monitored and reviewing risk appetite and risk tolerance;
- Menetapkan dan mengkaji ulang berbagai kebijakan terkait dengan pengelolaan manajemen risiko;
  Established and reviewed various policies related to risk management;
- Memonitor pengelolaan risiko melalui pembahasan Risk Based Banking Rating;
  Monitored risk management through discussion on Banking Risk Based Rating
- Memonitor perkembangan pelaksanaan dan persiapan Basel;
  Monitored the Basel implementation and preparation progress;
- Mengevaluasi kerangka kerja dan metodologi terkait penerapan manajemen risiko;
  Evaluating frameworks and methodology related to the application of risk management;
- Mengevaluasi kemampuan Bank untuk beroperasi pada kondisi di bawah tekanan sehubungan dengan kecukupan modal dan cadangan.
  Evaluated the Banks' ability to operate under pressured conditions in relation to the adequacy of capital and reserves.

KOMITE KEBIJAKAN PERKREDITAN

Merupakan komite yang membantu Direksi dalam merumuskan kebijakan, mengawasi pelaksanaan kebijakan, memantau perkembangan dan kondisi portofolio perkreditan serta memberikan saran-saran langkah perbaikan.

Uraian Tugas Komite Kebijakan Perkreditan sebagai berikut:

1. Memberikan masukan kepada Direksi dalam rangka penyusunan Kebijakan Perkreditan Bank (KPB), terutama yang berkaitan dengan perumusan prinsip kehati-hatian dalam perkreditan Bank.
2. Mengawasi agar kebijakan perkreditan Bank dapat diterapkan dan dilaksanakan secara konsekuen dan konsisten serta merumuskan pemecahan apabila terdapat hambatan/kendala dalam penerapan KPB.
3. Melakukan kajian terhadap kebijakan perkreditan Bank dan memberikan saran kepada Direksi apabila diperlukan perubahan kebijakan perkreditan Bank.
4. Memantau dan mengevaluasi:
   a. Perkembangan dan kualitas portofolio perkreditan secara keseluruhan;
   b. Kebenaran pelaksanaan kewenangan memutus kredit;
   c. Kebenaran proses pemberian kredit, perkembangan dan kualitas yang diberikan kepada pihak yang terkait dengan Bank dan debitur-debitur besar;
   d. Kebenaran pelaksanaan ketentuan batas maksimum pemberian kredit;
   e. Ketaatan terhadap ketentuan perundang-undangan dan peraturan lainnya dalam pelaksanaan pemberian kredit;
   f. Penyelesaian kredit bermasalah sesuai dengan yang diterapkan dalam kebijakan perkreditan Bank;

CREDIT POLICY COMMITTEE

It is a committee assisting the Board of Directors in formulating policies, supervising implementation of the policies, monitoring the progress and condition of credit portfolio, and providing suggestions on improvement measures.

The Credit Policy Committee has the following tasks:

1. Provide feedback for the Board of Directors in formulation of Bank Credit Policy (BCP), primarily pertaining to the formulation of principles of prudence in the Bank's credit extension
2. Supervise the Bank's credit policy to allow consequent and consistent application and implementation and formulate solutions to obstacles/constraints in BCP implementation
3. Review the Bank's credit policy and provide suggestions to the Board of Directors when changes of such credit policy are required
4. Monitor and evaluate:
   a. Progress and quality of overall credit portfolio
   b. The correctness of implementation of the authority to terminate credit
   c. The correctness of credit extension process, progress and quality provided to parties relevant to the Bank and Major Debtors
   d. The correctness of implementation of legal lending limit provisions
   e. The compliance with the laws and regulations on credit extension implementation
   f. The settlement of non-performing loans according to the applied Bank's credit policy

g. Upaya Bank dalam memenuhi kecukupan jumlah penyisihan penghapusan kredit.

PELAKSANAAN TUGAS KOMITE KEBIJAKAN PERKREDITAN

Pelaksanaan Tugas Komite Kebijakan Perkreditan di tahun 2014 sebagai berikut:

1. Memberikan masukan dalam penyempurnaan kebijakan perkreditan Bank Victoria;
2. Melaksanakan pengawasan terhadap implementasi kebijakan perkreditan Bank Victoria;
3. Melakukan evaluasi kebijakan perkreditan Bank Victoria secara berkala sesuai dengan perkembangan ekonomi dan pasar;
4. Memberikan saran dan pertimbangan kepada Direksi terkait pelaksanaan kebijakan perkreditan Bank Victoria.

RAPAT KOMITE KEBIJAKAN PERKREDITAN

Dalam melaksanakan tugasnya, Komite Kebijakan Perkreditan melakukan pertemuan berkala atau sewaktu-waktu sesuai dengan kebutuhan dan situasi ekonomi yang berkembang di pasar. Komite Kebijakan Perkreditan telah melaksanakan 6 kali rapat selama tahun 2014 sebagai berikut:

g. The Bank's efforts to meet adequacy of allowance for bad debts

THE IMPLEMENTATION OF TASK OF CREDIT POLICY COMMITTEE

The Credit Policy Committee performed the following tasks:

1. Provided feedback on improvement of credit policy of Bank Victoria
2. Supervised credit implementation by Bank Victoria
3. Made a periodic evaluation of credit policy
4. Provided feedback and considerations to the Board of Directors related to credit policy implementation.

CREDIT POLICY COMMITTEE MEEETINGS

In performing its tasks, the Credit Policy Committee holds periodical meetings or at any time when needed and in accordance with economic situation developing in the market. The Credit Policy Committee has conducted 6 (six) meetings during 2014 and shown as follows:

Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
8 Januari 2014	• Tantangan Bank Victoria di tahun 2014; Challenges of Bank Victoria in 2014; • Arahan kepada Unit Bisnis untuk menghadapi tantangan di tahun 2014 Directions to Business Unit to meet the challenges in 2014
15 Januari 2014	• Membudayakan *Account Monitoring* Incorporate Account Monitoring • Dukungan Unit *Support* serta kerjasama antara kantor pusat dan cabang The support from Unit Supports and cooperation between headquarter and branches • Peningkatan *number of customers* untuk Komersial dan UKM serta *pipeline* kredit The increase on the number of customers for Commercial and MSME and pipeline credits • *Awareness* neraca cabang Awareness of branch balance
26 Februari 2014	• Meningkatkan penerapan *credit culture* Improve the credit culture implementation • Peluang bisnis bagi Bank Victoria dari situasi *market* saat ini Business opportunities for Bank of Victoria for the current market situation • Meningkatkan *working team* internal dan antar divisi Improving internal working teams and among divisions
5 Maret 2014	• Kehati-hatian mengikatkan Bank Victoria dengan pihak lain Precautionary to tie up Bank Victoria with other parties • Kewaspadaan terhadap *regulatory risk* Awareness of regulatory risk • Kepatuhan terhadap prosedur pengajuan kredit Compliance with the credit application procedure • Kebijakan proses *appraisal* Policy appraisal process
23 April 2014	• Sosialisasi perubahan format rapat komite kredit Socialization of the Credit Committee Meeting format changes • Pegembangan diri dan kualitas para kepala divisi Self-development and the quality of the head of the division
4 Juni 2014	• Penulisan Memorandum Analisis Kredit (MAK); Writing of Credit Analysis Memorandum (CAM); • Pemenuhan komitmen debitur Fulfillment of debtor commitments

KOMITE KREDIT

Merupakan Komite yang terdiri dari Anggota Direksi Bank dan Kepala Divisi terkait yang bertanggung jawab dan diberi wewenang untuk memutuskan jumlah *Credit Exposure* Bank dalam bentuk Aktiva Produktif sesuai dengan jumlah atau limit tertentu yang telah ditetapkan.

Uraian Tugas Komite Kredit adalah sebagai berikut:
1. Menyelenggarakan Rapat/Pertemuan KKP untuk mengevaluasi usulan kredit dan meminta data/informasi apabila diperlukan;
2. Memberikan persetujuan/penolakan terhadap usulan kredit, baik kredit *Treasury, Financial Institution, Capital Market,* Kredit Korporasi, Kredit Komersil, Kredit SME/UKM, Kredit Konsumer serta Kredit Perusahaan Pembiayaan;
3. Memastikan bahwa proses pemberian kredit sesuai dengan ketentuan yang berlaku;
4. Memastikan bahwa proses pemberian kredit telah menerapkan manajemen risiko.

PELAKSANAAN TUGAS KOMITE KREDIT

Pelaksanaan Tugas Komite Kredit di tahun 2014 sebagai berikut:
1. Memberikan persetujuan terhadap usulan kredit yang diajukan oleh Unit Bisnis;
2. Mengawasi implementasi proses pemberian kredit;
3. Memastikan *risks appetite* atas usulan kredit yang disetujui sesuai dengan kebijakan manajemen risiko Bank Victoria.

RAPAT KOMITE KREDIT

Rapat Komite Kredit dijadwalkan setiap hari Rabu atau hari lain setiap minggunya sesuai dengan kebutuhan untuk membahas calon debitur yang akan mengajukan kredit (*pre approval*) maupun usulan kredit atau permohonan lainnya yang diajukan oleh Unit Bisnis. Sepanjang tahun 2014 Komite Kredit telah melakukan 22 kali rapat.

CREDIT COMMITTEE

It is a committee consisting of members of the Board of Directors and the relevant Division Heads responsible for and authorized to decide the amount of the Bank's Credit Exposure in the form of Productive Assets according to a certain determined amount or limit.

The Credit Committee has the following tasks:
1. Convene KKP Meetings to evaluate credit proposals and request any necessary data/information.
2. Approve/reject credit proposals, either Treasury, Financial Institution, Capital Market, Corporate Credit, Commercial Credit, SME Credit, Consumer Credit, or Multi Finance Credit.
3. Ensure that credit extension process is compliant with the applicable policies.
4. Ensure that credit extension process has applied risk management.

IMPLEMENTATION OF TASKS OF CREDIT COMMITTEE

The Credit Committee performed the following tasks in 2014:
1. Approved credit proposals proposed by the Business Unit
2. Supervised the implementation of credit extension process.
3. Ensure risk appetite on the approved credit proposal in compliance with the Bank's risk management policy.

CREDIT COMMITTEE MEETINGS

Credit Committee meetings are scheduled every Wednesday or any other day of the week as needed to discuss prospective debtors who would apply for credits (pre-approval) or credit proposals or other application proposed by the Business Unit. Throughout 2014, the Credit Committee has conducted 22 meetings.

Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
8 Januari 2014 January 8, 2014	Pembahasan 2 klien Korporasi Discussion on 2 Corporate clients
15 Januari 2014 January 15, 2014	Pembahasan 3 klien Korporasi Discussion on 3 Corporate clients
5 Februari 2014 February 5, 2014	Pembahasan 1 klien Kredit Perusahaan Pembiayaan, 1 klien Komersial, dan 1 klien Korporasi Discussion on 1 Financing Company Credit client, 1 Commercial client, and 1 Corporate client
12 Februari 2014 February 12, 2014	Pembahasan 1 klien Kredit Perusahaan Pembiayaan & 4 klien Korporasi Discussion on 1 Financing Company Credit client & 4 Corporate clients
19 Februari 2014 February 19, 2014	Pembahasan 1 klien Komersial dan 2 klien Korporasi Discussion on 1 Commercial clients and 2 Corporate clients
26 Februari 2014 February 26, 2014	Pembahasan 3 klien Korporasi Discussion on 3 Corporate clients
5 April 2014 April 5, 2014	Pembahasan 2 klien Korporasi Discussion on 2 Corporate clients
20 Maret 2014 March 20, 2014	Pembahasan 1 klien Kredit Perusahaan Pembiayaan, 1 klien Komersial, dan 2 klien Korporasi Discussion on 1 Credit Financing Company client, 1 Commercial clients, and 2 Corporate clients
2 April 2014 April 2, 2014	Pembahasan 1 klien komersial Discussion on 1 Commercial clients

Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
23 April 2014 April 23, 2014	Pembahasan 4 klien Komersial, 2 klien Korporasi, dan paparan oleh Divisi Kredit Perusahaan Pembiayaan Discussion on 4 Commercial clients, 2 Corporate clients, and report by the Company Financing Credit Division
7 Mei 2014 May 7, 2014	Pembahasan 3 klien komersial Discussion on 3 Commercial clients
4 Juni 2014 June 4, 2014	Pembahasan 1 klien Korporasi & 1 klien Komersial Discussion on 1 Corporate client and 1 Commercial client
16 Juli 2014 July 16, 2014	Pipeline, Proposal kredit yang masih dalam proses, dan Group Limit Pipeline, ongoing credit proposal and Group Limit
13 Agustus 2014 August 13, 2014	Pembahasan 1 klien Korporasi, 1 klien Komersial, dan 1 klien Kredit Perusahaan Pembiayaan Discussion on 1 Corporate client, 1 Commercial client, and 1 client of Company Financing Credit
20 Agustus 2014 August 20, 2014	Pembahasan 2 klien Korporasi dan 2 klien Komersial Discussion on 2 Corporate clients and 2 Commercial clients
27 Agustus 2014 August 27, 2014	Pembahasan 2 klien Korporasi dan 2 klien Komersial Discussion on 2 Corporate clients and 2 Commercial clients
3 September 2014 September 3, 2014	Pembahasan 2 klien Korporasi dan Group Limit Discussion on 2 Corporate clients and Group Limit
10 September 2014 September 10, 2014	Pembahasan 2 klien Korporasi Discussion on 2 Corporate clients
8 Oktober 2014 October 8, 2014	Pembahasan 3 klien Kredit Perusahaan Pembiayaan Discussion on 3 Company Financing Credit client
15 Oktober 2014 October 15, 2014	Pembahasan 4 klien Komersial dan 3 klien Korporasi Discussion on 4 Commercial clients and 3 Corporate clients
5 November 2014 November 5, 2014	Pembahasan 2 klien Komersial, 3 klien Korporasi, dan 1 klien Konsumer Discussion on 2 Commercial clients, 3 Corporate clients, and 1 Consumer client
3 Desember 2014 December 3, 2014	Pembahasan 2 klien Korporasi dan 2 klien Komersial Discussion on 2 Corporate clients and 2 Commercial clients

ASSET AND LIABILITY MANAGEMENT COMMITTEE (ALCO)

Merupakan *Executive Committee* yang berfungsi sebagai wadah penganalisa/pengevaluasi pelaksanaan pengelolaan *asset and liabilities* dan pengambilan keputusan dengan merumuskan kebijakan, strategi dan sasaran dalam rangka *Asset Liability Management* (ALMA).

Asset and Liability Committee Support (ALCO Support) adalah satuan kelompok kerja yang berfungsi membantu kegiatan ALCO, yang tugas utamanya adalah mendapatkan, mengolah, menganalisa dan merumuskan keseluruhan data asset and liabilities untuk kemudian diserahkan kepada ALCO.

Uraian Tugas *Asset and Liability Management Committee* (ALCO) adalah sebagai berikut:

1. Memantau dan memperhatikan struktur Neraca dan memaksimumkan profitabilitas;
2. Merencanakan, menetapkan dan mengendalikan sumber dan penggunaan dana Bank;
3. Menetapkan tingkat suku bunga kredit maupun pendanaan.
4. Melakukan evaluasi anggaran dan realisasi Laporan Keuangan Bank dengan memperhatikan indikator-indikator/risiko Bank;
5. Merumuskan, menetapkan dan mengevaluasi kebijakan, strategi dan sasaran dalam bidang-bidang ALMA, yaitu:
   - Manajemen Strategi;
   - Manajemen Likuiditas;

ASSET AND LIABILITY MANAGEMENT COMMITTEE (ALCO)

Is an Executive Committee which serves as a medium to analize/evaluate the implementation of asset & liability management and decision-making to formulate policies, strategies and targets in the frame of Asset Liability Management (ALMA).

Asset Liability Committee Support (ALCO Support) is a unit of working group that works to assisst the activities of ALCO, whose main task is to obtain, process, analyze and formulate the entire assets and liabilities data to be submitted to ALCO.

The descriptions of Asset and Liability Management Committee (ALCO) are as follows:

1. Monitor and observe Balance structure and maximize profitability;
2. Plan, determine, and control the Bank's fund sources and use;
3. Determine credit interest rate and funding;
4. Evaluate budget and realization of the Bank's Financial Statements by observing Bank's indicators/risks;
5. Formulate, determine, and evaluate policies, strategies, and targets of the following ALMA sectors:
   - Strategy Management;
   - Liquidity Management;

- Manajemen *Gap*;
- Manajemen '*Pricing*';
- Memantau dan memperhatikan perkembangan kondisi ekonomi mikro maupun makro, seperti inflasi, nilai tukar dan perkembangan suku bunga yang dapat mempengaruhi kinerja Bank.

PELAKSANAAN TUGAS *KOMITE ASSET AND LIABILITY MANAGEMENT COMMITTEE* (ALCO)

Pelaksanaan Tugas Komite ALCO tahun 2014 sebagai berikut:

1. Menganalisis kinerja keuangan yang mencakup perbandingan antara kinerja keuangan bulan yang bersangkutan dengan bulan sebelumnya;
2. Mengevaluasi perkembangan dan prospek indikator-indikator ekonomi dan menganalisis dampaknya terhadap posisi simpanan, kredit dan profitabilitas Bank;
3. Mengelola tingkat likuiditas Bank dalam rangka menjaga tingkat likuiditas yang sehat dan sesuai ketentuan Bank Indonesia;
4. Mengawasi risiko-risiko likuiditas dan struktur neraca Bank;
5. Menjaga tingkat profitabilitas bank pada tingkat yang sehat;
6. Menjaga pertumbuhan *assets and liabilities* sesuai dengan Rencana Bisnis Bank;
7. Menjaga tingkat kualitas assets;
8. Melakukan evaluasi terhadap *maturity gap*;
9. Meningkatkan *fee based income* melalui diversifikasi produk/ aktivitas baru;
10. Mengevaluasi tingkat suku bunga suku bunga Bank.

RAPAT KOMITE *ASSET AND LIABILITY MANAGEMENT COMMITTEE* (ALCO)

ALCO melakukan pertemuan sekurang-kurangnya sekali dalam 1 (satu) bulan atau sewaktu-waktu sesuai dengan kebutuhan. Komite ALCO sepanjang tahun 2014 telah mengadakan rapat sebanyak 15 (Lima Belas) kali pertemuan yang dihadiri oleh anggota Komite.

- Gap Management;
- Pricing Management;
- Monitor and observe development of microeconomic and macroeconomic conditions, such as inflation, exchange rates, development of interest rates affecting the Bank's performance.

THE IMPLEMENTATION OF ASSET AND LIABILITY MANAGEMENT COMMITTEE (ALCO) TASKS

The implementation of ALCO's tasks in 2014 is as follows:

1. Analyzed financial performance including comparisons between the financial performance of the respective month with previous month;
2. Evaluated progress and prospects of economy indicators and analyzed its impact on the Bank's positions on deposits, credit and profitability;
3. Managed the Bank's liquidity levels in order to maintain a healthy liquidity levels and in accordance with Bank Indonesia's provisions;
4. Monitored the liquidity risks and the Bank's balance sheet structure;
5. Maintained the level of Bank's profitability at a healthy level;
6. Keep the assets and liabilities growth in accordance with the Bank Business Plan;
7. Maintained the assets quality level;
8. Evaluated the maturity gap;
9. Improved fee-based income through diversification of product/ activity;
10. Evaluated the Bank's interest rates level.

THE ASSET AND LIABILITY MANAGEMENT COMMITTEE (ALCO) COMMITTEE'S MEETINGS

ALCO meets at least once in 1 (one) month or at any time when necessary. Throughout 2014, ALCO Committee has conducted 15 (fifteen) meetings attended by the members of the Committee.

Agenda Rapat
Meeting Agenda

Agenda Rapat ALCO, diantaranya:
ALCO meeting agenda, including:

- Analisis kinerja keuangan yang mencakup perbandingan antara kinerja keuangan bulan yang bersangkutan dengan bulan sebelumnya.
- Analysis of financial performance that includes a comparison between the financial performance of the respective month with previous month.
- Pencapaian/realisasi target yang telah ditentukan di dalam Rencana Bisnis Bank.
- Achievement/realization of targets set in the Bank Business Plan.
- Mengevaluasi perkembangan dan prospek indikator- indikator ekonomi dan menganalisis dampaknya terhadap posisi simpanan, kredit dan profitabilitas Bank.
- Evaluate progress and prospects of economy indicators and analyze its impact on the positions of deposits, credits and bank profitability.
- Pengelolaan tingkat suku bunga baik untuk *lending* maupun *funding*.
- Management of the interest rate for both lending and funding.
- Pengelolaan tingkat likuiditas bank dalam rangka menjaga tingkat likuiditas yang optimum dan ketentuan Bank Indonesia.
- Management of bank liquidity levels in order to maintain optimum level of liquidity and Bank Indonesia regulations.
- *Gap maturity*.
- Maturity gap.
- Mengawasi risiko-risiko likuiditas dan struktur neraca Bank.
- Monitor the risks of liquidity and balance sheet structures.

KOMITE TEKNOLOGI INFORMASI

Merupakan *Executive Committee* yang berfungsi sebagai wadah penganalisa/pengevaluasi pelaksanaan pengelolaan di bidang Teknologi Informasi.

Uraian Tugas Komite Teknologi Informasi adalah sebagai berikut:
1. Membuat rencana strategis Teknologi Informasi (*information technology strategic plan*) yang sesuai dengan rencana strategis kegiatan usaha Bank;
2. Perumusan kebijakan dan prosedur Teknologi Informasi sesuai dengan PBI No.9/15/PBI/2007 tanggal 30 November 2007 tentang Penerapan Manajemen Risiko dalam Penggunaan Teknologi Informasi oleh Bank Umum;
3. Melakukan pemantauan kesesuaian proyek-proyek Teknologi Informasi yang disetujui dengan rencana strategis Teknologi Informasi;
4. Melakukan pemantauan kesesuaian proyek-proyek Teknologi Informasi dengan rencana proyek (*project charter*) yang disepakati dalam *Service Level Agreement* (SLA);
5. Melakukan pemantauan kesesuaian Teknologi Informasi dengan kebutuhan Sistem Informasi Manajemen yang mendukung pengelolaan kegiatan usaha Bank;
6. Melakukan evaluasi terhadap efektivitas langkah-langkah manajemen risiko Teknologi Informasi
7. Melakukan pemantauan atas kinerja Teknologi Informasi dan upaya peningkatannya;
8. Melakukan upaya penyelesaian berbagai masalah terkait Teknologi Informasi yang tidak dapat diselesaikan oleh Satuan Kerja pengguna dan Satuan Kerja penyelenggara;
9. Melakukan evaluasi kecukupan dan alokasi sumber daya yang dimiliki Bank.

PELAKSANAAN TUGAS KOMITE TEKNOLOGI INFORMASI

Pelaksanaan Tugas Komite Teknologi Informasi sebagai berikut:

1. Memberikan rumusan dan kebijakan terkait Rencana Strategis Teknologi Informasi (*Information Technology Strategic Plan*) yang sesuai dengan rencana strategis kegiatan usaha Bank;
2. Memberikan masukan terkait dengan kesesuaian proyek-proyek Teknologi Informasi yang disetujui dengan RBB;
3. Memonitor dan memantau atas kesuaian proyek-proyek Teknologi Informasi dengan rencana proyek (*project charter*) yang disepakati dalam *Service Level Agreement* (SLA) agar lebih Efektif;
4. Membahas dan memutuskan atas penyelesaian berbagai masalah terkait Teknologi Informasi yang tidak dapat diselesaikan oleh Satuan Kerja pengguna dan Satuan Kerja penyelenggara.

RAPAT KOMITE TEKNOLOGI INFORMASI

Komite Teknologi Informasi melakukan pertemuan sekurang-kurangnya sekali dalam 6 (enam) bulan atau sewaktu-waktu sesuai dengan kebutuhan. Sepanjang 2014, Komite Teknologi Informasi mengadakan 3 (tiga) kali rapat dengan rincian sebagai berikut:

INFORMATION TECHNOLOGY COMMITTEE

It is an Executive Committee functioning to analyze and evaluate the implemented management in Information Technology sector.

The Information Technology Committee has the following tasks:
1. Formulate information technology strategic plan in line with the Bank's business activity strategic plan
2. Formulate Information Technology policy and procedure in accordance with BI Regulation No.9/15/PBI/2007 dated 30 November 2007 on Risk Management Implementation in Information Technology Use by Commercial Banks.
3. Monitor consistency of approved Information Technology projects with Information Technology strategic plan
4. Monitor consistency of Information Technology projects with the project charter agreed in the Service Level Agreement (SLA)
5. Monitor the consistency of Information Technology with the Management Information System requirements supporting management of the Bank's business activities
6. Evaluate the effectiveness of Information Technology risk management measures
7. Monitor Information Technology performance and improvement efforts
8. Make efforts to solve problems related to Information Technology unsolvable by the user Working Unit and implementer Working Unit
9. Evaluate the adequacy and allocation of the Bank's resources

THE INFORMATION TECHNOLOGY COMMITTEE'S TASKS EXECUTION

The Information Technology Committee's Tasks execution was as follows:
1. Provided policy and formulation related to the Information Technology Strategic Plan in accordance with the Bank's business strategy;
2. Provided input related to conformity of IT projects as approved by the BBP;
3. Monitored and supervised the consistency of Information Technology projects with the project charter agreed in the Service Level Agreement (SLA) to be more effective;
4. Discussed and decided on the settlement of various problems related to the Information technology that can not be resolved by the user Working Unit and implementer Working Unit

THE INFORMATION TECHNOLOGY COMMITTEE MEETING

The Information Technology Committee meets at least once every six (6) months or at any time as necessary. Throughout 2014, the Information Technology Committee held 3 (three) meetings with the following details:

Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
25 Februari 2014 February 25, 2014	• Rencana *upgrade version core banking* dari 2.01 ke 2.03 Plan on core banking version upgrading from 2:01 to 2:03 • Rencana pengembangan *Internet Banking* Internet Banking Development Plan
18 Maret 2014 March 18, 2014	• Pembahasan arsitektur *core banking* (IT Bank Victoria); Discussion on core banking architecture (Bank Victoria IT); • Penjelasan pro dan kontra atas *upgrade core banking* ke versi 2.03; Explanations on pros and cons of upgrading core banking to version 2:03; • Estimasi *project plan upgrade core banking* Estimation of core banking upgrade project plan
21 Juli 2014 July 21, 2014	• Rencana Pengembangan *Internet Banking* Internet Banking Development Plan • Rencana *Upgrade Corebanking* dari 2.01 ke 2.03 serta ITM 2.2 ke ITM 4.3 Corebanking Upgrade Plan from 2:01 to 2:03 and ITM 2.2 to ITM 4.3

KOMITE TRANSAKSI, *PRODUCT ASSET AND LIABILITIES*

Merupakan komite yang membantu Direksi dalam memberikan arahan kebijakan yang berkaitan dengan pengelolaan produk yang akan dan atau telah diterbitkan agar produk tersebut mampu bersaing dengan Bank lain. Dalam pelaksanaannya Komite wajib memperhatikan kepentingan nasabah dan Bank, sekaligus menerapkan prinsip-prinsip kehati-hatian dan manajemen risiko.

Uraian Tugas Komite Transaksi, *Product Asset and Liabilities* adalah sebagai berikut:

1. Memberikan masukan pertimbangan dan rekomendasi atas pengelolaan produk asset and liabilities kepada Direksi mulai dari rencana penerbitan, pengembangan dan/atau modifikasi produk, sampai dengan melakukan analisis/kajian terhadap *existing product*;
2. Mengawasi kebijakan produk agar dapat diterapkan dan dilaksanakan secara konsekuen, konsisten, dan bertanggung jawab, serta mencari solusi apabila terjadi hambatan atau kendala dalam penerapannya;
3. Memantau dan mengevaluasi potensial risiko yang akan terjadi terhadap:
   a. Perkembangan penjualan produk dan *portfolio* produk;
   b. Poin-poin pengawasan kebijakan produk;
   c. Strategi kebijakan produk;
   d. Portofolio produk untuk kemudian dipergunakan sebagai masukan dan saran kepada Direksi untuk menentukan langkah-langkah perbaikan yang diperlukan.

PELAKSANAAN TUGAS KOMITE TRANSAKSI, *PRODUCT ASSET AND LIABILITIES*

Pelaksanaan Tugas Komite Transaksi, *Product Asset and Liabilities* tahun 2014 sebagai berikut:

1. *Sharing* terkait produk program Tabungan dan Deposito; Program Merah Putih, *Christmas Vaganze*, dan Victoria 88;
2. *Sharing* prosedur penerbitan produk tabungan dan deposito *bundling*;
3. *Sharing* program *consumer lending* dan aktivitas baru;
4. *Sharing* terkait aktivitas *Bancassurance*;
5. *Sharing* proses penerbitan produk baru *Bancassurance*.

TRANSACTION, PRODUCT ASSETS AND LIABILITIES COMMITTEE

It is a committee assisting the Board of Directors in providing policy direction pertaining to the management of products which will be or have been issued to make the products competitive with those of other Banks. In performing its tasks, the Committee must take into account the interests of the customers and the Bank and at the same time apply the principle of prudence and risk management.

The Transaction, Product Assets and Liabilities Committee has the following tasks:

1. Provide considerations and recommendations on management of product assets and liabilities to the Board of Directors starting from the product issuance plan, development, and/or modification up to analysis/review of the existing products.
2. Supervise product policies for possible application and implementation in a consequent, consistent, and responsible manner and find solutions to any obstacles or constraints occurring in the implementation.
3. Monitor and evaluate potential risks to:
   a. Progress of product sales and portfolio
   b. Supervision points of Product Policies
   c. Product Policy Strategies
   d. Product Portfolio to be then used as inputs and suggestions for the Board of Directors to determine necessary improvement measures.

THE TRANSACTION, PRODUCT ASSETS AND LIABILITIES COMMITTEE'S TAS EXECUTION

The Transaction, Product Assets and Liabilities Committee performed the following tasks in 2014:

1. Sharing on Savings and Deposits program products; "Merah Putih", Christmas Vaganza, and Victoria 88 programs;
2. Sharing on bundling savings and deposits products issuance procedures ;
3. Sharing on consumer lending programs and new activities;
4. Sharing on Bancassurance activity;
5. Sharing on the launching process of new Bancassurance products.

RAPAT KOMITE TRANSAKSI, *PRODUCT ASSET AND LIABILITIES*

Komite Transaksi, *Product Asset and Liabilities* menyelenggarakan rapat secara berkala atau sewaktu-waktu apabila diperlukan (insidentil).

THE TRANSACTIONS, ASSETS & LIABILITIES PRODUCT COMMITTEE'S MEETING

The Transactions, Product Asset & Liabilities Committee holds regular meetings or at any time when necessary (incidental).

Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
28 Maret 2014 March 28, 2014	• Promo Tabungan dan Deposito; Saving and Deposit Promotion; • Aktivitas *Consumer Lending* dan Proposal; Consumer Lending and Proposals Activities; • Aktivitas *Bancassurance Product*; Bancassurance Product Activities; • Proses Pengadaan *Bancassurance Product*; Bancassurance Product Procurement Process; • Arahan Komite Transaksi, *Product Asset & Liabilities*; Directions from The Transaction Committee, Product Asset & Liabilities;
Sharing via Rapat mingguan di *Weekly Review Meeting Consumer* Sharing via weekly meetings in the Weekly Review Meeting Consumer	• Pembahasan update beberapa produk; Discussion on some product updates; • Update terkait proyek *infrastructure consumer business*; Update on consumer business infrastructure projects; • Update terkait program dan promo; Updates on program and promotion; • Update terkait rencana penerbitan Agen Penjual Reksa Dana (APERD) Update related plan to launch Mutual Fund Sales Agent (APERD)

KOMITE PERSONALIA

Merupakan komite yang membantu Direksi dalam merumuskan Kebijakan, mengawasi pelaksanaan kebijakan, memantau perkembangan dan kondisi Ketenagakerjaan serta memberikan saran langkah perbaikan yang sesuai dengan peraturan Ketenagakerjaan Bank dan Undang-undang Ketenagakerjaan yang berlaku di Indonesia.

Uraian Tugas Komite Personalia adalah sebagai berikut:
1. Memberikan masukan kepada Direksi dalam merumuskan kebijakan ketenagakerjaan;
2. Mengawasi kebijakan yang berhubungan dengan karyawan dilaksanakan secara konsekuen dan konsisten;
3. Melakukan kajian terhadap kebijakan ketenagakerjaan Bank dan memberikan saran kepada Direksi apabila diperlukan perubahan kebijakan ketenagakerjaan Bank;
4. Memantau dan mengevaluasi efektifitas setiap pegawai;
5. Memberikan masukan dan solusi untuk hambatan dan masalah yang terjadi terkait dengan ketenagakerjaan Bank.

PELAKSANAAN TUGAS KOMITE PERSONALIA

Pelaksanaan Tugas Komite Personalia tahun 2014 sebagai berikut:
1. Mengadakan kegiatan sosialisasi BPJS kepada karyawan *non staff*;
2. Menyusun jadwal kegiatan pelatihan karyawan Kantor Pusat dan Kantor Cabang;
3. Menyusun jadwal kegiatan *training* bagi *Personal Banker* dan *Relationship Manager*;
4. Menyampaikan usulan kegiatan CSR serta rencana angaran kegiatan CSR;
5. Menyampaikan proses kegiatan rekrutmen pegawai;

PERSONNEL COMMITTEE

It is a committee assisting the Board of Directors in formulating policies, supervising policy implementation, monitor development and condition of personnel, and providing improvement measures in accordance with the Bank's personnel rules and the applicable labor law in Indonesia.

The Personnel Committee has the following tasks:
1. Provide feedback for the Board of Directors on formulation of personnel policies
2. Supervise policies on employees implemented in a consequent and consistent manner
3. Review the Bank's personnel policy and provide suggestions to the Board of Directors when changes of such personnel policy are required
4. Monitor and evaluate effectiveness of each employee
5. Provide feedback and solutions to the obstacles and problems relevant to the Bank's employment

THE PERSONNEL COMMITTEE'S TASKS EXECUTION

The Personnel Committee's Task Execution in 2014 are as follows:
1. Hold socialization about BPJS to non-staff employees;
2. Develop a schedule of employee training activities for Head Office and Branch Offices;
3. Develop a training schedule for Personal Bankers and Relationship Managers;
4. Submit a proposal and plan budgets for CSR activities;
5. Delivering the process of recruitment;

6. Memberikan usulan terkait kegiatan silaturahmi dengan karyawan;
7. Memberikan usulan penyempurnaan kebijakan dan prosedur terkait *Human Capital Management*.

6. Provide proposals related for meeting with employees;
7. Provide suggestions to improve policies and procedures related to Human Capital Management;

RAPAT KOMITE PERSONALIA

Rapat Komite Personalia diselenggarakan minimal sekali dalam 1 (satu) bulan. Selama 2014, Komite Personalia telah melaksanakan 12 kali rapat dengan rincian sebagai berikut:

PERSONNEL COMMITTEE MEETING

Personnel Committee's Meeting held at least once every 1 (one) month. During 2014, the Personnel Committee has convened 12 times with the details as follows:

Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
20 Januari 2014 January 20, 2014	• Rencana soisalisasi BPJS BPJS Socialisation Plan • Rencana Jadwal Pendidikan/Pelatihan Karyawan tahun 2014 Employee Training Schedule Plan of 2014
17 Februari 2014 February 17, 2014	• *Man Power Planning* seluruh Direktorat KPO Man Power Planning for all KPO Directorates • *BVIC Orientation Program* BVIC Orientation Program • *Account Officer Development Program* Durasi 9 Bulan 9-Month Account Officer Development Program
24 Maret 2014 March 24, 2014	• Struktur Organisasi Direktorat Bisnis Business Directorate Organisation Structure • Rencana *Training* bulan April 2014 Training Plan of April 2014
14 April 2014 April 14, 2014	• Permintaan Penggunaan Jilbab oleh Karyawan Request of Hijab Wearing from Employees • *Comprehensive* BDP 1 Comprehensive BDP 1 • *Corporate Social Responsibilities* 2014 Corporate Social Responsibilities 2014 • Jadwal Implementasi *Corporate Culture* Corporate Culture Implementation Schedule • *Training Wealth Management* bagi *Personal Banker* dan *Relationship Manager* Wealth Management Training for Personal Bankers and Relationship Managers
26 Mei 2014 May 26, 2014	• *Corporate Social Responsibilities* Beasiswa 2014 Scholarship in the form of Corporate Social Responsibilities 2014 • Penyerahan Ijazah *Officer Development Program* Angkatan ke-3 3rd Batch Officer Development Program Certificate Award
02 Juni 2014 June 2, 2014	• Acara Buka Puasa Bersama 1435 H Iftar Event with Bank Victoria 1435 H • Pemberian Tunjangan Hari Raya (THR) Karyawan THR awards to the Employees
07 Juli 2014 July 07, 2014	• Rekrutmen Calon Karyawan Kantor Cabang Bandung Bandung Branch Office Employee Recruitment
11 Agustus 2014 August 11, 2014	• *Mapping Account Officer* Account Officer Mapping • Surat Keputusan (SK) Direksi untuk *Account Officer* (AO) The Board of Directors' Decision Letter for Account Officer
15 September 2014 September 15, 2014	• Penyempurnaan Sistem dan Prosedur Divisi *Human Capital Management* Human Capital Management Division System and Procedure Sistem Perfection
06 Oktober 2014 October 6, 2014	• Rencana *Training* untuk Karyawan Kantor Cabang Bandung Training planning for Bandung Branch Office employees
17 November 2014 November 17, 2014	• *Training Service Excellence for Customer Service* Training of Service Excellence for Customer Service • Perayaan Natal Bersama Bank Victoria Christmas Celebration with Bank Victoria
09 Desember 2014v November 09, 2014	• Program BPJS Kesehatan BPJS Health Program

KOMITE PENGADAAN BARANG DAN JASA

Merupakan Komite yang membantu Direksi dalam hal memberikan masukan untuk hal-hal penting dan relevan dalam perumusan Kebijakan Pengadaan Barang dan Jasa serta memberikan persetujuan untuk setiap pengadaan barang dan jasa.

Uraian Tugas Komite Pengadaan Barang dan Jasa adalah sebagai berikut:

1. Meminta informasi hal-hal yang diperlukan terkait pengadaan barang dan jasa dari berbagai pihak, baik intemal maupun ekstemal;
2. Memberikan persetujuan terhadap pengajuan pengadaan barang dan jasa;
3. Mengajukan persetujuan kepada Dewan Komisaris terhadap pengadaan barang/dan jasa dengan nilai/harga minimum sesuai yang diatur di Anggaran Dasar Bank;
4. Memberikan masukan kepada Direksi hal-hal penting dan relevan dalam perumusan kebijakan pengadaan barang dan jasa, sehingga proses Pengadaan barang dan jasa dilakukan secara transparan, obyektif, efektif dan efisien.

PELAKSANAAN TUGAS KOMITE PENGADAAN BARANG DAN JASA

Pelaksanaan Tugas Komite Pengadaan Barang dan Jasa tahun 2014 sebagai berikut:

1. Memberikan persetujuan terhadap pengajuan pengadaan barang dan jasa Bank;
2. Mengajukan usulan untuk dimintakan persetujuan kepada Dewan Komisaris terhadap pengadaan barang dan jasa yang memerlukan persetujuan Dewan Komisaris;
3. Memberikan masukan kepada Direksi terkait kebijakan pengadaan barang dan jasa.

RAPAT KOMITE PENGADAAN BARANG DAN JASA

Rapat Komite Pengadaan Barang dan Jasa diselenggarakan minimal sekali dalam 2 (dua) bulan dan wajib dihadiri oleh seluruh anggota.

GOOD AND SERVICE PROCUREMENT COMMITTEE

It is a committee assisting the Board of Directors in providing inputs on matters important and relevant to the formulation of Goods and Services Procurement Policy and giving approvals for goods and services procurement.

The Goods and Services Procurement Committee has the following tasks:

1. Request information on necessary matters related to goods and services procurement from various internal and external parties;
2. Approve proposals for goods and services procurement;
3. Apply for approvals to the Board of Commissioners for goods and services procurement at a minimum value/price as set forth in the Company's Articles of Association;
4. Provide feedback for the Board of Directors on matters important and relevant to the formulation of policies on goods and services procurement to allow transparent, objective, effective, and efficient goods and services procurement process.

GOODS AND SERVICES PROCUREMENT COMMITTEE'S TASKS EXECUTION

Goods and Services Procurement Committee Task Execution in 2014 is as follows.

1. Give consent to the proposal of the Bank's procurement of goods and services;
2. Submit proposal for the Board of Commissioners' approval on the procurement of goods and services which require the approval of the Board of Commissioners;
3. Provide feedback to the Board of Directors related to the procurement of goods and services.

GOODS AND SERVICES PROCUREMENT COMMITTEE'S MEETING

Goods and Services Procurement Committee Meetings held at least once every 2 (two) months and shall be attended by all members.

Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
23 Januari 2014 January 23, 2014	• Penunjukkan vendor pembuatan *Annual Report* 2013 Vendor Appointment of the Annual Report 2013 Preparation • Sewa Lokasi *signage* di Bandara Soekarno Hatta Signage Location Lease at Soekarno Hatta Airport
3 Februari 2014 February 3, 2014	• Penunjukkan vendor untuk Laporan Keuangan Tahunan Vendor appointment of the Annual Financial Statements • Pengadaan *Lift* untuk rencana pengadaan kantor Bank Victoria Bandung Vendor appointment for Bank Victoria Bandung office procurement plan
3 April 2014 April 3, 2014	• Penunjukkan *Event Organizer* untuk RUPS dan *Public Expose* 2014 Event Organizer Appointment for the GMS and Public Expose 2014 • Penunjukkan *maintenance* vendor IBM AS/400 *Hardware* Maintenance Vendor Appointment of IBM AS/400 Hardware • Pengadaan genset untuk rencana pengadaan kantor Bank Victoria Bandung Generator Procurement for Victoria Bank Bandung Office procurement plan

Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
10 Juni 2014 June 10, 2014	• Pergantian kendaraan operasional kantor pusat dan kendaraan operasional kepala kantor Substitution headquarters operational vehicles and office head vehicle operational • Pengadaan *Project Finger Scan* Finger Scan Project Procurement • Pengadaan kalender tahunan 2015 PT Bank Victoria International Tbk Procurement PT Bank Victoria International Ltd. Annual calendar of 2015
25 Agustus 2014 August 25, 2014	• Penunjukkan KAP PT Bank Victoria International Tbk. untuk tahun buku 2014 Appointment of Public Accounting Firm for PT Bank Victoria International Ltd. for the financial year of 2014 • Pengadaan aplikasi *internet banking* Procurement of internet banking applications • Pengadaan mobil kas keliling cabang Surabaya Procurement of cash mobile vehicle of Surabaya branch
18 September 2014 September 18, 2014	• Pengadaan kendaraan operasional *Branch Manager* Bank Victoria cabang Bandung Procurement of Bank Victoria Branch Manager operational vehicles Bandung branch • Penunjukkan KJPP untuk melakukan revaluasi aset Bank Victoria KJPP Appointment to perform asset revaluation of Bank Victoria
2 Oktober 2014 October 2, 2014	• Perpanjangan sewa Kantor Cabang Pembantu (KCP) Ariobimo Lease extension Supporting Branch Office (KCP) Ariobimo • Pengadaan SKN BI Gen II NHS BI Gen II Procurement • Pengadaan *License Original Windows* License Original Windows Procurement • Pengadaan *fingerprint* absensi Procurement fingerprint attendance • Perpanjangan sewa Kantor Cabang Pembantu (KCP) *Skyline* Skyline Branch Office (KCP) lease extension • Perpanjangan sewa Kantor Kas Wisma Indocement Wisma Indocement Cash Office lease extension
17 November 2014 November 17, 2014	• Pengadaan motor operasional cabang Bandung dan persetujuan pergantian vendor motor Operational motorcycle procurement for Bandung branch and motorcycle vendor change approval.

KOMITE PEMANTAU PELAKSANAAN *GOOD CORPORATE GOVERNANCE*

Merupakan komite yang membantu Direksi dalam memberikan arahan kebijakan yang berkaitan dengan pelaksanaan *Good Corporate Governance* (GCG) di Bank Victoria.

Uraian Tugas Komite Komite Pemantau Pelaksanaan *Good Corporate Governance* adalah sebagai berikut:

1. Memantau dan menganalisa setiap kebijakan terbaru maupun *best practice* terkait penerapan GCG;
2. Melakukan pemantauan kebijakan internal (*existing*) terhadap setiap perubahan kebijakan GCG, sehingga kebijakan yang digunakan sesuai dengan kebijakan terbaru dan sesuai *best practice*;
3. Memantau secara berkala terhadap rencana dan realisasi/ pencapaian bisnis Bank melalui rapat-rapat Komite;
4. Memantau *action plan* dan pelaksanaannya melalui rapat-rapat komite;
5. Menentukan aspek dan PIC/petugas dalam penyusunan GCG sesuai dengan bidang yang tercermin dari aspek-aspek GCG;
6. Mengkoordinir pembuatan pelaporan pelaksanaan GCG yang dilengkapi dan didukung dengan *underlying*-nya;
7. Memantau pelaporan pelaksanaan GCG Bank dan melakukan *self assessment* sesuai ketentuan berlaku;
8. Memantau proses penyampaian dan pendokumentasian pelaporan kepada pihak-pihak yang disebutkan dalam ketentuan (diantaranya kepada Pemegang Saham, Bank

GOOD CORPORATE GOVERNANCE IMPLEMENTATION MONITORING COMMITTEE

This is a committee that helps the Board of Directors in providing policy direction relating to the implementation of Good Corporate Governance (GCG) at Bank Victoria.

Duties of Good Corporate Governance Implementation Monitoring Committee are as follows.

1. Monitor and analyze any new policies and best practices related to the implementation of GCG;
2. Monitor internal policies (existing) to any GCG policy changes, so that the policy used is in accordance with the latest policy and appropriate best practices;
3. Regularly monitor Bank's business plan and realization/ achievement through the Committee meetings;
4. Monitor the action plan and its implementation through the committee meetings;
5. Determine aspects and PIC/officers in the preparation of GCG in accordance with the reflected field of GCG aspects;
6. Coordinate GCG implementation report preparation which equipped and supported by its underlying;
7. Monitor the Bank's GCG implementation reporting and perform Self-Assessment according to the applicable provisions;
8. Monitor the process of delivering and documenting report to the parties under the terms (including the Shareholders, Bank Indonesia, the Indonesian Consumers Foundation (YLKI),

Indonesia, Yayasan Lembaga Konsumen Indonesia (YLKI), Lembaga Pemeringkat di Indonesia, Asosiasi-asosiasi Bank di Indonesia, Lembaga Pengembangan Perbankan Indonesia (LPPI), 2 (dua) Lembaga penelitian di bidang ekonomi dan keuangan dan 2 (dua) majalah ekonomi dan keuangan).

Rating Agency in Indonesia, Bank Associations in Indonesia, Indonesian Banking Development Institute (LPPI), 2 (two) research institution in economics and finance, and two (2) economic and financial magazine).

PELAKSANAAN TUGAS KOMITE PEMANTAU PELAKSANAAN *GOOD CORPORATE GOVERNANCE*

Pelaksanaan Tugas Komite Pemantau Pelaksanaan GCG tahun 2014 sebagai berikut:

1. Ketua dan Sekretaris KPP GCG memimpin dan mengkoordinasikan tugas-tugas anggotanya sesuai tugas dan tanggung jawab masing-masing.
2. KPP GCG dalam menjalankan tugas dan tanggung jawab:
   - Melakukan pemantauan dan komunikasi dengan seluruh Komite dibawah Direksi melalui rapat secara rutin dan berkesinambungan, yang dituangkan dalam risalah rapat dan didokumentasikan.
   - Pemantauan dilakukan dengan berdasakan prinsip-prinsip penerapan GCG dan berdasarkan *Governance System* yaitu *Commitment, Structure, Process and Outcome.*
3. Selama tahun 2014 KPP GCG telah melakukan rapat berkala sebanyak 11 (sebelas) kali.
4. Dalam kondsi tertentu, KPP GCG juga melakukan koordinasi dengan Komite dibawah Dewan Komisaris khususnya terkait pelaksanaan GCG.

GOOD CORPORATE GOVERNANCE IMPLEMENTATION MONITORING COMMITTEE'S TASKS EXECUTION

GCG Implementation Monitoring Committee's Tasks Execution in 2014 as follows.

1. GCG IMC Chairman and Secretary lead and coordinate the tasks of its members based on each duties and responsibilities.

2. GCG IMC in performing their duties and responsibilities:
   - Monitor and communicate with other Committees under the Board of Directors thorugh regularly and continuously meetings, as outlined in the minutes of meetings and documented.
   - Monitor carried out based on the GCG implementation principles and based on Governance System ie Commitment, Structure, Process and Outcome.
3. During 2014, the GCG IMC has conducted regular meetings 11 (eleven) times.
4. In particular condition, GCG IMC also coordinated with the Committees under the Board of Commissioners in particular related to the implementation of GCG.

RAPAT KOMITE PEMANTAU PELAKSANAAN *GOOD CORPORATE GOVERNANCE*

Komite Pemantau Pelaksanaan GCG menyelenggarakan rapat secara rutin minimal sekali dalam 1 (satu) bulan dan wajib dihadiri oleh seluruh anggota. Selama 2014, KPP GCG tercatat telah melaksanakan rapat 11 kali dengan rincian sebagai berikut:

GOOD CORPORATE GOVERNANCE IMPLEMENTATION MONITORING COMMITTEE'S MEETING

GCG Implementation Monitoring Committee held regular meetings at least once in 1 (one) month and shall be attended by all members. During 2014, GCG IMC has convened 11 times with the following details:

Tanggal Rapat Meeting Dates	**Agenda Rapat** Meeting Agenda
16 Desember 2014 December 16, 2014	• Komitmen ke OJK terkait Tindak Lanjut Pemeriksaan OJK 2014 Commitments to FSA related FSA Examination Follow-up 2014 • Pemeriksaan KAP (*Pricewater Cooper*) Public Accounting Firm Examination (Pricewater Cooper) • Penerapan Manajemen Risiko Terintegrasi Bagi Konglomerasi Keuangan Integrated Risk Management For Financial Conglomeration
13 November 2014 November 13, 2014	• Tindak Lanjut Temuan OJK 2014 Follow-up on FSA findings in 2014 • Pemeriksaan KAP (Pricewater Cooper) Public Accounting Firm Examination (Pricewater Cooper) • Rencana Bank Devisa Exchange Bank Plan
14 Oktober 2014 October 14, 2014	• Tindak Lanjut Pemeriksaan OJK 2014 Follow-up on FSA Examination in 2014 • Pemeriksaan KAP (Pricewater Cooper) Public Accounting Firm Examination (Pricewater Cooper) • Rencana Bank Devisa Exchange Bank Plan • Rencana Bisnis Bank (RBB) Business Plan (RBB) • Rencana Upgrading TSI Upgrading Plan TSI
16 September 2014 September 16, 2014	• Pemeriksaan OJK dan Audit PwC FSA inspection and PwC Audit • Rencana Bank Devisa Exchange Bank Plan • Kebijakan Perlindungan Konsumen Consumer Protection Policy

Tanggal Rapat Meeting Dates	Agenda Rapat Meeting Agenda
15 Agustus 2014 August 15, 2014	• Komitmen ke OJK terkait hasil pemeriksaan OJK atas Data Center (DC) Telkomsigma Commitments to FSA related to the FSA examination results on Data Center (DC) Telkomsigma • Komitmen Intern terkait rekonsiliasi dan transaksi operasional Internal commitments related to operational reconciliation and transaction
15 Juli 2014 July 15, 2014	• Komitmen ke OJK terkait hasil pemeriksaan OJK atas Data Center (DC) Telkomsigma Commitments to FSA related to the FSA examination results on Data Center (DC) Telkomsigma • Komitmen Intern (Rekonsiliasi BCA dan Pembayaran Transaksi Pihak Ketiga) Internal Commitment (BCA Reconciliation and Third Parties Payment Transactions) • Penilaian *Self Assessment* GCG Semester 1 2014 GCG Self-Assessment in the first Semester of 2014
12 Juni 2014 June 12, 2014	• *Concern*/Temuan BI/OJK 2013 BI/FSA Concern/Findings in 2013 • Fokus pemeriksaan BI/OJK tahun 2014 The focus of BI/FSA Examination in 2014 • Penilaian sendiri (*Self Assessment*) GCG Semester 1 2014 GCG Self-assessment in the first Semester of 2014
13 Mei 2014 May 13, 2014	• *Concern*/Temuan BI/OJK 2013 BI/FSA Concern/Findings 2013 • Fokus pemeriksaan BI/OJK tahun 2014 The focus of Bank Indonesia/FSA Examination in 2014
11 April 2014 April 11, 2014	• *Concern* OJK terkait temuan penerapan APU dan PPT FSA Concern related to the findings of APU and PPT application • Penerapan GCG terhadap seluruh Unit Kerja GCG implementation of the entire Work Unit
13 Maret 2014 March 13, 2014	• *Concern* OJK terkait penerapan APU dan PPT FSA concern related to APU and PPT implementation • Penerapan GCG terkait *governance system* GCG implementation related to governance system • Fungsi dan peran SKAI dalam pemeriksaan proses pemberian kredit dan sistem pengawasannya The function and role of Internal Audit in the credit extended process inspection and monitoring system • Kebijakan dan Prosedur dalam pengembangan TSI Policies and Procedures in TSI development
13 Februari 2014 February 13, 2014	• *Concern* OJK terkait kredit dan penerapan APU dan PPT Concern related FSA loans and APU and PPT application • Penerapan GCG terkait *governance system* untuk setiap Unit Kerja GCG implementation related to governance system for each Work Unit

SATUAN KERJA AUDIT INTERNAL

Fungsi Audit Internal di Bank Victoria dijalankan oleh Satuan Kerja Audit Internal (SKAI). SKAI dipimpin oleh seorang Kepala SKAI yang diangkat dan diberhentikan oleh Direktur Utama atas persetujuan Dewan Komisaris dan dilaporkan kepada Bank Indonesia.

SKAI merupakan unit kerja independen yang dipimpin oleh seorang Kepala yang bertanggung jawab langsung kepada Direktur Utama dan memiliki jalur komunikasi langsung dengan Komite Audit dan Dewan Komisaris. SKAI memiliki akses yang tidak terbatas terhadap aktivitas Bank Victoria.

SKAI merupakan mitra manajemen dalam mewujudkan implementasi GCG di lingkungan Bank dan dituntut untuk selalu dapat memberikan nilai tambah bagi manajemen Bank Victoria.

STRUKTUR ORGANISASI SKAI

Struktur Organisasi SKAI Bank Victoria dapat dilihat pada bagan sebagai berikut:

INTERNAL AUDIT WORK UNIT

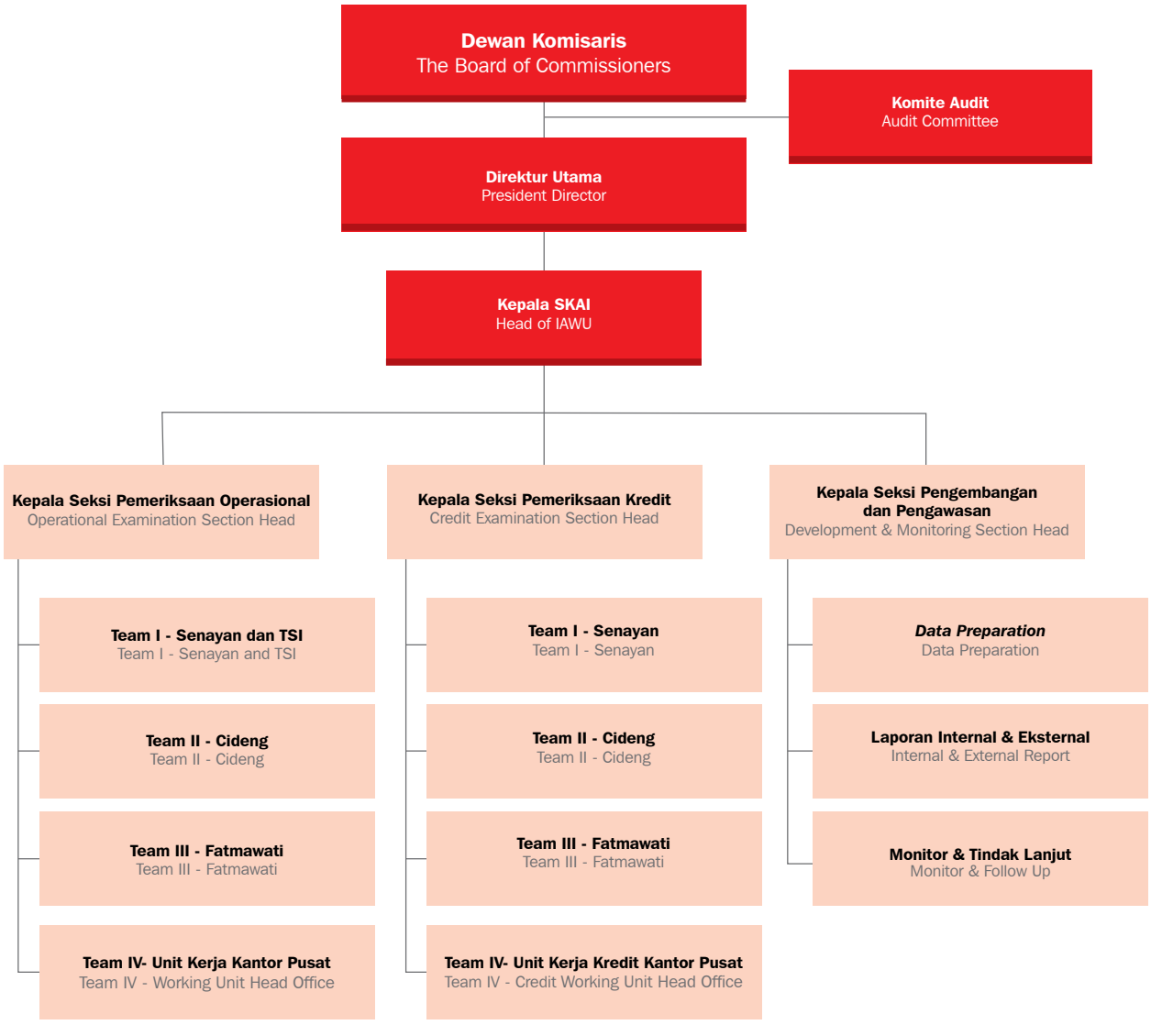
The Internal Audit Working Unit (IAWU) performs Bank Victoria's Internal Audit Function. IAWU is led by an IAWU Head who is appointed and dismissed by President Director with the approval of the Board of Commissioners and then reported to Bank Indonesia.

IAWU is an independent working unit led by a Head who is directly responsible to the President Director and has direct communication channel to the Audit Committee and the Board of Commissioners. IAWU has an unlimited access to the activities of Bank Victoria.

IAWU is the management's partner to realize GCG implementation within the Bank and is demanded to constantly give added values for the Bank's management.

INTERNAL AUDIT ORGANIZATION STRUCTURE

Bank Victoria Internal Audit Organizational Structure can be seen in the following chart.



PROFIL KEPALA SKAI

Sejak Agustus 2006 Audit Internal Bank dijabat oleh Djoko Soendjojo melalui Surat Keputusan Direksi No.003/SK-DIR/08/06 tanggal 01 Agustus 2006. Profil Kepala Satuan Kerja Audit Internal sebagai berikut:

Djoko Soendjojo
Warga Negara Indonesia, umur 46 tahun. Menjabat sebagai Kepala Satuan Kerja Audit Internal sejak 01 Agustus 2006, sesuai dengan SK Direksi No.003/SK-DIR/08/06 tanggal 1 Agustus 2006. Memulai karir di Bank Victoria, sebagai Kepala Seksi Manajemen Risiko tanggal 3 Januari 2005 dan pernah bertugas sebagai Kepala Bagian Financial Control (Perencanaan dan Pengawasan Keuangan) tanggal 1 Desember 2005. Pengalaman pekerjaan sebelumnya adalah Staf Senior Keuangan dan Custody di Tim Likuidasi PT. Bank Prasida Utama - Jakarta, Staf Senior Administrasi BBO-BBKU di BPPN - Jakarta, Staf Senior Akuntansi

HEAD OF IAWU PROFILE

Since August 2006, Djoko Soendjojo has been holding the position of the Bank's Internal Audit by virtue of Decision of Board of Directors No.003/SK-DIR/08/06 dated 1 August 2006. The profile of Head of Internal Audit Working Unit is as follow,

Djoko Soendjojo
Indonesian citizen, aged 46 years. Head of Internal Audit Unit since August 1, 2006, the Board of Directors in accordance with the Decree Letter No.003/SK-DIR/08/06 dated August 1, 2006He is an Indonesian citizen and started his career in Bank Victoria as the Head of Risk Management Section dated 3 January 2005, and he was also the Head of Financial Control Division (Financial Planning and Supervision) dated 1 December 2005. His previous experience is a Senior Staff of Finance and Custody at the Liquidation Team of PT. Bank Prasida Utama - Jakarta, Senior Staff of BBO-BBKU Administration in BPPN - Jakarta, and Senior

dan Keuangan PT Bank Alfa, Kantor Pusat. Meraih gelar sarjana Akuntansi tahun 1993 dari STIE Malangkucecwara Malang.

Staff of Accounting and Finance in PT. Bank Alfa, at the Head Office. He earned his bachelor degree in accounting in 1993 from STIE Malangkucecwara Malang.

KOMPOSISI PERSONIL SKAI

Sampai dengan Desember 2014, jumlah personil di SKAI berjumlah sebanyak 14 orang yang pada umumnya memiliki latar belakang pendidikan yang memadai dalam menjalankan tugas SKAI.

COMPOSITION OF INTERNAL AUDIT PERSONNEL

Up to December 2014, personnel in the Internal Audit consist of 14 people who generally have sufficient educational background in performing their duties Internal Audit.

No	Nama Name	Jabatan Position	Sertifikasi Certification
1.	Djoko Soendjojo	Kepala SKAI Head of IAWU	Manajemen Risiko Level 4 Risk Management Level 4
2.	Zul Eferson	Kepala Seksi Pemeriksaan Operasional Operational Examination Section Head	Manajemen Risiko Level 2 Risk Management Level 2
3.	Agung Wicaksono	Kepala Seksi Pengembangan dan Pengawasan Development & Monitoring Section Head	Manajemen Risiko Level 1 Risk Management Level 1
4.	Fadillah Syarif	Kepala Seksi Pemeriksaan Kredit Credit Examination Section Head	Manajemen Risiko Level 1 Risk Management Level 1
5.	Deny Hutauruk	*Auditor*	Manajemen Risiko Level 2 Risk Management Level 2
6.	Rezki Hanolda Putra	*Auditor*	Manajemen Risiko Level 2 Risk Management Level 2
7.	Julkifly Saragih	*Auditor*	Manajemen Risiko Level 1 Risk Management Level 1
8.	Taufiq Sabungan Hidayat	Auditor	Manajemen Risiko Level 1 Risk Management Level 1
9.	Kharisman Lukman	*Auditor*	Manajemen Risiko Level 2 Risk Management Level 2
10.	Resya Agung Sunihar	*Auditor*	Manajemen Risiko Level 1 Risk Management Level 1
11.	Joel Eka Martono Krissata	*Auditor*	Manajemen Risiko Level 1 Risk Management Level 1
12.	Ariesty Palupi Mudjadi	*Auditor*	Manajemen Risiko Level 1 Risk Management Level 1
13.	Paramytha Putri Permatasari	*Auditor*	Manajemen Risiko Level 1 Risk Management Level 1
14.	Wendy Trisnandar	*Auditor*	Manajemen Risiko Level 1 Risk Management Level 1

TUGAS DAN TANGGUNG JAWAB SKAI

SKAI berperan memastikan dan memberikan konsultasi yang independen dan obyektif bagi manajemen sehingga dapat mendorong penciptaan nilai tambah dan memperbaiki operasional bisnis. Tugas dan tanggung jawab SKAI antara lain meliputi:

- Membantu tugas Direktur Utama dan Dewan Komisaris dalam melakukan pengawasan dengan cara menjabarkan secara operasional baik perencanaan, pelaksanaan maupun pemantauan hasil audit;
- Membuat analisis dan penilaian di bidang keuangan, akuntansi, operasional dan kegiatan lainnya melalui pemeriksaan langsung dan pengawasan secara tidak langsung;
- Mengidentifikasi segala kemungkinan untuk memperbaiki dan meningkatkan efisiensi penggunaan sumber daya dan dana;
- Memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa pada semua tingkatan manajemen.

TASKS AND RESPONSIBILITIES OF IAWU

IAWU plays an important role to ensure and provide an independent and objective consultation for the management to promote creation of added values and improve business operation. The tasks and responsibilities of IAWU among others include:

- Assist the Board of Directors and Board of Commissioners in supervision by making an operational elaboration on the planning, implementation, and monitoring of audit result.
- Prepare analysis and assessment in finance, accounting, operations and other activities through direct examination and supervision indirectly;
- Identify all possibilities to improve and increase the efficient use of resources and funds;
- Provide improvement suggestions and objective information on audited activities at all levels of the management.

PEDOMAN SATUAN KERJA AUDIT INTERNAL

Dalam melaksanakan tugasnya, SKAI telah dilengkapi Pedoman Kerja yang disebut dengan *Internal Audit Charter* yang ditetapkan berdasarkan Surat Keputusan Direksi No.056/SK-DIR/03/13 tanggal 25 Maret 2013. *Internal Audit Charter* Bank juga telah disampaikan kepada regulator, yakni Bank Indonesia melalui surat No.056/DIR-EKS/04/13 tertanggal 17 April 2013 dan Otoritas Jasa Keuangan yang dikirimkan melalui surat No.063/DIR-EKS/04/13 tertanggal 24 April 2013.

Selain sebagai pedoman kerja, *Internal Audit Charter* juga berperan dalam penguatan peran dan tanggung jawab serta dasar keberadaan dan pelaksanaan tugas-tugas pengawasan bagi SKAI, Oleh karena itu, *Internal Audit Charter* juga disebarluaskan agar diketahui oleh seluruh karyawan dan pihak lain yang terkait sehingga terjalin saling pengertian dan kerja sama yang baik dalam mewujudkan Visi, Misi, dan Tujuan Bank. Pelaksanaan Audit Internal di Bank Victoria berbasis risiko (*Risk Based Internal Audit*).

Isi dari *Internal Audit Charter*:
A. Misi Audit Intern Bank;
B. Mekanisme Pengendalian Umum;
C. Ruang Lingkup Pengendalian Intern dan Pekerjaan Audit Intern dalam Hubungannya dengan Struktur Pengendalian Intern Bank;
D. Kedudukan SKAI dengan Manajemen dan Dewan Komisaris.

KODE ETIK AUDITOR

Dalam pelaksanaan fungsi dan tugasnya, selain mematuhi *Code of Conduct* yang berlaku secara umum, SPI juga memiliki Kode Etik Auditor yang tercantum di dalam *Internal Audit Charter*. Kode Etik Auditor Bank Victoria adalah:
1. Berperilaku jujur, santun, tidak tercela, obyektif dan bertanggung jawab;
2. Memiliki dedikasi tinggi;
3. Tidak akan menerima apapun yang dapat mempengaruhi pendapat profesionalnya;
4. Menjaga prinsip kerahasiaan sesuai dengan ketentuan dan perundang-undangan yang berlaku;
5. Terus meningkatkan kemampuan profesional.

KEGIATAN SKAI TAHUN 2014

PROGRAM KERJA SKAI

Program Kerja Audit Tahunan (PKAT) 2014 sebagai berikut:
a. Melakukan pemeriksaan operasional dan keuangan di kantor-kantor Bank yang meliputi Perkreditan, Dana Pihak Ketiga (DPK), Penerapan APU dan PPT dan *Know Your Customer* (KYC), Teller dan Uang Tunai, *Security*, *Service Excellence*, Laporan Keuangan, Gedung dan Inventaris, dan lain-lain;
b. Melakukan pemeriksaan khusus;
c. Melakukan peningkatan kualitas kerja tim audit dengan training dan pelatihan, baik internal maupun eksternal.

GUIDELINES FOR INTERNAL AUDIT WORK UNIT

In performing its tasks, IAWU is equipped with a Work Program called Internal Audit Charter determined by virtue of Decision of Board of Directors No.056/SK-DIR/03/13 dated 25 March 2013. The Bank's Internal Audit Charter has also been submitted to the regulatory body, i.e. Bank Indonesia through letter No.056/DIR-EKS/04/13 dated 17 April 2013 and Financial Services Authority (OJK), through letter No.063/DIR-EKS/04/13 dated 24 April 2013 and to

In addition to serving as a work guideline, the Internal Audit Charter also plays a role in strengthening the functions and responsibilities and it becomes the basis for existence and implementation of supervisory tasks for IAWU. Therefore, the Internal Audit Charter is also disseminated for recognition by all employees and other relevant parties to create shared understanding and good cooperation in realizing the Bank's vision, mission, and objectives. Bank Victoria implements a risk-based internal audit.

The Internal Audit Charter contains the following:
A. Internal Audit Mission.
B. General Control Mechanism.
C. The Scope of Internal Control and Internal Audit in Relation to the Bank's Internal Control Structure.
D. IAWU position with the Management and Board of Commissioners.

CODE AUDITOR'S CODE OF ETHICS

In performing its functions and tasks, in addition to abiding by the generally applicable Code of Conduct, the IAWU also has an Auditor's Code of Ethics as specified in the Internal Audit Charter. The Code of Ethics is as follows:
1. Behave honestly, politely, impeccable, objective, and full of responsibility.
2. Be highly dedicated.
3. Refuse to receive anything which may affect its professional opinions.
4. Maintain confidentiality principles under the applicable laws and regulations.
5. Consistently improve its professional capacity.

IAWU ACTIVITIES IN 2014

IAWU WORK PROGRAMME

Annual Audit Work Program (PKAT) in 2014 as follows.
a. Carry out operational examination of the Bank's offices including Credit, Third Party Funds (TPF), Implementation of AML and CTF and Know Your Customer (KYC), Teller & Cash, Security, Service Excellence, Financial Statements, Buildings and Inventory, etc.
b. Carry out the following special audits
c. Increased work quality of the audit team through internal and external trainings.

METODE AUDIT

Bank Victoria telah menerapkan metode audit yang berbasis *Risk Based Internal Audit* (RBIA).

Metode audit yang diterapkan SKAI PT Bank Victoria International Tbk, adalah sebagai berikut:

a. *Macro Risk Assessment*
   - Melakukan penilaian terhadap 8 (delapan) jenis risiko perbankan;
   - Mendapatkan bobot Unit Kerja/Cabang yang akan diperiksa;
   - Menentukan besarnya sampling dari hasil bobot penilaian.

b. Persiapan data dan informasi termasuk LHP dan temuan BI/OJK tahun lalu.
   Pengumpulan data dan informasi seperti aktivitas operasional, kredit dan Unit Kerja, LHP dan temuan tahun sebelumnya.

c. Pemeriksaan di lapangan
   Pemeriksaan sesuai dengan tanggal audit, serta menindaklanjuti temuan SKAI tahun sebelumnya.

d. Temuan dan *Exit Meeting*
   Menyusun temuan dengan menampilkan Risiko yang dihadapi, Penyebab, Dampak dan Rekomendasi.

e. Membuat Laporan Hasil Pemeriksaan (LHP)
   Menyusun LHP sesuai format yang sudah disetujui seperti pemberian nilai dan penjelasan risiko yang dihadapi pada seluruh aktivitas seperti Kredit, Operasional dan Unit Kerja.

f. Tindak lanjut temuan yang masih *pending*
   Melakukan monitoring terhadap temuan yang masih *pending* dan membuat laporan Tindak Lanjut untuk temuan yang sudah diselesaikan maupun dalam proses penyelesaian.

PELAKSANAAN AUDIT

Keseluruhan Program Kerja Audit Tahunan SKAI di 2014 telah berhasil dilaksanakan. Selama 2014, SKAI telah melakukan pelaksanaan audit sebagai berikut:

1. Pemeriksaan pada aktivitas operasional dan aktivitas kredit di Kantor Bank serta pemeriksaan pada Unit Kerja telah dilaksanakan yaitu sebagai berikut:

AUDIT METHOD

Bank Victoria has implemented an audit method based Risk Based Internal Audit (RBIA).

Audit methods applied by Internal Audit of PT Bank Victoria International Tbk, is as follows:

a. Macro Risk Assessment
   - Conduct an assessment of the eight (8) types of banking risks;
   - Gain Work Unit/Branch weight that will be examined;
   - Determine the amount of sampling from the weight rating.

b. Preparation of data and information including LHP and findings BI/FSA last year.
   The collection of data and information such as operational activities, credit and Work Units, LHP and findings of the previous year.

c. Field Inspection
   Inspection in accordance with the audit date, as well as follow up the Internal Audit Unit findings from the previous year.

d. Findings and Exit Meeting
   Develop findings by showing Risks involved, Causes, Impacts and Recommendations.

e. Prepare Audit Reports (LHP)
   Prepare LHP according to the approved format such as grading and explanation of risk faced by the entire activities such as Credit, Operational and Work Unit.

f. Follow-up findings that are still pending
   Monitor the findings that are still pending and make a follow-up report on the findings that have been completed or in the process of completion.

AUDIT EXECUTION

Overall Annual Audit Work Program of IAWU in 2014 has been successfully executed. During 2014, the Internal Audit Unit has conducted the audit as follows.

1. Examination of the operational activities and credit activities in the Bank Office as well as examination on the Work Unit has been carried out as follows.

No	Objek Audit Audit Objects	Jenis Audit Audit Type	Periode Pelaksanaan Implementation Period	Ruang Lingkup Audit Audit Scope	Total Pemeriksaan Total Inspection
1.	Kantor Cabang Branch Office	Audit Rutin Routine audits	Januari - Desember January –December	• Pemeriksaan aktivitas operasional Operational of activity Examination • Pemeriksaan aktivitas kredit Examination of credit activity	99 Kantor Cabang 99 Branch Offices
2.	Unit Kerja Work Unit	Audit Rutin Routine audits	Januari – Desember January –December	• Pemeriksaan aktivitas operasional Examination of operational activities • Pemeriksaan khusus terhadap BI-RTGS dan SKN-BI Special Examination of the BI-RTGS and SKN-BI	27 Unit Kerja 27 Work Units

Berdasarkan tabel diatas untuk pemeriksaan Unit Kerja pada Tahun 2014, telah terealisasi sesuai dengan rencana kerja SKAI yaitu sebanyak:

a. Selama Tahun 2014 realisasi pemeriksaan operasional dan kredit yang direncanakan untuk diperiksa pada Tahun 2014 sebanyak 99 Kantor Bank dengan realisasi 100%
b. 27 objek pemeriksaan atau sebesar 100%, dimana terdapat 4 Objek Pemeriksaan yang diperiksa 2 (dua) kali dalam setahun, seperti Divisi *General Affair*, Divisi *Treasury*, *FI & Settlement*, Divisi Akunting & MIS, dan TSI.

2. Selain itu SKAI juga melakukan pemeriksaan khusus, yaitu:

a. *Cash Count*
Sepanjang Tahun 2014, SKAI telah melakukan *cash count* ke seluruh Kantor Cabang/Cabang Pembantu/Kas Bank Victoria yang berada di wilayah Jakarta, Tangerang, Bekasi, Cibubur dan Bogor.
b. Audit Investigasi
Selama tahun 2014, SKAI telah melakukan audit investigasi, yaitu sebagai berikut:
1. Memo Intern No.004/SKAI-DIR/05/14 Tanggal 06 Mei 2014 perihal Laporan *Cash Count* Uang Kas dalam Khasanah di Capem Daan Mogot Tanggal 02 Mei 2014.
2. Memo Intern No.008/SKAI-DEKOM/06/14 Tanggal 16 Juni 2014 perihal Penjelasan atas Disposisi Komisaris tentang Laporan *Cash Opname* Uang dalam Khasanah di Cabang Pembantu Daan Mogot tanggal 02 Mei 2014.
3. Memo No.036/SKAI-DIR/06/14 tanggal 30 Juni 2014 tentang Pemeriksaan Khusus 25 Debitur Inti *Corporate* Bank Posisi Mei 2014.
4. Memo No.037/SKAI-DIR/06/14 tanggal 30 Juni 2014 tentang Pemeriksaan Khusus 25 Debitur Inti *Commercial* Bank Posisi Mei 2014.

c. Pemeriksaan Jaminan BPKB Perusahaan Multi Finance
Selain itu, SKAI juga telah melakukan pemeriksaan jaminan BPKB di perusahaan Multi Finance, yaitu sebagai berikut:
1. Memo Intern No.017/SKAI-DIR/01/14 Tanggal 20 Januari 2014 perihal Laporan Hasil Pemeriksaan Jaminan BPKB Kredit atas nama PT Smart Multi Finance (*SMART Finance*) Cabang Balikpapan-Kalimantan Timur.
2. Memo Intern No.021/SKAI-DIR/01/14 Tanggal 20 Januari 2014 perihal Laporan Hasil Pemeriksaan Jaminan BPKB Kredit atas nama PT Smart Multi Finance (*SMART Finance*) Cabang Samarinda.

PENGEMBANGAN KOMPETENSI SKAI

Dalam pengembangan karyawan SKAI, selama tahun 2014 telah dilakukan peningkatan kualitas kerja tim audit dengan melaksanakan *training* dan pelatihan baik internal maupun eksternal. *Training* dan pelatihan internal tersebut dilakukan dengan cara diskusi diantara Kepala SKAI, Direksi dan para auditor terhadap Kebijakan dan Prosedur Internal Bank. Sedangkan *training* dan pelatihan secara eksternal dilakukan dengan cara mengikuti pelatihan dan training yang diselenggarakan oleh pihak lain sebagai berikut:

Based on the above table for Work Unit examination in 2014, the realization of Internal Audit work plan is as follow:

a. During 2014 the realization of operational and credit inspection planned to be examined in 2014 is 99 Office Bank with realization of 100%
b. 27 inspection object or equal to 100%, where there are 4 Inspection Objects examined two (2) times a year, such as the Division of General Affairs, Treasury Division, FI & Settlement,Division of Accounting & MIS, and TSI.

2. In addition, the Internal Audit Unit also conduct a special examination, namely:
a. *Cash Count*
Throughout 2014, the Internal Audit Unit has conducted a cash count in all Bank Victoria Branches/Supporting Branch/Cash Offices in Jakarta, Tangerang, Bekasi and Bogor Cibubur.
b. Audit Investigation
During 2014, IAWU has conducted an audit investigation as follows:
1. Internal Memo No.004/SKAI-DIR/05/14 On May 6, 2014 regarding Cash Vault Registers Cash Count in Capem Daan On May 2, 2014.
2. Internal Memo No.008/SKAI-dekom/06/14 Date June 16, 2014 regarding the Explanation of the Board of Commissioner's disposition of the report in the Vault Cash Hospitalization in Branch Daan dated May 2, 2014.
3. Memo No.036/SKAI-DIR/06/14 dated June 30, 2014 of the Special Investigation on 25 Corporate Bank Core Debtor position in May 2014.
4. Memo No.037/SKAI-DIR/06/14 dated June 30, 2014 of the Special Investigation 25 Commercial Bank Core Debtor Position in May 2014.

c. Examination of BPKB as Collateral of Multifinance Company
In addition, IAWU also has audited BPKB as Collateral of Multifinance Companies as follows:

1. Internal Memo No.017/SKAI-DIR/01/14 dated January 20, 2014 on Audit Reports on BPKP as Credit Collateral under PT Smart Multi Finance (SMART Finance) Branch Balikpapan, East Kalimantan.

2. Internal Memo No.021/SKAI-DIR/01/14 Date January 20, 2014 on Audit Reports on BPKP as Credit Collateral unde PT Smart Multi Finance (SMART Finance) Branch Samarinda.

IAWU COMPETENCE DEVELOPMENT

In development of IAWU employees, work quality improvement of the audit team was made by carrying out internal and external trainings. Internal trainings were carried out through discussions among the IAWU Head, Board of Directors and auditors on the Bank's Internal Policy and Procedure. Meanwhile, external trainings were carried out by participating in the following trainings held by other parties:

No	Nama Pendidikan dan Pengembangan Karyawan Education and Employee Development Name	Nama Penyelenggara Name Organizer	Tanggal Penyelenggaraan Training Dates
1.	*Bond Dealer and Secondary Reserve Management* Bond Dealers and Secondary Reserve Management	Latih Daya Kreasi Insani (LDKI)	8 Februari 2014 February 8, 2014
2.	*Training Audit TI: Information Technology Infrastructure Library* Audit Training IT: Information Technology Infrastructure Library	(eNetwoq)	8 dan 9 Februari 2014 February 8 and 9, 2014
3.	Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APU & PPT) Anti-Money Laundering and Combating the Financing of Terrorism (AML & PPT)	Latih Daya Kreasi Insani (LDKI)	14 Februari 2014 February 14, 2014
4.	*Handling Generation Gaps* Handling Generation Gaps	Blessing Consulting	15 Februari 2014 February 15, 2014
5.	Surat Kredit Berdokumen Dalam Negeri (SKBDN) Domestic Letter of Credit (SKBDN)	International Chamber Of Commerce (ICC)	15 Februari 2014 February 15, 2014
6.	*Marketing Officer* Marketing Officer	Bank Victoria	14 Maret 2014 March 14, 2014
7.	Workshop Penerapan Program APU & PPT Workshop on the Implementation of APU & PPT	Latih Daya Kreasi Insani (LDKI)	22 Maret 2014 March 22, 2014
8.	Advance Analisis Kredit Advance Credit Analysis	Edcore	10 Maret 2014 May 10, 2014
9.	*Training Fraud Corruption and Whistleblower* Training Fraud and Corruption Whistleblower	Bank Victoria	17 May 2014 May 17, 2014
10.	*Training* Audit Kredit Credit Audit Training	Latih Daya Kreasi Insani (LDKI)	7 dan 17 Juni 2014 June 07 and 14, 2014
11.	Aspek Hukum Dalam Pengelolaan Kredit dan SKBDN Legal Aspects In Credit Management and SKBDN	Determinasi Lintas Strategis Pro (DLS Pro)	23 dan 30 Agustus 2014 August 23 and 30, 2014
12.	*Training* Analisis Proses Penerimaan dan Transaksi Keuangan Nasabah serta Mekanisme Pelaporannya Acceptance Process Analysis Training and Customer Financial Transactions and reporting mechanisms	Bank Victoria	6 September 2014 September 6, 2014
13.	*Training* Agunan Bagi Bisnis Perkreditan Bank Training Collateral For Business Credit Bank	PT Arfaidhams Secret	1 November 2014 November 1, 2014
14.	Penerapan Manajemen Risiko Operasional Bank Yang Efektif Bank Operational Risk Management Effective	PT Arfaidhams Secret	20 November 2014 20 November 2014
15.	*Training* atas *Upgrade Core Banking* Versi 2.03 dan ITM 4.3 Training on Core Banking Upgrade Version 2:03 and ITM 4.3	Risk Management International (RMI)	26 November 2014 November 26, 2014

TEMUAN DAN TINDAK LANJUT HASIL AUDIT

Hasil pelaksanaan tindak lanjut dilaporkan oleh auditee kepada Kepala SKAI, yang kemudian dievaluasi untuk menetapkan, apakah tindak lanjut tersebut sudah sesuai dengan yang dimaksud. Untuk tindak lanjut yang sudah tuntas akan dinyatakan "selesai ditindaklanjuti" dan diinformasikan kepada auditee dan Direksi. Adapun bagi tindak lanjut yang belum selesai dan masih berstatus "*pending item*" diminta untuk diselesaikan oleh auditee dengan penjelasan yang diperlukan dan akan dilaporkan oleh Kepala SKAI kepada Direksi.

Berdasarkan audit yang telah dilaksanakan, diperoleh sejumlah temuan dan tindak lanjut sebagai berikut:

AUDIT FINDINGS AND FOLLOW-UP

The result of follow-up implementation is reported by the auditee to IAWU Head for evaluation to determine whether the follow-ups are consistent as desired. Complete follow-ups will be marked "follow-up completed" and then be informed to the auditee and the Board of Directors. Incomplete follow-ups and marked "pending item" is requested to be completed by the auditee with necessary explanation and will be reported by the IAWU Head to the Board of Directors.

Based on the audit that has been carried out, the Company obtained a number of findings and follow-up:

Tabel Temuan Audit dan Tindak Lanjut Tahun 2014
Table of Audit Findings and Follow up in 2014

No	Jenis Audit Audit Type	Temuan Audit Audit Finding	Tindak Lanjut Follow Ups	Komitmen yang Masih Ditindaklanjuti Commitment that Can Be Followed Up
1.	Kantor Cabang Branch Office	2.367	2.198	169
2.	Unit Kerja Work Unit	242	234	8

Dari 2.367 temuan audit Kantor Cabang, yang sudah ditindaklanjuti sebanyak 2.198 temuan (92,86%), untuk temuan-temuan Kantor Cabang Tahun 2014 yang masih dalam proses *follow-up monitoring* tindak lanjut di bidang operasional adalah *dormant account*, dokumen yang belum dilampirkan pada saat pembukaan rekening seperti KTP, NPWP, SIUP, SKDP, TDP, informasi data nasabah dan dokumen-dokumen yang masih dalam proses *follow-up* oleh nasabah. Sedangkan temuan-temuan yang masih dalam proses monitoring tindak lanjut di bidang perkreditan adalah updating informasi debitur yang terkini seperti KTP, TDP, SIUP, SKDP, IMB, PBB, BI *Checking*, surat keterangan kerja, slip gaji, laporan keuangan *inhouse/audited*, serta laporan kunjungan (*call report*).

Sedangkan untuk temuan Unit Kerja, dari 242 temuan audit yang sudah ditindaklanjuti sebanyak 234 temuan (96,69%). Untuk temuan-temuan Unit Kerja yang masih dalam proses *follow-up monitoring* tindak lanjut adalah pengkinian kebijakan dan prosedur, tools/aplikasi untuk monitoring pengaktifan Kartu dan PIN ATM, *covernote* yang belum dilakukan perpanjangan, rekening macam-macam kredit yang belum diselesaikan, dan rekonsiliasi pencatatan inventaris Bank.

AUDITOR EKSTERNAL

Fungsi pengawasan independen terhadap aspek keuangan Bank dilakukan dengan melaksanakan pemeriksaan Audit Eksternal yang dilakukan oleh Kantor Akuntan Publik (KAP). Auditor Eksternal yang memeriksa laporan keuangan Bank Victoria tahun buku 2013 ditetapkan melalui RUPS Tahunan berdasarkan rekomendasi dari Dewan Komisaris dan Komite Audit. Proses pemilihanya dilakukan sesuai dengan mekanisme pengadaan barang dan jasa yang berlaku. Untuk menjamin independensi dan kualitas hasil pemeriksaan, Auditor Eksternal yang ditunjuk tidak boleh memiliki benturan kepentingan dengan Bank.

Dalam penggunaan Auditor Eksternal, Bank Victoria mengacu pada ketentuan dari Peraturan Menteri Keuangan No.17/PMK.01/2008 tanggal 5 Februari 2008 pasal 3 ayat 1 yang menyebutkan bahwa pemberian jasa audit umum atas laporan keuangan dari suatu entitas dilakukan oleh KAP paling lama untuk 6 (enam) tahun buku berturut-turut dan oleh seorang Akuntan Publik paling lama untuk 3 (tiga) tahun buku berturut-turut.

Bank Victoria selalu berupaya meningkatkan komunikasi antara Kantor Akuntan Publik, Komite Audit dan Manajemen untuk dapat meminimalisir kendala-kendala yang terjadi selama proses audit berlangsung. Agar proses audit sesuai dengan Standar Profesional Akuntan serta perjanjian kerja dan ruang lingkup audit yang telah ditetapkan dan selesai sesuai dengan target waktu yang telah ditetapkan, secara rutin dilakukan pertemuan-pertemuan yang membahas beberapa permasalahan penting yang signifikan.

From 2,367 audit findings at Branch Office, 2,198 findings (92.86%) has been followed up, as for the findings of the Branch Office 2014 that is still in the process of follow-up, the follow-up monitoring is in the operational field including for dormant accounts, documents which have not been attached when opening an account such as ID, TIN, License, SKDP, TDP, customer data information and documents that are still in the process of follow-up by the customer. While the findings are still in the process of the follow-up monitoring, some of them are related to updating the latest debtor information such as ID cards, TDP, License, SKDP, IMB, the UN, BI checking, certificate of employment, salary slips, inhouse financial statements/audited, as well as visit reports (call reports).

As for the findings at Working Unit, from 242 audit findings, 234 findings (96.69%) have been followed up. For Working Unit findings that still in the process of follow-up, the follow-up monitoring is updating policies and procedures, tools/applications for monitoring the activation of ATM card and PIN, which has not been done covernote extension, Various of Credit accounts that have not been resolved, and the reconciliation of the Bank's inventory records.

EXTERNAL AUDITOR

Independent supervisory function of the Bank's financial aspect is performed by making an External Audit by a Public Accountant Office. The External Auditor to audit the financial statements of Bank Victoria in 2013 was determined in an AGM based on the recommendation of the Board of Commissioners and the Audit Committee. The selection process was conducted following the applicable mechanism of goods and services procurement. To guarantee independence and quality of audit result, the appointed External Auditor may not have any conflicts of interest with the Company.

In employing an External Auditor, Bank Victoria refers to Article 3 paragraph 1 of Finance Minister Regulation No.17/PMK.01/2008 dated 5 February 2008 setting forth that public audit service of financial statements of an entity is provided by a Public Accountant Office for 6 (six) successive financial years at the maximum and by a Public Accountant for 3 (three) successive financial years at the maximum.

Bank Victoria always seeks to increase communication between the Public Accountant Office, Audit Committee, and Management to minimize constraints during the audit process. Routine meetings on significant issues are convened to make the audit process in compliance with the Accountant Professional Standard, the employment agreement, and scope of audit, and also to ensure the audit completes by the targeted time.

Audit Laporan Keuangan Bank Victoria tahun 2014, 2013, 2012, dan 2011 berturut-turut dilakukan oleh Akuntan dan Kantor Akuntan Publik (KAP) sebagai berikut:

The table below shows the Accountant and Public Accountant Office that audited the Financial Statements of Bank Victoria in 2013, 2012, and 2011 respectively:

Tabel Nilai Kontrak Kantor Akuntan Publik
Table of Public Accountant Firm's Contract Value

Kantor Akuntan Publik Accountants Firm	Tahun Year	Periode Period	Tahun dan Nilai Kontrak Year and Contract Value	Nama Akuntan (Perorangan) Accountant Name (Individual)	Nomor Izin Akuntan Publik License Number of Certified Public Accountants
Tanudiredja, Wibisana & Rekan	2014	1 Tahun/ Years	Tahun/Year 2014 Rp808.600.000	Lucy Luciana Suhenda	AP. 0229
Tjahjadi & Tamara	2011-2013	3 Tahun/ Years	Tahun/Year 2013 Rp400.000.000	Junarto Tjahjadi	AP. 0168
			Tahun/Year 2012 Rp375.000.000	Junarto Tjahjadi	AP. 0168
			Tahun/Year 2011 Rp300.000.000	Junarto Tjahjadi	AP. 0168

Pelaksanaan audit oleh Kantor Akuntan Publik (KAP) telah dilaksanakan secara efektif. KAP telah melaksanakan general audit terhadap Laporan Keuangan Bank Victoria. Laporan Hasil Audit dan *Management Letter* telah disampaikan secara tepat waktu kepada Bank Victoria sehingga Laporan Publikasi pada surat kabar tidak pernah terlambat untuk disampaikan kepada Bank Indonesia dan Badan Pemeriksa Keuangan.

The audit by the Public Accountant Office (PAO) has been implemented effectively. PAO has made a general audit of the Financial Statements of Bank Victoria. The Audit Result Report and Management Letter have been submitted on time to Bank Victoria, thereby ensuring timely submission to Bank Indonesia and the Audit Board (BPK) of Published Reports on the newspaper.

Untuk menjaga independensi, Kantor Akuntan Publik yang melaksanakan audit di Bank Victoria tidak pernah diminta untuk memberikan jasa selain jasa audit laporan keuangan tahunan.

To maintain its independence, Public Accounting Firm conducting an audit on Bank Victoria was never asked to provide services in addition to the annual financial statement audit services.

FUNGSI MANAJEMEN RISIKO

RISK MANAGEMENT FUNCTION

DASAR PENERAPAN MANAJEMEN RISIKO

BASIS FOR RISK MANAGEMENT IMPLEMENTATION

Perkembangan bisnis yang pesat pada lingkungan eksternal dan internal perbankan menyebabkan lingkungan perbankan selalu berubah, dinamis, kompleks, dan terdiversifikasi. Faktor-faktor perubahan lingkungan tersebut antara lain semakin tingginya tuntutan *stakeholders* terhadap GCG, selain deregulasi dan perkembangan yang pesat juga mempengaruhi perubahan lingkungan perbankan.

Rapid business development within banking external and internal environments results in a changing, dynamic, complex, and diversified banking environment. The environmental change factors among others are high demand from the stakeholders for GCG and deregulation as well as rapid development.

Untuk mengantisipasi dan beradaptasi dengan perubahan lingkungan bisnis perbankan yang dinamis, maka Bank Victoria menerapkan manajemen risiko sebagai konsep strategis. Penerapan Manajemen Risiko Bank Victoria merujuk kepada PBI No.11/25/PBI/2009 tanggal 01 Juli 2009 tentang Perubahan atas Peraturan Bank Indonesia Nomor 5/8/PBI/2003 tentang Penerapan Manajemen Risiko Bagi Bank Umum, SEBI No.13/23/DPNP tanggal 25 Oktober 2011 perihal Perubahan atas 5/21/DPNP perihal Penerapan Manajemen Risiko bagi Bank Umum, PBI No.13/1/PBI/2011 tanggal 5 Januari 2011 tentang Penilaian Tingkat Kesehatan Bank Umum, SEBI No.13/24/DPNP tanggal 25 Oktober 2011 perihal Penilaian Tingkat Kesehatan Bank Umum, dan ketentuan Otoritas lainnya terkait dengan penerapan manajemen risiko.

To anticipate and adapt to such dynamic banking business environmental change, Bank Victoria applies risk management as a strategic concept. Risk management implementation by Bank Victoria refers to Bank Indonesia Regulation No.11/25/PBI/2009 dated 1 July 2009 on Amendment to BI Regulation No.5/8/PBI/2003 on Risk Management Implementation for Commercial Banks, Bank Indonesia Circular 13/23/DPNP dated 25 October 2011 on Amendment to BI Circular Letter No.5/21/DPNP on Risk Management Implementation for Commercial Banks, BI Regulation No.13/1/PBI/2011 dated 5 January 2011 on Assesment of Commercial Bank Rating, BI Circular Letter No.13/24/DPNP dated 25 October 2011 on Assesment of Commercial Bank Rating, and other Bank Indonesia provisions on risk management implementation.

PENERAPAN MANAJEMEN RISIKO

Penerapan manajemen risiko Bank Victoria bertujuan untuk mendukung Bank dalam mencapai pertumbuhan yang sehat dan berkelanjutan, sehingga dapat lebih mengoptimalkan *shareholder value.*

Pendekatan yang dilakukan dalam mendukung penerapan manajemen risiko Bank Victoria secara efektif adalah dengan melakukan pendekatan komprehensif untuk mengelola risiko-risiko Bank secara menyeluruh, meningkatkan kinerja dalam mengelola ketidakpastian, meminimalisir ancaman dan memaksimalkan peluang tanpa mengabaikan prinsip-prinsip manajemen risiko paling kurang mencakup 4 pilar, yaitu:

1. Pengawasan aktif Dewan Komisaris dan Direksi
   Dewan Komisaris dan Direksi bertanggung jawab atas efektivitas penerapan Manajemen Risiko diantaranya melalui menetapkan struktur organisasi yang mencerminkan secara jelas mengenai batas wewenang, tanggung jawab dan fungsi, serta independensi antar unit bisnis dengan unit kerja manajemen risiko, melakukan persetujuan dan peninjauan berkala mengenai strategi dan kebijakan risiko yang mencakup tingkat toleransi Bank terhadap risiko dan siklus perekonomian, bertanggung jawab untuk mengimplementasikan strategi dan kebijakan risiko dengan cara menjabarkan dan mengkomunikasikan kebijakan dan strategi risiko, memantau dan mengendalikan risiko dan mengevaluasi penerapan kebijakan dan strategi, dan membentuk komite-komite yang bertujuan untuk yang membantu pelaksanaan tugas Dewan Komisaris dan Direksi untuk mendukung penerapan Manajemen Risiko secara efektif.

2. Kecukupan kebijakan, prosedur dan penetapan limit
   Penerapan Manajemen Risiko didukung dengan kerangka yang mencakup kebijakan dan prosedur Manajemen Risiko serta limit Risiko yang ditetapkan secara jelas sejalan dengan visi, misi, dan strategi bisnis Bank. Kebijakan Manajemen Risiko disusun sesuai dengan karakteristik, kegiatan dan kompleksitas kegiatan usaha Bank, strategi bisnis dan *risk appetite* Bank. Dalam rangka pengendalian Risiko secara efektif, kebijakan dan prosedur yang dimiliki Bank harus didasarkan pada strategi Manajemen Risiko dan dilengkapi dengan toleransi Risiko dan limit Risiko. Penetapan toleransi Risiko dan limit Risiko dilakukan dengan memperhatikan tingkat Risiko yang akan diambil dan strategi Bank secara keseluruhan.

3. Kecukupan proses identifikasi, pengukuran, pemantauan, dan pengendalian Risiko serta sistem informasi Manajemen Risiko
   Bagian dari penerapan manajemen risiko adalah identifikasi, pengukuran, pemantauan, dan pengendalian Risiko. Identifikasi Risiko bersifat proaktif, mencakup seluruh aktivitas bisnis dan dilakukan dalam rangka menganalisa sumber dan kemungkinan timbulnya Risiko serta dampaknya. Selanjutnya, dilakukan pengukuran eksposur Risiko sesuai dengan karakteristik dan kompleksitas kegiatan usaha sebagai acuan untuk melakukan pengendalian, setelah dilakukan pemantauan. Dalam proses penerapan manajemen risiko diatas telah didukung oleh Sistem informasi Manajemen

IMPLEMENTATION OF RISK MANAGEMENT

Bank Victoria risk management implementation aims to support the Bank in achieving a healthy and sustainable growth, to further optimize shareholder value.

The approach taken in supporting Bank Victoria risk management implementation effectively is by conducting a comprehensive approach to managing the Bank's risks as a whole, to improve performance in managing uncertainty, minimize threats and maximize opportunities without ignoring the principles of risk management at least include the four pillars, namely:

1. Active supervision of the Board of Commissioners and Board of Directors
   The Board of Commissioners and Board of Directors are responsible for the effective implementation of Risk Management including through establishment the organizational structure which clearly reflects on the limits of authority, responsibilities and functions, as well as the independence between usiness unit with risk management working unit, give approval and periodic review of the risk strategy and policy which includes the Bank's level of tolerance for risk and economic cycles, responsible for implementing risk strategies and policies by presenting and communicating risk policies and strategies, monitoring and controlling risks and evaluating the implementation of policies and strategies, and formed committees aimed at helping implementation of the duties of the Board of Commissioners and Board of Directors to support the effective implementation of Risk Management.

2. Adequacy of policies, procedures and limits
   Application of Risk Management is supported by a framework that includes Risk Management policies and procedures and Risk limits are clearly defined in line with the vision, mission, and business strategy of the Bank. Risk Management Policy prepared in accordance with the characteristics, activities and complexity of the Bank's business activities, business strategy and risk appetite of the Bank. In order to control risk effectively, the Bank's policies and procedures should be based on Risk Management strategies and equipped with Risk tolerance and limit. Determination of Risk tolerance and limits is done by taking into account the level of Risk to be taken and the Bank's overall strategy.

3. Adequacy of risk identification, measurement, monitoring, and control of risk and Risk Management information system
   Part of the application of risk management is the risk identification, measurement, monitoring, and control. Risk identification is proactive, covering all business activities and conducted in order to analyze the source and potential risks and impacts. Furthermore, the measurement of risk exposure in accordance with the characteristics and complexity of business activities as a reference for the control, after monitoring. In the process of risk management implementation, support has been given by the Risk Management Information System which is part of the management information system

Risiko yang merupakan bagian dari sistem informasi manajemen sesuai dengan kebutuhan dalam rangka penerapan Manajemen Risiko yang efektif.

4. Sistem pengendalian intern yang menyeluruh
   Pelaksanaan sistem pengendalian intern dalam penerapan Manajemen Risiko mengacu pada kebijakan dan prosedur yang telah ditetapkan batasan wewenang dan tanggung jawab pada setiap unit kerja, penetapan limit-limit yang memadai, kaji ulang yang efektif, independen, dan obyektif terhadap kebijakan, kerangka dan prosedur operasional Bank serta pelaksanaan audit berkala dengan cakupan yang memadai.

STRATEGI MANAJEMEN RISIKO

Penerapan strategi manajemen risiko Bank Victoria sejalan dan disesuaikan dengan strategi Bisnis Bank. Strategi Manajemen Risiko ini dilakukan untuk mendukung pengembangan usaha Bank ke depan, seperti melalui:

a. Keselarasan antara profil risiko dengan strategi Bank
   Menyusun kebijakan, prosedur, dan penetapan limit untuk mengidentifikasi, mengukur, memantau, dan mengendalikan berbagai komponen risiko. Identifikasi dimaksud untuk memastikan bahwa risiko-risiko yang terkandung dalam produk/kegiatan Bank sudah tercakup dalam penilaian risiko pada profil risiko. Penilaian dilakukan pada seluruh faktor risiko dengan penekanan pada risiko yang melekat pada setiap kegiatan Bank yang meliputi risiko kredit, risiko pasar, risiko likuiditas dan risiko operasional, dengan tidak mengabaikan risiko lainnya seperti risiko hukum, risiko reputasi, risiko strategik dan risiko kepatuhan. Dalam rangka menyelaraskan profil risiko dengan strategi Bisnis Bank, maka senantiasa akan terus dilakukan evaluasi terhadap profil risiko bekerjasama dengan *risk taking unit* agar sejalan dengan perubahan-perubahan strategis Bank, situasi makro ekonomi dan perkembangan peraturan yang berlaku.

b. Mengefektifkan *early warning* dengan melalui komunikasi dua arah dan mengikut sertakan peran aktif dari *risk taking unit*
   Bank memiliki suatu kerangka kerja manajemen risiko terintegrasi, yang mencakup kebijakan Bank dan pembagian tanggung jawab agar pengelolaan risiko berjalan secara efektif diseluruh aspek Bank. Sebagai langkah antisipatif (*early warning signal*), Bank Victoria melakukan berbagai pengelolaan terhadap eskposur risiko bersama-sama dengan *risk taking unit*, seperti:
   - Pada risiko kredit, Bank melakukan pengawasan terhadap kredit bermasalah agar tetap terkendali dengan baik di tengah kondisi ekonomi makro yang belum benar-benar pulih, secara proaktif dan berkesinambungan dengan *risk taking unit* agar dapat lebih dini menangani debitur yang berpotensi bermasalah. *Monitoring* kredit pada berbagai segmen dilakukan pada level debitur dengan menggunakan suatu daftar pemantauan (*Watch List*) untuk memonitor kinerja debitur, sehingga dapat segera dilakukan tindak lanjut (*action plan*) untuk mencegah penurunan kualitas kredit debitur. Proses *monitoring* dilakukan secara bulanan, untuk mengidentifikasi debitur-debitur yang berpotensi mengalami kesulitan memenuhi kewajibannya (*Early Warning Signal*).

in accordance with the requirements in order to implement an effective risk management.

4. A comprehensive internal control system
   The implementation of the internal control system in the application of Risk Management refers to the established policies and procedures with limits of authority and responsibility in each unit, the determination of appropriate limits, the review of effective, independent, and objective of the Bank's policies, frameworks and procedures operations as well as periodic audits implementation with adequate coverage.

RISK MANAGEMENT STRATEGY

The implementation of the Bank Victoria's risk management strategy is tailored to the Bank's business strategy. This Risk Management Strategy is done to support the Bank's business development in the future, through:

a. Alignment of the Bank's risk profile with strategy
   Develop policies, procedures, and set limits to identify, measure, monitor, and control the various components of risk. Identification intended to ensure that the risks inherent in the Bank's products/activities are included in the risk assessment on the risk profile. Assessment was done at the entire risk factor with an emphasis on the risks inherent in any activity which includes the Bank's credit risk, market risk, liquidity risk and operational risk, by not ignoring other risks such as legal risk, reputation risk, strategic risk and compliance risk. In order to align the risk profile with the Bank's Business strategy, the Company will always continue to evaluate the risk profile in collaboration with risk taking units so that it will be in line with changes in the Bank's strategic, macro-economic situation and development regulations.

b. Making an effective early warning through two-way communication and includes the active role of risk-taking unit
   The Bank has an integrated risk management framework, which includes the Bank's policies and the division of responsibilities in order to run an effective risk management at all of the Bank's aspects. As an early warning signal, Bank Victoria performs various management of risk exposure together with the risk taking units, such as:

   - In credit risk, the Bank monitors non-performing credit to keep it well control in amidst macro-economic conditions that have not fully recovered with risk taking units in order to better handle the debtor who has potential problems. Credit monitoring on various segments performed at the level of debtors by using a Watch List to monitor the performance of the debtors, so they can perform follow-up action plan to prevent the deterioration of the debtors' credit. The monitoring process is done on monthly basis, to identify debtors who may experience difficulty in fulfilling their obligations (Early Warning Signal).

- Pada risiko pasar, pengelolaan risiko suku bunga dilakukan terhadap posisi instrumen keuangan dalam *trading book* maupun *banking book*. *Early Warning* dilakukan Bank dengan mengukur sensitivitas pendapatan bunga bersih atas pergerakan suku bunga. Bank akan terus mengembangkan dan mengkaji ulang limit-limit risiko pasar seiring dengan berkembangnya produk-produk serta aktivitas fungsional Bank yang berpotensi menimbulkan risiko pasar.

- In market risk, interest rate risk management is done on the financial instruments position in the trading book and banking book. Early Warning is performed by the Bank to measure the sensitivity of net interest revenue on interest rate movements. The Bank will continue to develop and review the market risk limits in line with the development of products as well as the Bank's functional activity which potentially cause market risk.

- Pada risiko operasional, Bank menerapkan perangkat *Operational Risk Management* (ORM), antara lain:
  - » RCSA (*Risk Control Self Assessment*)
    RCSA digunakan untuk mengidentifikasi lebih dini kelemahan pelaksanaan proses operasional pada suatu unit kerja berdasarkan analisis kualitatif. Kelemahan yang teridentifikasi dibuatkan rencana perbaikan agar potensi kerugian yang mungkin timbul dapat dihindarkan.

    Penerapan *Risk Control Self Assessment* (RCSA) telah diimplementasikan di seluruh kantor cabang, dimana setiap kantor cabang secara inisiatif melakukan identifikasi terhadap potensi risiko operasional pada kegiatan operasionalnya. Pencatatan data identifikasi dilaporkan kepada Divisi Manajemen Risiko setiap bulan.

  - » KRI (*Key Risk Indicator*)
    KRI memiliki fungsi dan kegunaan yang hampir mirip dengan RCSA hanya pendekatan identifikasi kelemahan berdasarkan analisis kuantitatif atas indikator/parameter yang mempengaruhi eksposur risiko operasional.

- In operational risk, the Bank applies the Operational Risk Management (ORM) device, among others:
  - » RCSA (Risk Control Self Assessment)
    RCSA is applied to early identification of the operational processes shortcomings in a working unit based on qualitative analysis. Improvement plans are then made to these identified weaknesses so that the potential losses that may arise can be avoided.

    The Risk Control Self Assessment (RCSA) has been implemented in all branches, where every branch office initiatively identifies the potential risks in its operations. Identification data records are then reported to the Risk Management Division every month.

  - » KRI (Key Risk Indicator)
    KRI posseses the functionality and usage which is almost similar to the RCSA, however the drawback identification approach was based on quantitative analysis on indicators/parameters that affect the operational risk exposure.

Divisi Manajemen Risiko telah melakukan pengelolaan risiko operasional melalui perangkat *Key Risk Indicator* (KRI) dimana kantor cabang berperan untuk melakukan pencatatan dengan melakukan analisis terhadap indikator/parameter yang dapat mempengaruhi eksposur risiko operasional Bank. Pencatatan data tersebut dilaporkan kepada Divisi Manajemen Risiko setiap bulan.

Risk Management Division has conducted operational risk management through the Key Risk Indicators (KRI) where branch offices play important role in registration by analyzing the indicators/parameters that can affect the Bank's operational risk exposure. the data record is reported to the Risk Management Division every month.

Dari hasil *self assessment* tersebut unit kerja manajemen risiko melakukan penilaian risiko yang diharapkan menjadi peringatan dini bagi manajemen akan eksposur risiko operasional yang cukup rawan terjadi dan berdampak besar. Berdasarkan penilaian risiko tersebut, diadministrasikan setiap kejadian atau kerugian yang disebabkan oleh risiko operasional (LED-*Loss Event Database*) untuk kepentingan analisis.

From the Self Assessment results, the management risk working unit performs risk assessment that is expected to be an early warning for the management on operational risk exposures that will occur and have a major impact. Based on the risk assessment, every occurrence or loss caused by operational risks (LED-Loss Event Database) is recorded for further analysis.

Hal lain, pengelolaan risiko operasional Bank dilakukan berlandaskan kerangka pengelolaan risiko operasional dengan menggunakan konsep pendekatan 3 lini pertahanan yaitu unit kerja Bisnis dan unit kerja operasional sebagai lini pertahanan pertama yang berperan untuk memastikan seluruh proses operasional yang dilakukan telah sesuai dengan kebijakan dan prosedur yang berlaku, unit kerja Manajemen Risiko sebagai lini pertahanan kedua sebagai lini independen untuk mendukung dan memastikan unit kerja operation dan bisnis telah melakukan pengelolaan risiko secara efektif, serta SKAI sebagai lini pertahanan ketiga sebagai lini independen memiliki peran untuk memastikan proses pengelolaan risiko operasional yang dilakukan oleh lini pertahanan pertama dan kedua telah dilakukan secara efektif dalam memitigasi risiko yang sudah terjadi maupun yang potensial.

In addition, the Bank's operational risk management is based on the operational risk management's framework using three lines of defense, including the Bank's business work unit and operational work units as the first line of defence that ensure all operational processes to be carried out in accordance to the policies and procedures; the Risk Management working unit as a second line of defense as an independent line to support and ensure that both the operation and business working unit are managing risks effectively; and the Internal Audit as the third line of defense and an independent line to ensure the operational risk management processes are conducted by the first and second line of defense effectively in mitigating the risks that have occurred or might pose potential risk.

- Pada Risiko Stratejik, pengelolaan risiko stratejik dilaksanakan dengan melakukan tinjauan terhadap tingkat pencapaian target keuangan dan realisasi strategi serta *action plan* dilakukan melalui berbagai forum dan rapat koordinasi agar dapat dipastikan bahwa target dan tujuan Bank dipahami secara baik dan selaras dengan aktivitas seluruh komponen Bank, serta antar unit bisnis dan unit pendukung. Berbagai sarana pertemuan dan diskusi menjadi *early warning* bagi Bank terhadap eksposur risiko stratejik, seperti Rapat Komisaris, dan Rapat Kerja Tahunan serta rapat lainnya merupakan media yang sangat efektif dalam mengkoordinasikan pelaksanaan strategi dan memutuskan langkah strategis lainnya sebagai alternatif apabila terjadi perubahan lingkungan bisnis yang mempengaruhi strategi usaha Bank.

- In Strategic Risk, the strategic risk management is implemented by performing a review on the level of financial target achievement and the realization of the strategy and action plan through various forums and coordination meetings in order to ensure that the goals and objectives of the Bank are well understood and aligned with the activities of all components of the Bank, as well as between business units and support units. Various means of meetings and discussions are early warnings for the Bank to the strategic risk exposure, such as the Board of Commissioners, the Annual Meeting and other meetings are very effective medium in coordinating the implementation of the strategy and decide other strategic measures as an alternative in case of changes in the business environment that affect strategy Bank's business.

c. Meningkatkan nilai *Stakeholder*

Praktik manajemen risiko dilakukan dan diterapkan sebagai salah satu upaya untuk meningkatkan *stakeholder value* dengan memberikan masukan kepada pihak manajemen sebagai bagian dari proses pengambilan keputusan yang sistematis berdasarkan ketersediaan informasi, dimana nantinya dapat juga digunakan sebagai dasar untuk pengukuran kinerja Bank yang lebih akurat dan berbasis risiko, serta untuk menciptakan infrastruktur manajemen risiko yang kokoh dalam rangka meningkatkan daya saing Bank.

c. Increase the Stakeholder's value

Risk management practices carried out and implemented as part of efforts to improve stakeholder's value by providing input to management as part of a systematic decision-making process based on the availability of information, where the latter can also be used as a basis for measuring a more accurate and risk-based Bank's performance, as well as to create a solid risk management infrastructure in order to improve the Bank's competitiveness.

PROFIL RISIKO

JENIS RISIKO DAN PENGELOLAANNYA

Terdapat 8 Risiko yang dikelola Bank yaitu risiko kredit, risiko likuiditas, risiko pasar, risiko operasional, risiko stratejik, risiko kepatuhan, risiko hukum dan risiko reputasi, dengan penjelasan sebagai berikut:

RISK PROFILE

RISKS TYPE AND MITIGATION

There are 8 Risk managed by the Bank, namely credit risk, liquidity risk, market risk, operational risk, strategic risk, compliance risk, legal risk and reputation risk, with the following explanation:

JENIS RISIKO TYPES OF RISK	PENGELOLAAN MITIGATION
Risiko Kredit Adalah risiko akibat kegagalan debitur dan/atau pihak lain dalam memenuhi kewajiban kepada Bank. Risiko kredit dikelola melalui penetapan kebijakan dan prosedur yang meliputi kriteria pemberian kredit dan persetujuan kredit, pemantauan, pengelolaan kredit bermasalah dan manajemen *portofolio*.	Sebagai pedoman pengelolaan risiko kredit dalam menjalankan aktivitas perkreditan, telah ditetapkan Kebijakan Perkreditan yang telah disosialisasikan dan diterapkan pada penyaluran kredit Bank. Untuk memastikan diversifikasi risiko kredit dan menghindari terjadinya risiko konsentrasi, maka Bank menetapkan batasan kredit yang sesuai dengan maksimum eksposur Bank untuk jangka waktu tertentu terhadap suatu sektor ekonomi.
Credit Risk Is a risk due to the failure of the debtor and/other parties in meeting their obligations to the Bank. Credit risk is managed through the establishment of policies and procedures that include criteria for lending and credit approval, monitoring, management of non-performing loans and portfolio management.	As a credit risk management guideline in carrying out lending activities, the company has established Credit Policy which has been disseminated and applied to the Bank's loan extension. To ensure diversification of credit risk and avoid concentration of the risk, the Bank establishes credit limits in accordance with the Bank's maximum exposure for a certain period for an economic sector.
Risiko Pasar Risiko pada posisi neraca dan rekening administratif, akibat perubahan secara keseluruhan dari kondisi pasar yang diantaranya timbul akibat pergerakan suku bunga dan nilai tukar, dapat berasal baik dari posisi *trading book* maupun posisi *banking book*. a. Risiko Pasar *Trading Book* Risiko *trading book* terjadi diseluruh posisi perdagangan Bank (*proprietary position*) pada instrument keuangan dalam neraca dan rekening administratif, dimana diantaranya timbul dari kegiatan perantaraan atau dimaksud untuk dimiliki dan dijual kembali untuk memperoleh keuntungan jangka pendek atau diambil untuk kegiatan lindung nilai komponen *trading book* lainnya. b. Risiko Pasar *Banking Book* *Banking Book* adalah semua posisi lainnya yang tidak termasuk dalam *trading book*.	Dalam melakukan pengukuran risiko terkait dengan risiko pasar maka Bank telah menerapkan beberapa metode untuk memitigasi kerugian yang dapat timbul dari risiko pasar, diantaranya seperti penetapan limit berdasarkan jenjang organisasi, kebijakan mengenai limit *cut loss*, dan *stress test* terhadap permodalan. Terkait dengan pentingnya pengelolaan terhadap risiko pasar dan hal tersebut sangat dipahami oleh Bank, oleh karena itu Bank terus meningkatkan peranan dari rapat *Asset and Liability Committee* (ALCO) yang dilakukan awal bulan setiap bulannya dan dapat dilakukan sewaktu-waktu. Hal tersebut dilakukan agar Bank dapat melakukan pemantauan terhadap risiko ini secara rutin dan/atau berkala.
Market Risk Risk on the balance sheet and off-balance sheet positions, due to overall changes in market conditions that are caused by movements in interest rates and exchange rates, can be derived either from the the trading book or banking book positions. a. Trading Book Market Risk The trading book risk occurred in all Bank's trading positions (proprietary position) on financial instruments in the balance sheet and off-balance sheet, which include brokering activities or intended to be owned and resold for short-term gain or taken for hedging activities other components of the trading book. b. Banking Book Market Risk Banking Book is all other positions that are not included in the trading book.	In measuring the risk associated with market risk, the Bank has implemented several methods to mitigate losses that may arise from market risks, such as setting limits based on the level of organization, policies regarding the limit cut loss, and stress test to capital. Associated with the importance of the market risk management and that is well understood by the Bank, therefore the Bank continues to increase the role of Asset Liability Committee (ALCO) meeting conducted on the first week of every month and can be done at any time. This is done so that the Bank can conduct monitoring of these risks on a regular basis and/or periodically.

JENIS RISIKO TYPES OF RISK	PENGELOLAAN MITIGATION
Risiko Likuiditas Adalah akibat ketidakmampuan untuk memenuhi kewajiban yang jatuh tempo dari sumber pendanaan arus kas dan/atau dari aset likuid berkualitas tinggi yang dapat diagunkan, tanpa mengganggu aktivitas dan kondisi keuangan Bank. Tujuan utama Manajemen Risiko untuk Risiko Likuiditas adalah untuk meminimalkan kemungkinan ketidakmampuan Bank dalam memperoleh sumber pendanaan arus kas.	Dalam pelaksanaannya, Bank mengelola risiko likuiditas didukung oleh beberapa alat pengukuran seperti *maturity profile* dan rasio-rasio likuiditas. Rasio-rasio pengamatan likuiditas antara lain: rasio *Loan to Deposit* (LDR), rasio konsentrasi pendanaan, dan rasio kecukupan aktiva likuid. Risiko likuiditas diukur dan dipantau secara harian dan bulanan berdasarkan kerangka kerja limit risiko likuiditas. Selain itu, Bank juga memiliki Rencana Kontijensi Pendanaan (*Contingency Funding Plan*/CFP) yaitu merupakan kebijakan, prosedur dan rencana tindakan yang diperlakukan sebagai suatu panduan operasional untuk menghindari, dan meminimalkan atau mengelola adanya potensi ancaman dalam pendanaan apabila Bank menemukan suatu krisis likuiditas.
Liquidity Risk Is due to the inability to meet maturing obligations of the cash flow funding sources and/or high quality liquid assets that can be pledged, without disrupting the Bank's activities and financial condition. The main purpose of Risk Management for Liquidity Risk is to minimize the possibility of the Bank's inability to obtain cash flow financing sources.	In practice, the Bank manages liquidity risk with supported by several measurement tools such as the maturity profile and liquidity ratios. Liquidity observations ratios among other: Loan to deposit ratio (LDR), the ratio of funding concentration, and the liquid assets adequacy ratio. Liquidity risk is measured and monitored daily and monthly based on the framework for liquidity risk limits. In addition, the Bank also has a Contingency Funding Plan (CFP) which is a policy, procedure and action plans that are treated as an operational guide to avoid and minimizing or manage any potential threat in funding if the Bank encounters a liquidity crisis.
Risiko Operasional Adalah akibat ketidakcukupan dan/atau tidak berfungsinya proses internal, kesalahan manusia, kegagalan sistem, dan/atau adanya kejadian-kejadian eksternal yang mempengaruhi operasional Bank. Risiko ini melekat dalam semua proses bisnis, kegiatan operasional, sistem dan produk Bank, dari mulai Kantor Pusat sampai Kantor Kas. Kegagalan mengelola risiko operasional dapat menyebabkan kerugian keuangan, keselamatan karyawan dan reputasi Bank. Tujuan Bank dalam mengelola risiko operasional adalah meminimalisasi dampak kegagalan/ketidakcukupan proses internal, faktor manusia, sistem atau kejadian-kejadian eksternal yang dapat mempunyai dampak kerugian keuangan dan merusak reputasi Bank.	Pengelolaan Risiko Operasional dilakukan secara terpadu melalui proses identifikasi, pengukuran, pemantauan dan pengendalian, diantaranya melalui *Risk Control Self Assessment* (RCSA), *Key Risk Indicator* (KRI) dan *Loss Event Database* (LED). Selain itu, terdapat unit kerja *Anti Fraud* guna melakukan pengawasan preventif dan memitigasi risiko operasional akibat tindakan *fraud*. Disisi lain, untuk memastikan kelangsungan usaha dan eksistensi Bank, maka Bank telah melakukan uji coba *Business Continuity Plan* (BCP) minimal satu tahun sekali.
Operational Risk Is due to the inadequacy and/or failed internal processes, human error, system failure, and/or the presence of external events affecting the operations of the Bank. This risk is inherent in all Bank's business processes, operations, systems and productsk, from Headquarters to the Cash Office. Failure to manage operational risks can lead to financial losses, the safety of employees and the reputation of the Bank. The Bank's purpose in managing operational risk is to minimize the impact of failure/insufficiency of internal processes, the human factor, systems or external events that can have an impact financial losses and damage the Bank's reputation.	The operational risk management is conducted in an integrated manner through the process of identification, measurement, monitoring and control, including through Risk Control Self Assessment (RCSA), Key Risk Indicators (KRI) and Loss Event Database (LED). In addition, there is Anti-Fraud unit to perform preventive control and mitigate operational risk as a result of acts of fraud. On the other hand, to ensure the Bank's business continuity and existence, the Bank has tested Business Continuity Plan (BCP) at least once a year.

JENIS RISIKO TYPES OF RISK	PENGELOLAAN MITIGATION
Risiko Hukum Adalah akibat adanya tuntutan hukum dan/atau kelemahan aspek yuridis, antara lain disebabkan adanya, ketiadaan peraturan perundang-undangan yang mendukung atau kelemahan perikatan seperti tidak dipenuhinya syarat sahnya kontrak dan pengikatan dokumen yang tidak sempurna. Risiko Hukum berada dibawah koordinasi Biro Hukum dan Divisi Legal.	Dengan adanya biro Hukum, maka kebijakan hukum dan standar dokumen hukum yang terkait dengan produk atau fasilitas perbankan yang ditawarkan oleh Bank kepada masyarakat dibuat dengan mengacu kepada ketentuan peraturan perundangan yang berlaku serta memperhatikan kepentingan aspek yuridis dari Bank. Pengelolaan risiko hukum dilakukan dengan memantau perkembangan kasus-kasus hukum yang terjadi dan mengambil *lesson to learn* dari kasus-kasus tersebut. Penanganan kasus hukum yang dilakukan pada Bank senantiasa memperhitungkan potensi kerugian baik atas penyelesaian kasus secara damai ataupun melalui jalur pengadilan. Bank juga memberikan perhatian khusus atas kasus hukum yang berpotensi menimbulkan kerugian secara signifikan.
Legal Risk Is due to lawsuits and/or weakness of the legal aspects, partly due to the presence, absence of supported legislation or agreement weakness such as unfullfilment of contract validity and binding documents that are not perfected. Legal Risk is under the coordination of the Legal Bureau and the Legal Division.	With Legal Buerau, the legal policy and legal documents standard relating to the banking products or facilities offered by the Bank to the public is made with reference to the provisions of prevailing legislation and taking into account the Bank's judicial aspect interests. Legal risk management is done by monitoring the development of the legal case that occurred and taking lessons to learn from these cases. Legal work done at the Bank always takes into account the potential losses on the settlement of the case on or off the courts. Banks also give special attention to the legal case that potentially causes significant loss.
Risiko Reputasi Risiko reputasi adalah risiko akibat menurunnya tingkat kepercayaan stakeholder yang bersumber dari persepsi negatif terhadap Bank. Risiko ini melekat dalam setiap kegiatan yang dilakukan oleh Bank. Kegagalan Bank dalam menjaga reputasinya di mata masyarakat dapat menimbulkan pandangan maupun persepsi negatif masyarakat terhadap Bank.	Pengelolaan Risiko Reputasi dilakukan dibawah koordinasi *Corporate Secretary* bekerjasama dengan unit kerja *marketing communication* dan operasional. Pengelolaan Risiko Reputasi dilakukan melalui pemantauan terhadap publikasi negatif atau keluhan nasabah yang beredar di media, *monitoring* atas keluhan nasabah yang disampaikan langsung ke Bank dan tindak lanjutnya serta melakukan kajian manajemen risiko terhadap produk/ layanan/program baru untuk menganalisis risiko reputasi yang mungkin timbul dan bagaimana mengantisipasi risiko tersebut.
Reputation Risk Reputation risk is the risk due to decreased in stakeholder trust level that comes from a negative perception of the Bank. This risk is inherent in any activity undertaken by the Bank. The Bank's failures in maintaining its reputation in the public eye can lead to negative perceptions of sight and society against the Bank.	Reputation Risk Management carried outunder the coordination of the Corporate Secretary, in cooperation with the marketing communication and operational working units. Reputation Risk management is done through monitoring of negative publicity or customer complaints circulating in the media, monitoring of customer complaints submitted directly to the Bank and its follow-up and reviewing the risk management of the product/service/new program to analyze the reputation risks that may arise and how anticipate these risks.

JENIS RISIKO TYPES OF RISK	PENGELOLAAN MITIGATION
Risiko Stratejik Adalah risiko akibat ketidaktepatan dalam pengambilan dan/atau pelaksanaan suatu keputusan stratejik serta kegagalan dalam mengantisipasi perubahan lingkungan bisnis. Ketidakmampuan Bank dalam melakukan penyusunan strategi yang tepat dapat menimbulkan kegagalan bisnis Bank di masa yang akan datang. Risiko ini juga mencakup kemampuan Bank dalam mengembangkan daya saing dan menciptakan keunggulan kompetitif Bank di tengah kompetisi perbankan yang semakin ketat.	Pengelolaan risiko stratejik antara lain dilakukan melalui analisis kesesuaian strategi bisnis dengan kondisi lingkungan bisnis dan perubahan siklus perekonomian. Risiko stratejik terkait dengan beberapa bidang: rencana bisnis, teknologi informasi dan sumber daya manusia
Strategic Risk Ia a kind of risk due to inaccuracies in the decision and/or implementation of a strategic decision and the failure to anticipate changes in the business environment. The inability of the Bank in preparing the right strategy formulation can lead to failure of the Bank's business in the future.These risks also include the Bank's ability to develop competitiveness and create the Bank's competitive advantage amidts tighter banking competition.	The strategic risk management among others done through the business strategy suitability anal ysis with the business environment conditions and changes in the economic cycle. Strategic risk is related to several fields: business plan, information technology and human resources
Risiko Kepatuhan Adalah risiko akibat tidak mematuhi dan/atau tidak melaksanakan peraturan perundang-undangan dan ketentuan yang berlaku.	Proses identifikasi dan pengelolaan risiko kepatuhan dilakukan dengan meninjau kebijakan dan prosedur internal, penyediaan dana, penghimpunan dana dan kegiatan bisnis bank lainnya telah sesuai dengan hukum, ketentuan dan peraturan eksternal.
Compliance Risk Is a risk due to incompliance and/or not adhering to prevailing legislation and regulations.	The process of identification and compliance risk management is done by reviewing internal policies and procedures, provision of funds, fund raising and other activities of the bank's business in accordance with the laws, rules and external regulations.

Adapun Profil Risiko Bank Victoria terdiri dari Risiko *Inheren* dan Kualitas Penerapan Manajemen Risiko. Tingkat penilaian pada Risiko Inheren terdiri dari 5 peringkat, yaitu peringkat 1 (*low*), peringkat 2 (*low to moderate*), peringkat 3 (*moderate*), peringkat 4 (*moderate to high*), dan peringkat 5 (*high*). Sedangkan, untuk peringkat Kualitas Penerapan Manajemen Risiko, yaitu peringkat 1 (*strong*), peringkat 2 (*satisfactory*), peringkat 3 (*fair*), peringkat 4 (*marginal*), dan peringkat 5 (*unsatisfactory*).

The risk profile of Bank Victoria consists of Inherent Risk and Quality Risk Management. Inherent Risk assessment consists of five levels, including rank 1 (low), rank second (low to moderate), rank 3 (moderate), a rating of 4 (moderate to high), and rank 5 (high). Meanwhile, the rank of Quality Risk Management are 1st rank (strong),2nd rank (satisfactory), 3rd rank (fair), 4rd rank (marginal), and 5th rank (unsatisfactory).

Penilaian pada masing-masing risiko, baik yang melekat pada aktivitas fungsional maupun dalam Kualitas Penerapan Manajemen Risiko yang terdiri dari Tata Kelola Risiko, Kerangka Manajemen Risiko, Proses Manajemen Risiko, SDM, MIS, dan Pengendalian Risiko, dinilai dan diperingkat sesuai batasan risiko dengan mempertimbangkan strategi dan tujuan bisnis, serta kemampuan dalam mengambil risiko yang kemudian dianalisa terutama pada eksposur risiko yang signifikan atau yang bersifat material sesuai dengan kompleksitas usaha Bank.

Assessment of each risk, either inherent in the functional activity or the Quality Risk Management consists of Risk Governance, Risk Management Framework, Risk Management Process, HR, MIS, and Risk Management, assessed and rated in accordance with the risk limits while taking into account business strategy and objectives, as well as the ability to take risks then analyzed primarily at significant or material risk exposure in accordance with the Bank's complexity.

Berdasarkan hasil penilaian Bank sendiri (*self assessment*) atas Tingkat Kesehatan Bank, maka Profil Risiko Bank Victoria sebagai berikut:

Based on the results of the Bank's self assessment on the Bank Soundness Rating, Bank Victoria's Risk Profile are as follows:

Tabel *Self Assessment* atas Tingkat Kesehatan Bank
Table of Self Assessment on the Bank's Soundness Rating

No	Jenis Risiko Risk Types	Penilaian Desember 2014 Evaluation in Dec. 2014		Penilaian Desember 2013 Evaluation in Dec. 2013	
		Peringkat Risiko Inheren Inherent Risk Rank	Peringkat Kualitas Quality Rank	Peringkat Risiko Inheren Inherent Risk Rank	Peringkat Kualitas Quality Rank
1.	Kredit Credit	*Low to Moderate*	*Satisfactory*	*Low to Moderate*	*Satisfactory*
2.	Pasar Market	*Low*	*Satisfactory*	*Low*	*Satisfactory*
3.	Likuiditas Liquidity	*Low to Moderate*	*Satisfactory*	*Low to Moderate*	*Satisfactory*
4.	Operasional Operational	*Low to Moderate*	*Satisfactory*	*Low*	*Satisfactory*
5.	Hukum Legal	*Low to Moderate*	*Satisfactory*	*Low to Moderate*	*Satisfactory*
6.	Stratejik Strategic	*Moderate*	*Satisfactory*	*Low to Moderate*	*Satisfactory*
7.	Kepatuhan Compliance	*Low*	*Satisfactory*	*Low*	*Satisfactory*
8.	Reputasi Reputation	*Low*	*Satisfactory*	*low*	*Satisfactory*
Predikat Secara Keseluruhan Overall Predicate		*Low to Moderate*	*Satisfactory*	*Low to Moderate*	*Satisfactory*

EVALUASI PELAKSANAAN SISTEM MANAJEMEN RISIKO

Dalam memperkuat fungsi penerapan manajemen risiko, Bank Victoria menggunakan pendekatan *Enterprise Risk Management* (ERM) merupakan pengelolaan risiko secara terintegrasi, yang menghubungkan antara *strategic planning, risk appetite, business execution, risk assessment* dan *performance evaluation*, dalam upaya mengoptimalkan pertumbuhan bisnis serta memaksimalkan *Stakeholder value*. ERM adalah sebuah proses yang melibatkan Direksi, manajemen dan SDM Bank, yang diimplementasikan dalam pengaturan strategi di seluruh bagian Manajemen. ERM dirancang untuk mengidentifikasi kejadian potensial yang dapat mempengaruhi kinerja, dan mengelola risiko agar berada pada tingkat risiko yang dapat dikontrol dan untuk memberikan keyakinan terhadap pencapaian tujuan perusahaan.

Bank meyakini ERM sebagai pendekatan untuk mengelola semua risiko, dimana memerlukan proses pengelolaan risiko yang proaktif, sistematik dan berdisiplin, yang mencakup semua risiko di semua aktivitas.

Dengan ERM, Bank memiliki kemampuan untuk menentukan secara tepat permodalan yang dibutuhkan untuk meng-*cover* risiko-risiko di Bank, mengalokasikan modal ke seluruh lini bisnis secara efisien dan rasional, serta mengidentifikasi peluang untuk melakukan diversifikasi dan optimalisasi *portfolio*. Selain itu, ERM akan ikut berperan dalam meningkatkan transparansi dan akuntabilitas dalam pengelolaan bisnis dan risiko.

ERM diperlukan untuk mencapai tujuan-tujuan Bank, baik tujuan strategis, operasional, pelaporan keuangan, maupun kepatuhan terhadap ketentuan perundang-undangan. Adapun proses penerapan ERM sebagai berikut:

EVALUATION OF RISK MANAGEMENT SYSTEM IMPLEMENTATION

In order to strengthen the risk management implementation function, Bank Victoria uses the Enterprise Risk Management (ERM) approach. It is an integrated risk management approach that connects strategic planning, risk appetite, business execution, risk assessment, and performance evaluation to optimalize business growth and maximize Stakeholder value. ERM is a process that involves the Board of Directors, management, and HR of the Bank, and implemented when organizing strategies throughout the Management. ERM is designed to identify occurrences that may potentially influence the Banks' performance, manage the risk to keep it in a controllable level, and generate confidence of the ability to achieve the Company's objectives.

The Bank believes that ERM is the best approach to manage all risk, because it requires a proactive, systematic, and disciplined risk management process, which includes all risks in all activities.

With ERM, the Bank has the ability to set a precise amount of the capital needed to cover the Bank's risks, allocate the capital to all business lines in an efficient and rational manner, and identify the opportunity to diversify and optimize the portfolio. Otherwise, ERM will also help to improve transparency and accountability in business and risk management.

ERM is necessary to achieve the Company's objectives, whether strategic or operational, whether financial reporting or compliance to rules and regulations. ERM implementation process is as follows:

1. Lingkungan Internal
   Mengidentifikasi kondisi internal perusahaan, meliputi kekuatan dan kelemahannya, serta pandangan terhadap risiko dan manajemen risiko. Proses ini juga menetapkan dasar untuk bagaimana risiko dipandang dan dimitigasi, termasuk filosofi manajemen risiko dan *risk appetite,* integritas dan etika nilai-nilai entitas.

   Dalam menyusun rencana strategis pengembangan usaha Bank tidak terlepas dari visi dan misi Bank. Dengan adanya visi dan misi ini, memastikan bahwa rencana strategis Bank telah pada jalur yang tepat. Penyusunan rencana strategis dilaksanakan dengan mempertimbangkan kekuatan dan kelemahan dengan melakukan analisis SWOT (*Strength Weakness Opportunity dan Threat*), asumsi pertumbuhan perekenonomian serta proyeksi ekonomi dimasa akan datang. Penyusunan strategi Bank telah mempertimbangkan *risk appetite* dan *risk tolerance,* yaitu kemampuan Bank dalam mengambil risiko yang tertuang dalam kebijakan manajemen risiko Bank. Selain mengembangkan dan menerapkan budaya risiko pada setiap jenjang organisasi.

2. Pengaturan Tujuan
   Tujuan dan sasaran kegiatan manajemen risiko harus sejalan dengan tujuan dan sasaran manajemen. Oleh karena itu rumusan strategi manajemen risiko disesuaikan dengan strategi bisnis secara keseluruhan dengan memperhatikan tingkat risiko yang diambil dan toleransi risiko. Untuk memastikan bahwa penerapan manajemen risiko telah selaras dengan rencana dan sararan, Direksi turut aktif mengevaluasi kebijakan dan strategi manajemen risiko secara berkala termasuk strategi dan kerangka manajemen risiko yang ditetapkan sesuai dengan *risk appetite* dan *risk tolerance.*

3. Pengidentifikasian
   Kejadian internal dan eksternal yang dapat mempengaruhi pencapaian tujuan dan sasaran harus diidentifikasi, meliputi risiko dengan kesempatan yang dapat muncul yang dapat mempengaruhi pencapaian tujuan dan sasaran manajemen Bank.

   Pelaksanaan identifikasi peluang dan risiko yang dihadapi Bank dilaksanakan melalui suatu metode atau sistem identifikasi dan pengukuran risiko yang memadai dan dilakukan secara berkala. Untuk mengidentifikasi setiap risiko dalam kegiatan pengembangan telah dilakukan melalui analisis terhadap risiko dari produk dan aktivitas usaha secara menyeluruh. Identifikasi risiko dilakukan baik secara individual maupun portofolio dengan mempertimbangkan faktor yang dapat mempengaruhi tingkat risiko di waktu yang akan datang, seperti faktor perkembangan ekonomi dan industri, kecukupan SDM, infrastruktur pendukung, kondisi keuangan (kemampuan menghasilkan laba) serta diversifikasi *portfolio*.

4. Penilaian Risiko
   Risiko dianalisis berdasarkan kemungkinan dan dampaknya. Hasil analisis risiko akan dijadikan dasar untuk menentukan perlakuan risiko. Setiap risiko dianalisis, mengingat kemungkinan dan dampak, sebagai dasar untuk menentukan

1. Internal Environments
   Identifying the Company's internal condition, including its strengths and weaknesses, and views of risk and risk management. This process also sets the foundation on how to view and mitigate risk, including the philosophy of risk management and risk appetite, integrity and organizational values.

   The drafing of strategic plan for the Bank's business development is inseparable from the Bank's vision and mission. The presence of the vision and mission ensures that the Bank's strategic plan is in the right path. Strategic plan is executed by considering strengths and weaknesses through SWOT (Strength, Weakness, Opportunity, and Threat) analysis, assumed economic growth level, and future economic projections. The making of Bank strategies consider risk appetite and risk tolerance, which is the Bank's ability in taking the risks listed in the Bank's risk management policy, as well as the Bank's ability to develop and implement risk management culture in each level of the organization.

2. Objective Determination
   The risk management purposes and objectives must be in line with the purposes and objectives of the management. Therefore, the formulation of risk management strategies is adjusted to the overall business strategy, with consideration of the level of the risk taken and the level of risk tolerance. To ensure that the implementation of risk management is in line with plans and targets, the Board of Directors hereby also actively evaluates the risk management policies and strategies regularly, including the risk management strategies and framework that are set according to risk appetite and risk tolerance.

3. Identification
   Internal and external events that can influence the achievement of objectives and purposes must be identified. These events include potential risks and opportunities, which can influence the achievement of the Bank management's objectives and purposes.

   Identification of the opportunities and risks faced by the Bank is done through methods of risk identification and measurement, which must be adequate and executed regularly. Identification of all risks in development activities is done through risk analysis of both the products and the overall business activities. Risk identification is done both to individuals and portfolios, by considering the factors that can affect risk levels in the future. Such factors include the development of economy and industry, HR adequacy, supporting infrastructure, financial condition (profitability), and portfolio diversification.

4. Risk Assessment
   Risks are assessed according to the possibility of their occurrence and their possible impacts. Risk analysis results will become the basis for determining risk treatment. All risks are analyzed according to their possibility of occurrence and

bagaimana harus dikelola. Risiko dinilai pada masalah yang melekat dan dasar residual. Terkait penilaian risiko, hal ini dilaksanakan dengan melakukan penilaian Profil Risiko yang mencakup penilaian terhadap Risiko Inheren dan Kualitas Penerapan Manajemen Risiko (KPMR) dalam operasional Bank. Penilaian tersebut dilakukan terhadap 8 (delapan) Risiko, yaitu Risiko Kredit, Risiko Pasar, Risiko Likuiditas, Risiko Operasional, Risiko Hukum, Risiko Stratejik, Risiko Kepatuhan, dan Risiko Reputasi. Untuk penilaian KPMR yang terdapat merupakan penilaian terhadap 4 (empat) aspek yang saling terkait yaitu Tata kelola Risiko; Kerangka Manajemen Risiko; Proses Manajemen Risiko, Kecukupan SDM, dan Kecukupan SIM; dan Kecukupan Sistem Pengendalian Risiko.

5. Respon Risiko
   Terdapat empat alternatif pada perlakuan risiko, yaitu menghindari (*avoidance*), menerima (*acceptance*), mengurangi/mitigasi (*reduction/mitigate*), dan membagi risiko (*sharing/transfer*). Berdasarkan hasil penilaian risiko terhadap risiko yang melekat (*inherent*) dan kualitas penerapan manajemen risiko, maka Bank membandingkan hasil analisis risiko dengan *risk appetite* dan *risk tolerance*. Dalam hal telah didapatkan *gap* antara analisis risiko dengan *risk appetite* dan *risk tolerance*, unit kerja manajemen risiko secara proaktif mengidentifikasi dan menyempurnakan penerapan manajemen risiko. Bank dapat menerapkan kebijakan manajemen risiko yang terarah dan dirancang (*acceptance*) untuk memastikan kinerja Bank serta untuk mempertahankan kualitas kredit dengan tetap menjaga *risk appetite secara* konservatif. Sementara itu, jika hasil *gap* analisis tersebut memperlihatkan bahwa tingkat risiko telah melebihi dari *risk appetite* dan *risk tolerance*, maka Bank dapat menghindari (*avoidance*) eksposur risiko ataupun mengurangi eskposur untuk mengurangi eskposur risiko pada produk dan ativitas tersebut.

6. Kegiatan Pengendalian
   Membangun dan mengimplementasikan kebijakan dan prosedur untuk memastikan perlakuan risiko diterapkan dengan efektif. Kebijakan dan prosedur ditetapkan dan diterapkan untuk membantu dan memastikan tanggapan risiko secara efektif dilaksanakan. Bank menerapkan *risk appetite* dan *risk tolerance* dalam bentuk kebijakan limit dan sistem limit, yang disusun dan diusulkan oleh unit bisnis bersama unit manajemen risiko dan disetujui oleh Komite Manajemen Risiko. Penetapan limit didasarkan atas limit secara keseluruhan maupun limit per aktivitas fungsional tertentu yang memiliki eksposur risiko. Kebijakan limit tidak saja berfungsi dalam proses pengendalian risiko namun juga mendorong strategi bisnis dan ekspansi bisnis ke dalam koridor pertumbuhan yang optimal. Pengelolaan risiko dilakukan oleh seluruh unit kerja, dan di *review* secara berkala oleh unit manajemen risiko, serta diukur keefektifan pelaksanaannya oleh unit Internal Audit.

7. Informasi dan Komunikasi
   Informasi yang relevan diidentifikasi, diperoleh, dan dikomunikasikan dalam bentuk dan waktu yang tepat agar personil dapat melakukan tanggung jawabnya dengan baik. Informasi yang didapat secara relevan diidentifikasi dan dikomunikasikan secara efektif. Telah tersedia sistem

impact, as the basis of determining how to manage these risks. Risks are assessed according to inherent issues and on residual basis. In terms of risk assessment, this was done by assessing Risk Profiles including assessment of Inherent Risks and the Risk Management Implementation Quality (KPMR) in the Bank's operation. Assessment is made to 8 (eight) Risk Types, i.e. Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Legal Risk, Strategy Risk, Compliance Risk, and Reputational Risk. KPMR is an assessment to 4 (four) inter-related aspects, i.e. Risk Governance; Risk Management Framework; Risk Management Process, HR Adequacy, and SIM Adequacy; and Risk Control System Adequacy.

5. Risk Response
   There are 4 alternatives in risk treatment, i.e. avoidance, acceptance, reduction/mitigation, and risk sharing/transfer. Based on the results of assessment to inherent risks and the quality of the implementation of risk management, the Bank compares the results of risk analyses to risk appetite and risk tolerance. If there is a gap between risk analysis and risk appetite and risk tolerance, the Risk Management Work Units shall proactively identify and perfect the risk management implementation. The Bank can apply a well-directed and well-designed risk management acceptance policy to ensure the Bank's performance, and to maintain credit quality by maintaining the conservativeness of risk appetite. Meanwhile, if the results of the gap analysis show that the risk level has exceeded the risk appetite and risk tolerance, the Bank may avoid or reduce risk exposure to avoid or reduce the risk to the product and/or activity.

6. Control Activity
   It is the construction and implementation of policies and procedures to ensure that risk treatment is implemented effectively. Policies and procedures are stipulated and implemented to assist and ensure that the response towards risk is executed effectively. The Bank sets its risk appetite and risk tolerance in the form of limit policy and limit system. This policy and system are organized and suggested jointly by Business Unit and Risk Management Unit, and approved by the Risk Management Committee. Limits are set according to overall limit or limit per specific funcational activities with risk exposure. Limit policy functions not only in the risk control process, but also to encourage business strategies and business expansion into optimal growth channels. Risk management is done by all Work Units. It is reviewed regularly by the Risk Management Unit, and the effectiveness of its execution is measured by the Internal Audit Unit.

7. Information and Communication
   Relevant information is identified, obtained, and communicated in the right form at the right time, so that the personnel can discharge their responsibilities properly. The relevant information obtained is identified and communicated effectively. There is an information system for the purpose of data collecting, as

informasi untuk pengumpulan data dan teknologi informasi yang dapat menghasilkan laporan kegiatan usaha, kondisi keuangan, penerapan manajemen risiko dan pemenuhan ketentuan yang mendukung pemenuhan tugas Direksi dan Dewan Komisaris.

8. Monitoring
   Adanya pemantauan yang dilakukan secara berkelanjutan dalam kegiatan pengelolaan, evaluasi, atau keduanya. Hasil pemantauan manajemen risiko disajikan dalam laporan berkala yang disampaikan kepada manajemen dalam rangka mitigasi risiko dan tindakan yang diperlukan. Selain itu, pemantauan didukung dengan pengembangan sistem informasi yang komprehensif serta penerapannya untuk memantau pada setiap jenis risiko maupun pada seluruh eksposur risiko sesuai dengan sifat dan kompleksitas usaha.

well as information technology that can generate reports on business activity, financial condition, implementation of risk management, and compliance to the regulations that support the discharge of the duties of the Board of Directors and the Board of Commissioners.

8. Monitoring
   Monitoring activities shall be conducted continuously ether in the management activities, in a separate evaluation, or in both ways. The results of risk management monitoring are presented in a regular report submitted to the Management for the purpose of risk mitigation and determining necessary actions. Also, monitoring is supported by developing a comprehensive information system and implementation of this system, to monitor all risk types and risk exposures according to the characteristics and complexity of the business.

STRUKTUR ORGANISASI MANAJEMEN RISIKO

Dalam rangka penerapan manajemen risiko yang efektif, Direksi Bank telah menetapkan struktur organisasi yang disusun dengan kejelasan tugas dan tanggung jawab terkait penerapan manajemen risiko yang disesuaikan dengan tujuan dan kebijakan usaha, ukuran dan kompleksitas kegiatan usaha Bank. Kecukupan kerangka pendelegasian wewenang disesuaikan dengan karakteristik dan kompleksitas produk, tingkat risiko yang akan diambil Bank dan selaras dengan Rencana Strategis Bank.

Adapun struktur organisasi manajemen risiko Bank Victoria yang telah dibentuk adalah Komite Pemantau Risiko yang salah satu fungsinya adalah turut membantu pekerjaan Komisaris dalam mengevaluasi pelaksanaan tugas Komite Manajemen Risiko dan Divisi Manajemen Risiko, Komite Manajemen Risiko, dan *Asset and Liabilities Committee* yang merupakan Komite eksekutif di bawah Direksi, serta Divisi Manajemen Risiko yang merupakan satuan kerja independen terhadap satuan kerja bisnis/operasional Bank.

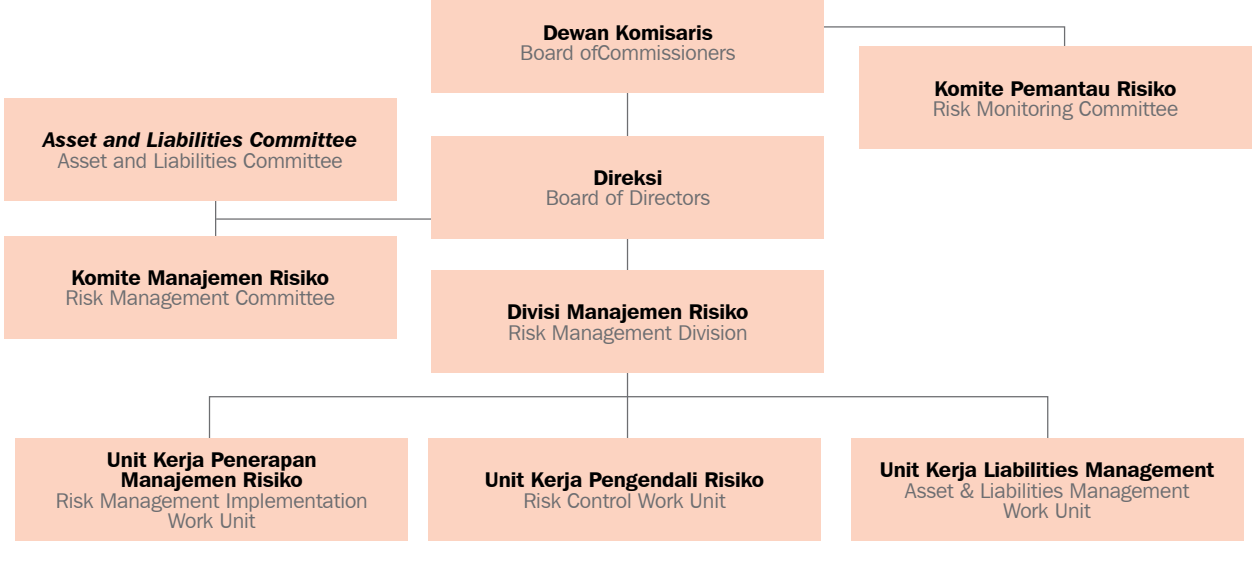
Struktur organisasi Divisi Manajemen Risiko dapat dilihat pada bagan berikut:

RISK MANAGEMENT ORGANIZATIONAL STRUCTURE

For effective implementation of risk management, the Bank's Board of Directors has determined an organization structure prepared with clear tasks and responsibilities in relation to risk management implementation adjusted to business objectives and policies, and the scale and complexity of the Bank's business activity. Adequacy of authority delegation framework is adjusted to the characteristics and complexity of products, the level of risks to be taken by the Bank and in line with the Bank's strategic plan.

The established risk management organization structure of Bank Victoria is the Risk Monitoring Committee, one of the functions of which is supporting the Board of Commissioners to evaluate the implementation of the tasks of the Risk Management Committee and Risk Management Working Unit, Risk Management Committee and Asset & Liabilities Committee, as executive Committees under the Board of Directors, and Risk Management Unit as a unit independent to the Bank's business/operational working unit.

The organizational structure of the Risk Management Division can be seen in the following diagram:



PROFIL KEPALA DIVISI MANAJEMEN RISIKO

Sejak 5 Februari 2013 Kepala Divisi Manajemen Risiko dijabat oleh Hermawan melalui Surat Keputusan Direksi No.008/SK-DIR/05/13. Profil Kepala Divisi Manajemen Risiko sebagai berikut:

Hermawan
Warga Negara Indonesia, 44 tahun, lahir di Jakarta pada tahun 1970. Menjabat sebagai Kepala Divisi Manajemen Risiko Sejak 5 Februari 2013 sesuai dengan SK Direksi No.008/SK-DIR/05/13. Dipercaya menjabat sebagai Sekretaris Komite Manajemen Risiko dan sebagai Sekretaris ALCO sejak tanggal 4 Maret 2013 dan tanggal 14 Mei 2013. Memiliki pengalaman kerja dalam Industri perbankan sejak tahun 1990 dan memegang beberapa posisi penting diantaranya seperti Kepala Satuan Kerja Manajemen Risiko tahun 2009 - 2012 di PT Bank Jasa Jakarta, Pimpinan Kelompok Strategi Perencanaan & Pengembangan Organisasi tahun 2007 – 2009 di PT Bank Akita, dan Pejabat Risiko Suku Bunga tahun 2005 – 2006 di PT Bank UIB. Memiliki International Certificate in Banking Risk and Regulation (ICBRR) dari GARP-BSMR. Meraih gelar Diploma III dari Akademi Borobudur, Jakarta (1992), Sarjana Ekonomi dari Sekolah Tinggi Ilmu Ekonomi Yayasan Administrasi Indonesia, Jakarta (1995), dan Master Manajemen dari Sekolah Tinggi Ilmu Manajemen Labora, Jakarta (1997).

PROFILE OF THE HEAD OF THE RISK MANAGEMENT DIVISION

As of 5 February 2013, the Risk Management Unit Head was led by Hermawan by virtue of Decision Letter of Board of Directors No.008/SKDIR/05/13. The profile of the Head of the Risk Management Division is as follows:

Hermawan
Indonesian citizen, 44 years old, born in Jakarta in 1970. He serves as the Head of the Risk Management Division since the 5th of February 2013 as per the Decree Letter of the Board of Directors No.008/SK-DIR/05/13. He was entrusted with the position of the Risk Management Committee Secretary and ALCO Secretary from 4 March 2013 to 14 May 2013. His experience in the banking Industry stretches from the year 1990. In this period, he has held several significantly important positions, such as the Head of the Risk Management Task Force at PT Bank Jasa Jakarta (2009-2012), Head of the Organizational Planning and Development Strategic Team at PT Bank Akita (2007-2009), dan Interest Rate Risk Officer at PT Bank UIB (2005-2006). He has an International Certificate in Banking Risk and Regulation (ICBRR) from GARP-BSMR. He has earned his Diploma III title from Borobudur Academy, Jakarta (1992), his Bachelor of Economics degree from the Sekolah Tinggi Ilmu Ekonomi Yayasan Administrasi Indonesia (College of Economics of the Administrative Foundation of Indonesia), Jakarta (1995), and his Master of Management from the Sekolah Tinggi Ilmu Manajemen Labora (Labora College of Management), Jakarta (1997).

PENGEMBANGAN KOMPETENSI DIVISI MANAJEMEN RISIKO

Untuk mendukung pelaksanaan tugasnya, anggota Divisi Manajemen Risiko telah mengikuti program pengembangan kompetensi, berupa pendidikan dan pelatihan. Pengembangan kompetensi yang diikuti anggota Divisi Manajemen Risiko selama 2014 sebagai berikut:

THE RISK MANAGEMENT DIVISION COMPETENCE DEVELOPMENT

To support the execution of their duties, members of the Risk Management Division has join competence development programs, such as education and training programs. The competence development programs followed by the members of Risk Management Division in 2014 are as follows:

Nama Name	Pengembangan Kompetensi Competence Development
Hermawan	Sertifikasi Manajemen Risiko Level IV dan International Certificate in Banking Risk and Regulation (ICBRR)/ Risk Management Certification Level IV and International Certificate in Banking Risk and Regulation (ICBRR)
Ahmad Suheri	Sertifikasi Manajemen Risiko Level II Risk Management Certification Level II
Budiman L Sitorus	Sertifikasi Manajemen Risiko Level II Risk Management Certification Level II
Lina Nuraeni	Sertifikasi Manajemen Risiko Level II Risk Management Certification Level II
Rini Sumarlin	Sertifikasi Manajemen Risiko Level I Risk Management Certification Level I
Yofi Yandri	Belum Mengikuti Ujian Sertifikasi Manajemen Risiko Have not participated in the Risk Management Certification Test
Kamaluddin	Belum Mengikuti Ujian Sertifikasi Manajemen Risiko Have not participated in the Risk Management Certification Test

SERTIFIKASI MANAJEMEN RISIKO

Dalam meningkatkan kualitas pengelolaan risiko, peranan kualitas Sumber Daya Manusia (SDM) Bank Victoria menjadi sangat penting dalam meningkatankan kualitas SDM. Usaha tersebut antara lain diwujudkan dengan mengikutsertakan Dewan Komisaris, Direksi, Pejabat Eksekutif, dan Pegawai Bank Victoria untuk memperoleh sertifikasi manajemen risiko.

RISK MANAGEMENT CERTIFICATION

In improving the risk management quality, the role of of Bank Victoria's Human Resources (HR) quality became very important in improving the human resources quality. The effort were realized by the participation of Bank Victoria's Board of Commissioners, Board of Directors, Executive Officers, and Employees to obtain risk management certification.

Tabel Sertifikasi Manajemen Risiko 2014
Table of Risk Management Certification in 2014

Level	**Dewan Komisaris** the Boards of Commissioners	**Direksi** the Boards of Directors	**Pejabat Eksekutif** Executive Officers	**Lainnya** Other
I	0	0	0	134
II	4	0	2	38
III	0	0	5	1
IV	0	0	24	0
V	0	6	0	0
TOTAL	**4**	**6**	**31**	**173**

IT GOVERNANCE

KEBIJAKAN TEKNOLOGI INFORMASI

Bank senantiasa melakukan pengembangan dalam Teknologi dan Informasi sesuai dengan arahan kebijakan Rencana Bisnis Bank yang menetapkan bahwa bank akan melakukan perubahan pada konsep *Branchless Banking* sehingga Bank dapat melayani seluruh nasabahnya dimana pun berada. Dalam hal pengembangan Teknologi Informasi (TI) ke depan menuju *branchless banking*, Bank senantiasa mengikuti perkembangan teknologi yang ada untuk mendukung kebijakan produk serta bisnis Bank. Dalam merealisasikan hal tersebut Bank melakukan tahapan antara lain:

1. *Enhancement* terhadap *Corebanking System* yang lebih akurat dan cepat dengan meningkatkan versi aplikasi ke versi *Corebanking* terakhir sehingga dapat *comply* dengan peraturan-peraturan Bank Indonesia yang terbaru;
2. Melakukan pengembangan terhadap aplikasi pihak ketiga yang *interface* ke *Corebanking* baik untuk transaksi *delivery channel, payment gateway* maupun transaksi *branchless banking* (*Internet Banking*);
3. Meningkatkan link komunikasi (*upgrade* komunikasi jaringan kantor) dengan cara membuat *redundant link* (*hardening* perangkat) pada setiap kantor sehingga *Service Level* terhadap layanan nasabah dapat tetap terjaga;
4. Melakukan penyempurnaan serta pengembangan terhadap aplikasi yang sudah *obsolete* (usang) yang disesuaikan dengan teknologi yang ada baik pada perangkat keras maupun perangkat lunak;
5. Memperkuat kemanan jaringan dengan menggunakankan filtering terhadap TCP/IP *Address* pada semua kantor dengan menggunakan *manageable switch* dan *router.*

STRATEGI TEKNOLOGI INFORMASI 2014

Strategi Bank dalam Tahun 2014 antara lain dengan cara:

- Memperkuat pengamanan jaringan kantor yang baru maupun yang lama;
- Meningkatkan Aplikasi *Switching* untuk mempermudah layanan *Delivery Channel*;
- Meningkatkan fasilitas fitur pada kartu ATM Bank baik pada layanan maupun ketentuan regulator untuk kartu berbasis chip;
- Meningkatkan kemampuan TI dalam menambah fitur *Delivery Channel Bank* seperti *Internet Banking*, *SMS Banking;*
- Meningkatkan fitur *Corebanking* ke versi terbaru yakni V2.03;
- Melakukan *backup* jaringan seluruh kantor dengan melakukan penambahan jaringan dengan vendor berbeda (*redundant link*).

PROGRAM KERJA DIVISI TEKNOLOGI INFORMASI TAHUN 2014

Beberapa program kerja Divisi Teknologi Informasi sepanjang 2014 adalah dijelaskan sebagai berikut:

IT GOVERNANCE

INFORMATION TECHNOLOGY POLICIES

The Bank constantly develops its Technology and Information according to the directions of the Bank Business Plan Policy, which states that the Bank shall continue to improve its Branchless Banking concept until it can serve all of its customers, wherever they may be. For future Information Technology (IT) development into branchless banking, the Bank constantly follows the progress of existing technologies that may support the Bank's product and business policies. To realize this, the Bank executes among others the following:

1. Enhance the speed and accuracy of the Core Banking System, by upgrading the Core Banking application to its latest version. This would enable the Bank to comply with the latest Bank Indonesia regulations;
2. Develop third-party applications that interface to Core Banking, whether for delivery channel, payment gateway, or branchless banking (Internet Banking) transactions;
3. Upgrade the communication link (upgrade the office network communication) by creating redundant links (hardening the devices) in each office, so that the Service Level of Customer Service can be maintained;
4. Perfect and improve obsolete applications to adjust to existing technology, whether in terms of software or hardware;
5. Strengthen the network security by filtering TCP/IP Address in all offices using manageable switches and routers.

INFORMATION TECHNOLOGY STRATEGIES 2014

The Bank's strategies in 2014 include among others:

- Strengthening the security of office network, both old and new;
- Upgrading Switching application for the convenience of Delivery Channel service;
- Upgrading feature facilities of the Bank's ATM card, whether in terms of services or regulator provisions for chip-based cards;
- Upgrading IT capacity by adding the Delivery Channel features of the Bank, such as Internet Banking, SMS Banking;
- Upgrading Core Banking feature to the latest version, i.e. V2.03;
- Backing up the entire office network by adding network from a different vendor (redundant link).

INFORMATION TECHNOLOGY WORK PROGRAM 2014

Some work programs of the Information Technology Information throughout 2014 are described as follows:

Upgrading Alpha BITS Ver.2.01 ke versi 2.03 yang merupakan pengembangan dari versi sebelumnya dengan beberapa penambahan fitur yang berkaitan dengan regulasi pemerintah antara lain:

- Solusi untuk pembayaran angsuran yang telah jatuh tempo agar nasabah tidak perlu menyediakan dana sebelum tanggal jatuh tempo, tetapi pada saat jatuh tempo dapat dibayarkan tanpa adanya perubahan kolektibiltas;
- Pelaporan yang dapat terintegrasi dengan format SID dan konsistensi data Core maupun data SID;
- Adanya fitur tambahan untuk *Virtual Account*;
- Adanya perbaikan/tunning untuk mempercepat proses *Corebanking*;
- Adanya penambahan fitur layanan *Internet Banking.*

Dari sisi internal, Bank secara bertahap akan melakukan hal sebagai berikut:

- Utilisasi terhadap core banking dari sisi *security system*;
- Ujicoba kehandalan *Disaster Recovery Center,* baik *Back Up Server* maupun Jaringan komunikasi data;
- Peningkatan Keamanan Jaringan (*Hardening System*);
- Maksimalisasi *source database* untuk keperluan MIS, Manajemen Risiko, dan laporan lainnnya.

Merujuk kepada strategi bisnis Bank dan kebutuhan dari regulator, maka akan dilakukan beberapa pengembangan yang meliputi:

- *Bancassurance*;
- *Wealth Management*;
- Laporan Format XBRL;
- RTGS Generasi2;
- SKN Gen2;

Membentuk unit kerja Helpdesk yang berfungsi sebagai:

- *Call Management and Tracking*
  Menginvetarisir dan memecahkan permasalahan terhadap *system core banking* maupun dari *system* jaringan menggunakan metode analisys dan *log administrative*.

PELAKSANAAN TEKNOLOGI INFORMASI

Perencanaan Teknologi Sistem Informasi ini akan senantiasa diperbaharui sesuai dengan perkembangan yang mungkin terjadi dalam strategi usaha Bank serta mengikuti dan menyesuaikan *time plan* Rencana Bisnis Bank tahun 2014. Sepanjang 2014, Divisi TI telah melakukan Pengembangan Aplikasi dan system baik dikembangkan oleh vendor maupun secara *Inhouse* guna mendukung operasional, antara lain:

- *Bancassurance*;
- FCS (*Fax Confirmation System*);
- Monitoring Collection Jatuh Tempo;
- Limit Transaksi;
- Laporan XBRL (e*Xtensible Business Reporting Language*) sesuai dengan peraturan regulator (BI) – *carry over* ke tahun 2015;
- Laporan Kinerja Cabang;
- Pengembangan RTGS Gen2 - *carry over* ke tahun 2015;
- Pengembangan SKN Gen2 - *carry over* ke tahun 2015;
- *Upgrading Corebanking* dari V2.01 menjadi V 2.03;
- *Upgrading* ITM Switching dari V 2.2 menjadi V 4.3;
- Perbaikan jaringan yang meliputi *security* dan *contingency* dengan menggunakan ARP (*Address Resolution Protocol*) dan BGP (*Border Gateway Protocol*).

Upgrading Alpha BITS Ver.2.01 to Ver.2.03, which is a development of the previous version. The new version has several additional features relating to government regulation, such as:

- Solution for paying matured installment, so that the customer does not need to procure funds before the maturity date, but the payment can be made at maturity period without change of collectability;
- Reports that can be integrated with SID format, and consistency of both Core data and SID data;
- Addition of the Virtual Account feature;
- Improvement/tuning to accelerate Core Banking processes;
- Addition of the Internet Banking service feature.

Internally, the Bank shall gradually execute the following:

- Utilize core banking from the security system aspect;
- Test the reliability of the Disaster Recovery Center, whether the Back Up Server or the data communication network;
- Hardening the Security System of the network;
- Optimize the source database for the purposes of MIS, Risk Management, and other reports.

Referring to the Bank's business strategies and the regulator's needs, developments shall be executed, including in the following:

- Bancassurance;
- Wealth Management;
- XBRL Format Report;
- RTGS Generation 2;
- SKN Gen 2;

Forming the Helpdesk Work Unit, which shall function as:

- Call Management and Tracking
  To inventory and resolve issues in the core banking system and the network system using analysis and log administrative method.

INFORMATION TECHNOLOGY EXECUTION

Planning for Information Technology System is constantly updated according to the developments that may occur in the Bank's business strategy. The updates follow and are adjusted to the Bank's Business time plan for 2014. Throughout 2014, the IT Division has both applications and systems developed, whether the development is executed by vendors or In-house, to support operations. Such applications and systems include:

- Bancassurance;
- FCS (Fax Confirmation System);
- Monitoring of Matured Collection;
- Transaction Limit;
- XBRL (eXtensible Business Reporting Language) Report according to the regulation of the regulator (BI) (carried over to 2015);
- Branch Performance Report ;
- Developing RTGS Gen2 (carried over to 2015;
- Developing SKN Gen2 (carried over to 2015);
- Upgrading Core Banking from V2.01 to V2.03;
- Upgrading ITM Switching dari V 2.2 menjadi V 4.3;
- Upgrading network, including security and contingency, using ARP (Address Resolution Protocol) and BGP (Border Gateway Protocol).

PENGEMBANGAN TEKNOLOGI INFORMASI 2015

Pada 2015, Bank Victoria berencana akan melaksanakan Go Live upgrade IT System versi corebanking ke versi 2.03 dan penambahan module ITM 4.3. Sehingga, diharapkan dapat memberikan tingkat layanan yang mendukung ekspansi bisnis dengan operasi yang efektif dan efisien.

FUNGSI KEPATUHAN

Kompleksitas kegiatan usaha Bank semakin meningkat sejalan dengan perkembangan teknologi informasi, globalisasi, dan integrasi pasar keuangan. Hal ini memberikan dampak yang sangat besar terhadap eksposur risiko yang dihadapi oleh Bank sehingga diperlukan penegakan prinsip kehati-hatian serta upaya untuk memitigasi risiko kegiatan usaha Bank, baik yang bersifat preventif (*ex-ante*) maupun kuratif (*ex-post*). Upaya yang bersifat ex-ante dapat ditempuh dengan mematuhi berbagai kaidah perbankan yang berlaku untuk mengurangi atau memperkecil risiko kegiatan usaha Bank.

Bank melalui jajaran Dewan Komisaris, Direksi dan seluruh karyawan berkomitmen untuk melaksanakan prinsip-prinsip tata kelola perusahaan (*Good Corporate Governance*) yang baik dan prinsip kehati-hatian dalam kegiatan bisnis sehari-hari sesuai dengan nilai-nilai pokok yang tertuang dalam GCG. Hal ini dilaksanakan dalam rangka melindungi kepentingan *stakeholder,* meningkatkan kepatuhan terhadap peraturan yang berlaku serta nilai-nilai yang berlaku di dunia perbankan. Bank melakukan penilaian terhadap 11 (sebelas) aspek yang diantaranya terdapat salah satu aspek yaitu Fungsi Kepatuhan.

TUGAS DAN TANGGUNG JAWAB FUNGSI KEPATUHAN

Dalam rangka meningkatkan efektifitas penerapan Fungsi Kepatuhan, agar sesuai dengan kebijakan dan prosedur yang berlalu, maka Bank Victoria secara berkesinambungan telah menetapkan tugas dan tanggung jawab pada Divisi Kepatuhan dalam berbagai rencana dan langkah strategis untuk:

1. Mewujudkan terlaksananya Budaya Kepatuhan pada semua tingkatan organisasi dan kegiatan usaha Bank;
2. Mengelola Risiko Kepatuhan yang dihadapi oleh Bank;
3. Memastikan agar kebijakan, sistem, dan prosedur serta kegiatan usaha yang dilakukan oleh Bank telah sesuai dengan kebijakan Bank Indonesia (BI) dan atau Otoritas Jasa Keuangan (OJK) serta peraturan perundang-undangan yang berlaku;
4. Memastikan kepatuhan Bank terhadap komitmen yang dibuat oleh Bank kepada BI dan/atau OJK serta pengawas lain yang berwenang.

Dalam penerapan tugas dan tanggung Jawab dimaksud, termasuk juga menetapkan langkah-langkah yang bersifat *ex-ante* (preventif) untuk memitigasi risiko dalam penerapan kegiatan usaha Bank dan penyempurnaan serta pengembangan secara efektif sesuai *best practice* terkini.

THE DEVELOPMENT OF INFORMATION TECHNOLOGY 2015

In 2015, Bank Victoria plans to execute Go Live upgrade IT System corebanking version to 2.03 version and add module ITM 4.3. These developments expected to provide the service level that will support an effective and efficient operation for the business expansion.

COMPLIANCE FUNCTION

The complexity of the Bank's business activity is increasing in line with the development of information technology, globalization, and the integration of financial markets. This gives a very large impact on the risk exposure faced by the Bank so that they need to enforce the prudence principle and make some efforts to mitigate the Bank's business activities risk, both preventive (ex-ante) and curative (ex-post). Ex-ante efforts can be executed by complying with applicable various banking rules to reduce or minimize the Bank's business activities risk.

Through its Board of Commissioners, the Board of Directors and all employees, the Bank is committed to implementing the principles of Good Corporate Governance and the prudent principle in the ordinary course of business in accordance with our main values specified in the GCG. It is carried out in order to protect the interests of stakeholders, improve compliance with the applicable regulations and values in the banking business. The Bank conducts an assessment of 11 (eleven) aspects with one of them is the Compliance Function aspect.

COMPLIANCE FUNCTION TASKS AND RESPONSIBILITIES

To improve effectiveness of the Compliance Function implementation, in order to conform with the policies and procedures, Bank Victoria has continuously set the tasks and responsibilities of the Compliance Division in various plans and strategic measures to:

1. Realize Compliance Cultural at all levels of the organization and the Bank's business activities;
2. Managing Compliance Risks faced by the Bank;
3. Ensure that the policies, systems, and procedures and business activities conducted by the Bank is in accordance with the policies of Bank Indonesia (BI) and/or the Financial Services Authority (FSA) as well as the prevailing laws and regulations;
4. Ensure the Bank's compliance with the commitments made by the Bank to BI and/or the FSA and other supervisory authorities.

In the implementation of its tasks and responsibilities, the Bank include setting out the measures that are ex-ante (preventive) to mitigate risks in the execution of the Bank's business activities and improving and developing effective current best practices.

PROGRAM KERJA FUNGSI KEPATUHAN TAHUN 2014

Dalam rangka mewujudkan tujuan tersebut diatas, telah diatur pada Program Kerja pada masing-maing tingkatan sesuai dengan peran dan fungsinya.

1. Pengawasan Aktif Dewan Komisaris
   Dewan Komisaris telah melakukan pengawasan aktif terhadap Fungsi Kepatuhan dengan:
   - Mengevaluasi pelaksanaan Fungsi Kepatuhan Bank paling kurang 2 (dua) kali dalam satu tahun.
   - Memberikan saran-saran dalam rangka meningkatkan kualitas pelaksanaan Fungsi Kepatuhan Bank.
   - Berdasarkan hasil evaluasi pelaksanaan Fungsi Kepatuhan, Dewan Komisaris menyampaikan saran-saran dalam rangka peningkatan kualitas pelaksanaan Fungsi Kepatuhan kepada Direktur Utama dengan tembusan kepada Direktur Kepatuhan dan Manajemen Risiko.

2. Direktur Kepatuhan dan Manajemen Risiko
   Direktur Kepatuhan dan Manajemen Risiko, yang membawahi Fungsi Kepatuhan telah menetapkan langkah-langkah yang diperlukan guna memastikan kepatuhan Bank terhadap Kebijakan BI/OJK, peraturan perundang-undangan lain yang berlaku dan perjanjian serta komitmen dengan BI/OJK, dengan tugas dan tanggung jawab sebagai berikut:
   - Merumuskan strategi guna mendorong terciptanya Budaya Kepatuhan Bank.
   - Mengusulkan kebijakan kepatuhan atau prinsip-prinsip kepatuhan yang akan ditetapkan oleh Direksi.
   - Menetapkan sistem dan prosedur kepatuhan yang akan digunakan untuk menyusun kebijakan dan pedoman internal Bank.
   - Memastikan bahwa seluruh kebijakan, sistem, dan prosedur, serta kegiatan usaha yang dilakukan Bank telah sesuai dengan kebijakan BI/OJK dan peraturan perundang-undangan yang berlaku.
   - Meminimalkan Risiko Kepatuhan Bank.
   - Melakukan tindakan pencegahan agar kebijakan dan/atau keputusan yang diambil Direksi Bank tidak menyimpang dari kebijakan BI/OJK dan peraturan perundang-undangan yang berlaku.
   - Melakukan tugas-tugas lainnya yang terkait dengan Fungsi Kepatuhan.

   Direktur Kepatuhan dan Manajemen Risko yang membawahkan Fungsi Kepatuhan melaporkan pelaksanaan tugas dan tanggung jawabnya kepada Direktur Utama dengan tembusan kepada Dewan Komisaris, paling kurang secara triwulanan.

3. Divisi Kepatuhan
   Divisi Kepatuhan adalah Satuan Unit Kerja yang membawahi Fungsi Kepatuhan, telah menetapkan tugas dan tanggung jawab sebagai berikut:
   - Membuat langkah-langkah dalam rangka mendukung terciptanya Budaya Kepatuhan pada seluruh kegiatan usaha Bank pada setiap jenjang organisasi.

WORK PROGRAM OF COMPLIANCE FUNCTION IN 2014

In order to realize the aforementioned objective, the Compliance Function have established Work Program on each level in accordance with its role and function

1. Active Supervision by the Board of Commissioners
   The Board of Commissioners has conducted active supervision of the Compliance Function by:
   - Evaluated the implementation of the Bank's Compliance Function at least two (2) times in one year.
   - Provided suggestions in order to improve the quality of the Bank's Compliance Function.
   - Based on the evaluation of the Compliance Function implementation, the Board of Commissioners gave advices In order to improve the quality of the Compliance Function implementation to the President Director with a copy to the Director of Compliance and Risk Management.

2. Director of Compliance and Risk Management
   Director of Compliance and Risk Management, which oversees the Compliance Function has set the necessary steps to ensure the Bank's compliance with BI/FSA Policy regulations and other applicable agreements and commitments with BI/FSA, with tasks and responsibilities as follows:

   - Formulates strategies to encourage the existence of the Bank's Compliance Culture.
   - Proposes compliance policies or principles to be determined by the Board of Directors.
   - Establishes compliance systems and procedures that will be used to develop the Bank internal guidelines and policies.
   - Ensures that all policies, systems, and procedures, as well as the Bank's business activities are conducted in accordance with BI/FSA policies and prevailing laws and regulations.
   - Minimizes the Bank's Compliance Risk.
   - Performs preventive measures to ensure that policies and/or decisions taken by the Board of Directors do not deviate from BI/FSA policies and the legislation in force.

   - Perform other duties related to the compliance function.

   Director of Compliance and Risk Management in charge of the Compliance Function reports its tasks and responsibilities to the President Director with a copy to the Board of Directors, at least on a quarterly basis.

3. Compliance Division
   Compliance Division is a Working Unit in charge of Compliance Function, has set the tasks and responsibilities as follows:

   - Creates the steps in order to support the establishment of a Compliance Culture on all Bank's business activities at every level of the organization.

- Melakukan identifikasi, pengukuran, monitoring dan pengendalian terhadap risiko kepatuhan dengan mengacu pada kebijakan BI/OJK mengenai penerapan manajemen risiko bagi Bank.
- Menilai dan mengevaluasi efektifitas, kecukupan dan kesesuaian kebijakan, system maupun prosedur yang dimiliki oleh Bank dengan kebijakan BI/OJK dan peraturan perundang-undangan yang berlaku.
- Melakukan *review* dan/atau merekomendasikan pengkinian dan penyempurnaan kebijakan, system maupun prosedur yang dimiliki oleh Bank agar sesuai dengan kebijakan BI dan peraturan perundang-undangan yang berlaku;
- Melakukan upaya-upaya untuk memastikan bahwa kebijakan, sistem dan prosedur, serta kegiatan usaha Bank telah sesuai dengan kebijakan BI/OJK dan peraturan perundang-undangan yang berlaku; dan
- Melakukan tugas-tugas lainnya yang terkait dengan Fungsi Kepatuhan.

Divisi Kepatuhan bertanggung jawab dan melaporkan seluruh aktivitasnya langsung kepada Direktur Kepatuhan dan Manajemen Risiko Bank.

PELAKSANAAN PROGRAM KERJA FUNGSI KEPATUHAN TAHUN 2014

Sepanjang tahun 2014, Fungsi Kepatuhan telah melakukan beberapa kegiatan sebagai bentuk realisasi program kerjanya, diantaranya adalah:

1. Penerapan Budaya Kepatuhan
   Dalam rangka mewujudkan Budaya Kepatuhan baik terhadap Kebijakan maupun pelaksanaanya, telah dilakukan langkah-langkah sebagai berikut:
   - Memantau secara rutin dan berkesinambungan terhadap kebijakan baru yang telah dikeluarkan oleh BI/OJK serta instansi lainnya;
   - Mendistribusikan setiap kebijakan baru dari BI dan OJK maupun kebijakan eksternal lainnya;
   - Mendaftarkan Kebijakan baru ke *website intranet* Bank, yang dapat diakses oleh seluruh karyawan, sehingga karyawan memiliki awareness untuk mematuhi peraturan-peraturan tersebut;
   - Membuat resume atau kajian terhadap kebijakan baru dan pengaruhnya terhadap Bank, baik jangka pendek maupun jangka panjang;
   - Meningkatkan pemantauan terhadap setiap Kebijakan dan Prosedur yang akan dikeluarkan oleh Divisi (Kebijakan atau prosedur baru wajib disampaikan terlebih dahulu kepada Divisi Kepatuhan untuk dilakukan pengkajian);
   - Melakukan *sharing* informasi pada rapat bulanan dan atau triwulanan yang dihadiri oleh Dewan Komisaris, Direksi, Kepala Divisi dan Kantor Cabang;
   - Untuk efektivitas penerapannya telah dibuat email ”Compliance_aml”, sebagai media komunikasi dalam rangka meningkatkan hubungan antara Divisi Kepatuhan dengan Divisi lainnya di Kantor Pusat serta Kantor Cabang, baik terkait dengan Kebijakan dan Prosedur maupun penerapannya;
   - Melakukan pemantauan terhadap kewajiban pelaporan Bank, untuk memastikan bahwa laporan telah disampaikan tepat pada waktunya.

- Performs identification, measurement, monitor and control activities over compliance risk with reference to BI/FSA policy regarding the application of risk management by the Bank.
- Assesses and evaluates the effectiveness, adequacy and suitability the Bank’s policies, systems and procedures with BI/FSA policies and the legislation in force.
- Reviews and/or recommends updating and refinement the Bank’s policies, systems and procedures to comply with the Bank’s policies and applicable regulations;
- Makes efforts to ensure that the policies, systems and procedures, as well as the Bank's business activities is in accordance with BI/FSA policies and applicable regulations; and
- Performs other tasks related to the Compliance Function.

The Compliance Division is responsible and report all of its activities directly to the Director of Compliance and Risk Management.

THE EXECUTION OF WORK PROGRAM OF COMPLIANCE FUNCTION IN 2014

Throughout 2014, the Compliance Function has conducted several activities to realize the work program, including:

1. Application of Compliance Culture
   In order to realize Compliance Culture to the Policy and its implementation, the Compliance Function has done the following steps.
   - Monitored regularly and continuously against new policy that has been issued by BI/FSA and other agencies;
   - Distributed any new policy from BI and the FSA as well as other external policies;
   - Registered new Policies to the Bank's intranet website, which can be accessed by all employees, so that employees have the awareness to comply with these regulations;
   - Prepared a resume or a study of the new policy and its influence on the Bank, both short term and long term;
   - Improved monitoring of every Policy and Procedure that will be issued by the Division (New policy or procedure must be submitted to the Compliance Division for assessment);
   - Shared information on a monthly and or quarterly meeting, attended by the Board of Commissioners, Directors, Heads of Divisions and Branches;
   - For the effectiveness of the implementation, the Bank has created an e-mail "Compliance_aml," as a medium of communication in order to improve the relationship between the Division of Compliance with other Divisions in the Head Office and Branch Offices, related to the Policies and Procedures and its application;
   - Conducted monitoring of the Bank’s reporting obligations, to ensure that the report was submitted on time.

2. Penerapan Dalam Mengelola Risiko Kepatuhan

(1) Identifikasi

Risiko kepatuhan timbul akibat Bank tidak mematuhi dan/ atau tidak melaksanakan peraturan perundang-undangan dan kebijakan yang berlaku, sehingga identifikasi yang dilakukan adalah dengan melihat dan menilai pelanggaran yang dilakukan oleh Divisi terhadap peraturan yang berlaku, yang meliputi:

- Jenis pelanggaran yang dilakukan;
- Frekuensi pelanggaran yang dilakukan atau *track record* kepatuhan Bank;
- Pelanggaran terhadap kebijakan atas transaksi keuangan tertentu.

(2) Pengukuran

Pengukuran dilakukan dengan meminta kepada seluruh Divisi atau Unit Kerja untuk melakukan self assessment dan melakukan penilaian serta mengungkapkan pelanggaran yang terjadi, termasuk besarnya denda dan frekuensi terjadinya pelanggaran. Berdasarkan self assessment tersebut, melakukan kompilasi dan pengukuran untuk mendapatkan risk profile risiko kepatuhan.

(3) Monitoring

Mengingat bahwa risiko kepatuhan melekat pada setiap aktivitas di seluruh Divisi atau Unit Kerja, maka monitoring risiko kepatuhan dilakukan oleh:

- Komisaris, melalui Laporan Triwulanan dan Semesteran dan melalui laporan lainnya yang disampaikan kepada Komisaris;
- Direksi, melalui Laporan Bulanan, Triwulan, Semesteran dan Tahunan, serta rapat rutin Direksi dan melalui laporan yang dibuat oleh Divisi atau Kantor Cabang;
- Divisi, melalui Laporan Bulanan Divisi dan rapat rutin yang dilakukan dengan Divisi dan atau Kantor Cabang;
- Cabang, melalui aktivitas rutin dan rapat dengan Kantor Cabang.

(4) Pengendalian

Pengendalian dilakukan dari sejak diterbitkannya kebijakan baru, perubahan/pembaharuan kebijakan internal, pelaksanaan kebijakan dan pemantauan penerapannya pada seluruh Divisi atau Unit Kerja dan Kantor Cabang.

3. Penerapan Fungsi Kepatuhan Terhadap Kebijakan dan Prosedur Serta Sistem

Dalam rangka meningkatkan kepatuhan Bank pada Kebijakan, Prosedur dan Sistem yang digunakan Bank, telah dilakukan kegiatan sebagai berikut:

- Melakukan *review* dan *update* terhadap Kebijakan dan Prosedur Kepatuhan sehingga Pedoman yang digunakan dapat mencerminkan semua aspek yang dapat meningkatkan kinerja kepatuhan dan dapat memitigasi risiko Kepatuhan yang berkembang;
- Melakukan pengembangan materi training kepatuhan untuk meningkatkan kualitas pegawai Bank serta meningkatkan budaya kepatuhan serta memitigasi risiko Kepatuhan;
- Melakukan sosialisasi Peraturan Bank Indonesia, Surat Edaran Bank Indonesia, Peraturan dan Surat Edaran OJK;

2. Application in Managing Compliance Risk

(1) Identified

Compliance Risks arisen because the Bank did not comply and/or did not adhere to prevailing laws and policies, so the identification done was by oversee and assessed any violations committed by the Division of prevailing regulations, which include:

- Type of offense committed;
- Frequency of offenses committed or the Bank's compliance track record;
- Violations of the policy on certain financial transactions.

(2) Measurement

Measurements were made with a request to all Division or Working Unit to do self-assessment and assessment, and revealed violations, including fines magnitude and frequency of the violation occurrences. Based on the self-assessment, preformed compilation and measurement to obtain the risk profile of the compliance risk.

(3) Monitoring

Given that compliance risks inherent in any activity throughout the Division or Working Unit, the monitoring of compliance risk was done by:

- Board of Commissioners, through the Quarterly and Semi-Annual Report and through other reports submitted to the Board of Commissioners;
- Board of Directors, through the Monthly, Quarterly, Semi-Annual and Annual Report, as well as regular Board of Directors' meetings and through reports prepared by the Division or Branch Office;
- The Division, through the Division Monthly Reports and regular meetings conducted by the Division or Branch Office;
- The Branch, through regular activities and meetings with Branch Office.

(4) Control

Control was carried out since the issuance of the new policy, changes/updates to the internal policy, policy implementation and monitoring of the implementation in the whole Division or Working Unit and the Branch Office.

3. The Implementation of Compliance Function to the Policies and Procedures and Systems

In order to improve the Bank's compliance to the Policies, Procedures and Systems used by the Bank, the Compliance Function has conducted the following activities:

- Reviewed and updated of the Compliance Policies and Procedures so that the Guidelines used can reflect all aspects that can improve the performance of compliance performance and mitigate growing Compliance Risks;
- Developed compliance training materials to improve the quality of the Bank's employee as well as improving the compliance culture and mitigate compliance risks;
- Socialized Bank Indonesia Regulations, Bank Indonesia Circular Letters, FSA Regulations and Circular Letters;

- Melakukan review terhadap Kebijakan/Aktivitas Produk Baru agar sesuai dengan peraturan yang berlaku dan selalu update dengan kebijakan terkini;
- Melakukan pemantauan dan ikut serta setiap ada pengembangan atau update sistem yang dilakukan Bank.

4. Penerapan Fungsi Kepatuhan Dalam Penerapan Prinsip Kehati-hatian
   Kegiatan pemantauan yang dilakukan dalam penerapan prinsip-prinsip kehati-hatian dilakukan secara periodik dan berkesinambungan memantau beberapa hal sebagai berikut:
   - Melakukan kajian dalam Penyediaan Dana (Kredit dan *treasury*);
   - Melakukan pemantauan BMPK (Batas Maksimum Pemberian Kredit);
   - Melakukan analisis dan kajian terhadap pencapaian kinerja Bank, diantarnya *Capital Adequacy Ratio* (CAR); Giro Wajib Minimum (GWM); Loan to Deposit Ratio (LDR); BOPO; *Net Interest Margin* (NIM); *Return on Asset* (ROA); *Return on Equity* (ROE); *Non Performing Loan* (NPL); Debitur inti; Deposan Inti dan lain-lain.

5. Penerapan Fungsi Kepatuhan Terhadap Komitmen
   Kegiatan pemantauan dalam penerapan kepatuhan terhadap komitmen pada BI/OJK ataupun Pihak Lainnya dilakukan secara periodik dan berkesinambungan dengan mekanisme sebagai berikut:
   - Menginventarisasi perjanjian dan/atau komitmen lainnya yang dibuat antara Bank dengan BI/OJK selain tindak lanjut hasil pemeriksaan BI/OJK;
   - Mengkaji materi setiap perjanjian dan/atau komitmen untuk mengetahui hal-hal yang perlu dipenuhi oleh Bank;
   - Memastikan dari waktu ke waktu kepatuhan Bank terhadap kewajiban-kewajiban yang timbul sehubungan dengan perjanjian dan/atau komitmen tersebut;
   - Melaporkan kepada BI/OJK ataupun Pihak Lainnya atas komitmen yang dibuat sesuai kebijakan dan perundangan-undangan yang berlaku;
   - Melakukan pemantauan atas tindak lanjut hasil pemeriksaan BI/OJK atau instansi lainnya serta melaporkannya secara periodik atas progres dan penyelesaian yang telah dilakukan.

STRUKTUR ORGANISASI FUNGSI KEPATUHAN

Fungsi kepatuhan di Bank Victoria dijalankan oleh Divisi *Compliance*, Unit Kerja Pengenalan Nasabah (UKPN) & *Internal Control*. Adapun struktur organisasi dari *Compliance*, Unit Kerja Pengenalan Nasabah (UKPN) & *Internal Control* adalah sebagai berikut:

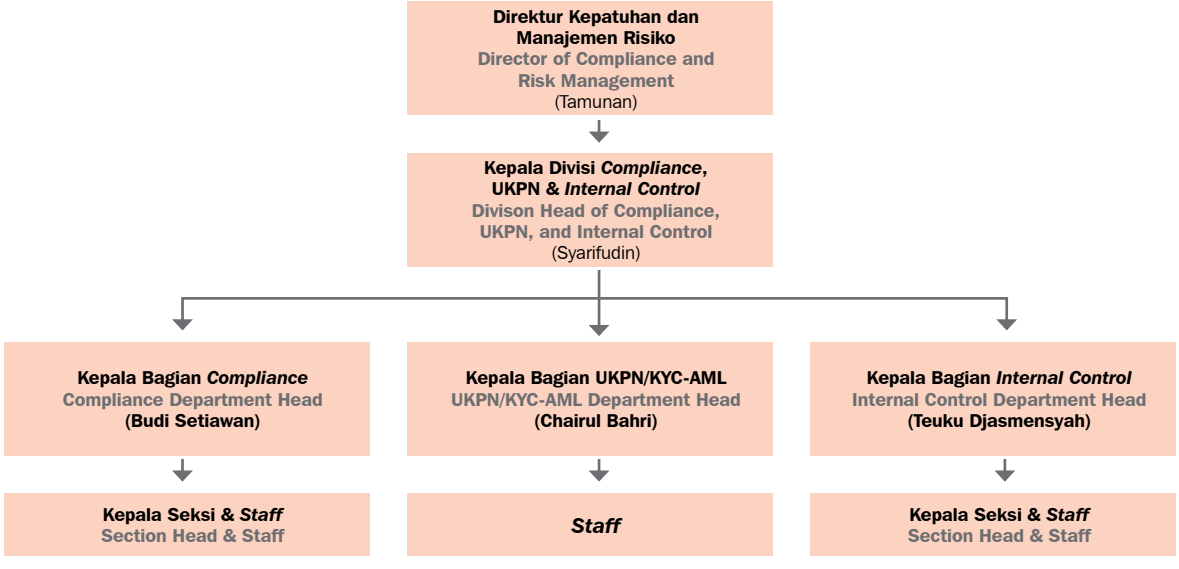
- Conducted a review of New Product Policy/Activity to comply with prevailing regulations and always updated with the latest policies;
- Monitored and participated whenever there is development or system update done by the Bank.

4. The Implementation of Compliance Function in the Implementation of Prudent Principle
   Monitoring activities carried out by implementing prudent principles was done periodically and continuously by monitoring some of the following:
   - Assessed the Funds Provision (credit and treasury);
   - Monitored the LLL (lending limit);
   - Conducted analysis and study of the Bank's performance achievement, among others the Capital Adequacy Ratio (CAR); Statutory (GWM); Loan to Deposit Ratio (LDR); ROA; Net Interest Margin (NIM); Return on Assets (ROA); Return on Equity (ROE); Non Performing Loan (NPL); Core debtor; Core depositors and others.

5. The Implementation of Compliance Function to the Commitment
   Monitoring activities in the compliance implementation of the commitments to BI/FSA or Other Parties conducted periodically and continuously with the following mechanism:
   - Recorded every agreements and/or other commitments made between the Bank and BI/FSA in addition to follow-up the results of BI/FSA examination;
   - Assessed any material agreements and/or commitments to know the things that need to be fulfilled by the Bank;
   - Ensured from time to time the Bank's compliance to the obligations arising in connection with the agreements and/or commitments;
   - Reported to BI/FSA or Other Parties about the commitments made at the discretion of the prevailing law and regulations;
   - Monitored the follow-up on the results of BI/FSA or other agencies examination and periodically reported the progress and completion that has been done.

THE COMPLIANCE FUNCTION ORGANIZATION STRUCTURE

Bank Victoria's compliance function carried out by the Division of Compliance, Know Your Customer Working Unit (UKPN) and Internal Control. The organizational structure of the Division of Compliance, Know Your Customer Working Unit (UKPN) & Internal Control are as follows:



PROFIL KEPALA DIVISI KEPATUHAN, UKPN DAN *INTERNAL CONTROL*

Sejak Juni 2013 Divisi *Compliance*, Unit Kerja Pengenalan Nasabah (UKPN) & *Internal Control* dijabat oleh Syarifudin melalui Surat Keputusan Direksi No.032/SK-DIR/06/13. Profil Kepala Divisi *Compliance*, Unit Kerja Pengenalan Nasabah (UKPN) & *Internal Control* sebagai berikut:

Syarifudin
Warga Negara Indonesia, 49 tahun, lahir di Bangka pada tahun 1965. Menjabat sebagai Kepala Divisi *Compliance*, Unit Kerja Pengenalan Nasabah (UKPN) & *Internal Control* sejak 2013 berdasarkan Surat Keputusan Direksi No.032/SK-DIR/06/13. Memperoleh gelar Sarjana Ekonomi dari Universitas Lampung (1990).

PENGEMBANGAN KOMPETENSI DIVISI *COMPLIANCE*, UNIT KERJA PENGENALAN NASABAH (UKPN) & *INTERNAL CONTROL*

Untuk mendukung pelaksanaan tugasnya, anggota Divisi *Compliance*, Unit Kerja Pengenalan Nasabah (UKPN) & *Internal Control* telah mengikuti program pengembangan kompetensi, berupa pendidikan dan pelatihan. Pengembangan kompetensi yang diikuti anggota Divisi *Compliance*, Unit Kerja Pengenalan Nasabah (UKPN) & *Internal Control* selama 2014 sebagai berikut:

DIVISION HEAD OF COMPLIANCE, UKPN AND INTERNAL CONTROL PROFILE

Since June 2013, the Compliance Division, Know Your Customer Working Unit (UKPN) & Internal Control held by Syarifudin in accordance with the Board Directors' Decree Letter No.032/SK-DIR/06/13. The Division Head of Compliance, Know your Customers Unit (UKPN) and Internal Control Profile is as follows:

Syarifudin
Indonesian citizen, 49 years old, born in Bangka in 1965. He served as the Division Head of Compliance, Know your Customers Unit (UKPN) and Internal Control since 2013 in accordance with the Board Directors' Decree Letter No.032/SK-DIR/06/13. Received a Bachelor of Economics degree from the University of Lampung (1990).

DIVISION OF COMPLIANCE, KNOW YOUR CUSTOMER WORKING UNIT (UKPN) & INTERNAL CONTROL COMPETENCE DEVELOPMENT

To support the execution of their duties, members of the Division of Compliance, Know Your Customers Unit (UKPN) and Internal Control has followed the competence development programs, such as education and training programs. Competency development followed by members of the Division of Compliance, Know Your Customers Unit (UKPN) and Internal Control for 2014 were as follows:

Nama Name	Jabatan Position	Pengembangan Kompetensi Competence Development
Syarifudin	Kepala Divisi Division Head	• Implementasi PERMA No.1 Th 2013 Tentang Tata Cara Penyelesaian Permohonan Penanganan Harta Kekayaan Dalam TPPU atau Tindak Pidana Lain pada Tanggal 13/02/2014 di Merlyn Park Hotel The Implementation of PERMA 1/2013 on the Request Settlement Procedures for Wealth Handling In TPPU's or Other Criminal Acts on 02/13/2014 at Merlyn Park Hotel • Sosialisasi Penyampaian LTKT dan LTKM pada Tanggal 22 Mei 2014 di Bank Indonesia Socialization on LTKM and LTKM Submission on May 22, 2014 at Bank Indonesia • Pelaksanaan Fungsi Kepatuhan Bank Umum Untuk Meningkatkan Kinerja dan Performa Bank pada Tanggal 27-28 Agustus 2014 di Hotel Grand Sahid Jaya The Implementation of Commercial Bank's Compliance Function To Improve the Bank's Performance on 27-28 August 2014 at the Grand Sahid Jaya • FATCA *Workshop* pada Tanggal 30/10/2014 di JS Luwarsa Hotel FATCA Workshop on 10/30/2014 at JS Luwansa Hotel • Indonesian Banking Challenges : "Regulatory, Security and Productivity" pada Tanggal 11/11/2014 di Shangri-La Hotel Indonesian Banking Challenges: "Regulatory, Security and Productivity" on 11.11.2014 at Shangri-La Hotel • Pengenaan Sanksi Administratif Atas Pelanggaran Kewajiban Pelaporan pada Tanggal 24/11/2014 di PPATK Imposition of Administrative Sanctions for Reporting Obligation Violation on 11.24.2014 at INTRAC • Kisi-Kisi Dalam Mempersiapkan Diri Menuju Bank Devisa pada Tanggal 15-16 Desember 2014 di Hotel Ambhara Information on Preparation Towards Foreign Exchange Bank in 15 to 16 December 2014 at Ambhara Hotel • Implementation & Strategy of Pilar GCG pada Tanggal 20/12/2014 di Bogor *De One Herritage Village* The Implementation and Strategy of GCG Pillar on 12.20.2014 in Bogor De One Herritage Village
Budi Setiawan	Kepala Bagian *Compliance* Compliance Department Head	• *Best Practice*s APU & PPT Bagi Bank Umum Sesuai PBI Nomor 14/27/PBI/2012 pada Tanggal 23/01/2014 di Hotel Arya Duta. APU & PPT Best Practices for Commercial Banks in accordance with PBI No. 14/27/PBI/2012 on 01.23.2014 at Arya Duta Hotel • Pelatihan/Workshop Penerapan Program APU & PPT 22/03/2014 di Graha BIP Training/Workshop on the Implementation of APU & PPT on 03/22/2014 at Graha BIP • Train the Trainers 27/09/2014 di Hotel Ciputra Train the Trainers on 09/27/2014 at Hotel Ciputra • Fraud Corruption & Whistleblower 20/12/2014 di Bogor *De One Herritage Village* Fraud & Corruption Whistleblower on 12/20/2014 in Bogor De One Heritage Village • Implementation & Strategy of Pilar GCG pada Tanggal 20/12/2014 di Bogor *De One Herritage Village* The Implementation and Strategy of GCG Pillar on 12.20.2014 in Bogor De One Herritage Village
Chairul Bahri	Kepala Bagian UKPN/ KYC-AML UKPN/KYC-AML Department Head	• Implementasi PERMA No.1 Th 2013 Tentang Tata Cara Penyelesaian Permohonan Penanganan Harta Kekayaan Dalam TPPU atau Tindak Pidana Lain pada Tanggal 13/02/2014 di Merlyn Park Hotel The Implementation of PERMA 1/2013 on the Request Settlement Procedures for Wealth Handling In TPPU's or Other Criminal Acts on 02/13/2014 at Merlyn Park Hotel • Penerapan Program APU & PPT pada Tanggal 25/10/2014 di Gino Feruci Hotel, Bandung The Implementation of APU & PPT on 10/25/2014 at Gino Feruci Hotel, Bandung
Teuku Djasmensyah	Kepala Bagian *Internal Control* Internal Control Department Head	• Pelatihan/Workshop Penerapan Program APU & PPT 22/03/2014 di Graha BIP Training/Workshop on the Implementation of APU & PPT on 03/22/2014 at Graha BIP • Fraud Corruption & Whistleblower 20/12/2014 di Bogor *De One Herritage Village* Fraud & Corruption Whistleblower on 12/20/2014 in Bogor De One Heritage Village • Implementation & Strategy of Pilar GCG pada Tanggal 20/12/2014 di Bogor *De One Herritage Village* The Implementation and Strategy of GCG Pillar on 12.20.2014 in Bogor De One Herritage Village
Parlin Sumuang Jaya S	Kepala Seksi Section Head	• Anti Fraud Corruption and Whistle Blower, Implementation & Strategy of 4 Pilar GCG & Motivasi Positive Mental Attitude (20/12/2014) Anti Fraud Corruption and Whistle Blower, Implementation & Strategy of 4 GCG Pillars & Positive Mental Attitude Motivation (12/20/2014) • In House Training Audit Kredit (07/06/2014) In House Training of Credit Audit (06/07/2014) • In House Training Strategi Praktis Penguasaan Aspek Hukum dalam Pengelolaan Kredit dalam SKBN/LC (23/08/2014 & 30/08/2014) In House Training for Practical Strategies in Mastering Legal Aspects in Credit Management in SKBN/LC (08/23/2014 & 08/30/2014) • Fraud : Pencegahan, Deteksi & Investigasi Kejahatan di Bidang Perbankan (31/03/2014) Fraud: Crimes Prevention, Detection and Investigation in Banking Industry (03/31/2014) • In House Penerapan APU & PPT (22/03/2014) In House Training for APU & PPT Application (03/22/2014) • Corporate Culture (23/04/2014) Corporate Culture (04/23/2014) • Analisis Proses Penerimaan & Transaksi Keuangan Nasabah Serta Mekanisme Pelaporan (06/09/2014) Analysis on Admission Process & Customer Financial Transactions and the Reporting Mechanism (09/06/2014) • Definisi AlphaBITS 2.03 dan ITM 4.3 (03/09/2014, 04/09/2014) AlphaBITS 2:03 and ITM 4.3 Definition (09.03.2014, 09.04.2014)

Nama Name	Jabatan Position	Pengembangan Kompetensi Competence Development
Endang Saputra	Kepala Seksi Section Head	• Pemeriksaan Audit Kredit (07/06/2014) Credit Audit Inspection (06/07/2014) • Pelatihan/Workshop Penerapan Program APU & PPT 22/03/2014 di Graha BIP Training/Workshop on the APU & PPT Implementation on 03/22/2014 at Graha BIP • Analisis Proses Penerimaan & Transaksi Keuangan Nasabah serta Mekanisme Pelaporannya Analysis on Admission Process & Customer Financial Transactions and the Reporting Mechanism (09/06/2014) • Anti Fraud, Implementation & Strategy of 4 Pilar GCG & Togetherness for Sustainable Growth pada tgl 20/12/2014 di Bogor *De One Herritage Village* Anti-Fraud, Implementation & Strategy 4 GCG Pillars & Togetherness for Sustainable Growth on 12/20/2014 in Bogor De One Heritage Village
Purwati	Kepala Seksi Section Head	• Pelatihan/Workshop Penerapan Program APU & PPT 22/03/2014 di Graha BIP Training/Workshop on the APU & PPT Implementation on 03/22/2014 at Graha BIP • Analisis Proses Penerimaan & Transaksi Keuangan Nasabah serta Mekanisme Pelaporannya pada tgl 06/09/2014 di Fatmawati Analysis on Admission Process & Customer Financial Transactions and the Reporting Mechanism (09/06/2014) • Anti Fraud, Implementation & Strategy of 4 Pilar GCG & Togetherness for Sustainable Growth pada tgl 20/12/2014 di Bogor *De One Herritage Village* Anti-Fraud, Implementation & Strategy 4 GCG Pillars & Togetherness for Sustainable Growth on 12/20/2014 in Bogor De One Heritage Village
Agus Priyono	Kepala Seksi Section Head	• Penerapan Program Anti Pencucian Uang & Pencegahan Pendanaan Terorisme (APU & PPT) The Implementation of Anti-Money Laundering and Prevention on Terrorism Financing (AML & PPT) • Pemeriksaan Analisis Kredit Credit Audit Inspection • Strategi Praktis Penguasaan Aspek Hukum Dalam Pengelolaan Kredit Dalam SKBDN/LC Practical Strategies in Mastering Legal Aspects in Credit Management In SKBDN/LC • Penilaian Agunan Bagi Bisnis Perkreditan Bank Collateral Assessment For Bank Credit Business

SISTEM PENGENDALIAN INTERNAL

Sistem pengawasan intern merupakan komponen penting dalam manajemen Bank dan menjadi acuan dalam kegiatan operasional yang sehat dan aman. Sistem pengendalian intern Bank Victoria ditujukan untuk:

1. Menjaga aset Bank;
2. Menjamin tersedianya pelaporan keuangan dan manajerial yang dapat dipercaya;
3. Meningkatkan kepatuhan Bank terhadap ketentuan dan peraturan perundang-undangan yang berlaku;
4. Mengurangi risiko terjadinya kerugian, penyimpangan dan pelanggaran aspek kehati-hatian; dan
5. Meningkatkan efektivitas oeganisasi dan meningkatkan efisiensi biaya.

Dengan pengendalian intern yang baik diharapkan mampu mendukung pencapaian sasaran dan kinerja yang ditetapkan manajemen, menambah kepercayaan bagi manajemen dan mendorong kepatuhan pada ketentuan dan peraturan perundang-undangan yang berlaku serta meminimalisir risiko kerugian yang timbul melalui proses pengelolaan risiko yang akurat dan memadai.

Dewan Komisaris dan Direksi Bank meyakini bahwa kinerja yang baik dan peningkatan nilai perusahaan hanya dapat dicapai melalui penerapan tata kelola perusahaan secara baik dan benar. Salah satu implementasinya adalah sistem pengawasan intern yang dilaksanakan secara efektif.

Direksi bertanggung jawab untuk menerapkan sistem pengendalian intern yang baik pada setiap kegiatan usaha Bank di seluruh tingkatan atau jenjang organisasi, senantiasa memastikan bahwa sistem pengawasan intern telah dijalankan secara efisien dan

INTERNAL CONTROL SYSTEM

The internal monitoring system iis an important component in the Bank's management. It serves as reference in healthy and safe operations. Bank Victoria's internal control system is directed to:

1. Maintaining the Bank's assets;
2. Ensuring the availability of trustworthy financial and managerial reports;
3. Increasing the Bank's compliance to applicable rules and regulations;
4. Reducing the risk of losses, frauds, and violations to the principle of care; and
5. Improving the effectiveness of operations and cost efficiency.

Good internal control is expected to support the achievement of the targets and performance levels stipulated by the management, improve management confidence, encourage compliance to applicable rules and regulations, and minimize the risk of loss that might occur through an accurate and adequate risk management process.

The Board of Commissioners and the Board of Directors of the Bank believe that good performance and increased value of the Company can only be achieved through proper implementation of corporate governance. One of the means of this implementation is an effective internal monitoring system.

The Board of Directors is responsible for implementing good internal control system in all the Bank's business activities, at all organizational ranks or levels; for constantly ensuring that the internal monitoring system is run efficiently and effectively; ensuring that

efektif, memastikan pelaksanaan prosedur secara tertib serta mempertahankan lingkungan yang menunjang dalam upaya pengawasan internal. Penilaian secara terpisah dilakukan oleh Satuan Kerja Audit Internal (SKAI) sebagai audit internal Bank sesuai dengan rencana kerja audit yang telah disetujui oleh manajemen. Sedangkan Dewan Komisaris bertanggung jawab terhadap pengawasannya, dibantu oleh komite-komite yang telah dibentuk, yaitu Komite Audit dan Komite Pemantau Risiko.

Seluruh karyawan Bank Victoria adalah bagian tak terpisahkan dari Sistem Pengendalian Intern dan dalam tugas fungsionalnya sehari-hari wajib mempelajari dan memahami kebijakan sistem pengendalian intern Bank. Dengan memahami kebijakan tersebut maka akan terjadi kesamaan pemahaman dan persepsi dalam implementasinya serta tercapai keseimbangan yang baik antara kualitas layanan kepada nasabah dengan tidak mengabaikan kualitas administrasi terutama transaksi yang mengandung risiko.

Sistem pengendalian intern Bank Victoria mengacu pada Surat Edaran Bank Indonesia No.5/22/DPNP Tentang Pedoman Standar Sistem Pengendalian Intern bagi Bank Umum tanggal 29 September 2003. Elemen Sistem Pengendalian Intern Bank meliputi sebagai berikut:

1. Pengawasan oleh manajemen dan kultur pengendalian. Dewan Komisaris bertanggung jawab untuk memastikan bahwa Direksi telah memantau efektivitas pelaksanaan sistem pengendalian intern, sehingga Dewan Komisaris memiliki peran aktif untuk memastikan adanya perbaikan terhadap permasalahan Bank yang dapat mengurangi efektivitas sistem pengendalian intern. Direksi bertanggung jawab untuk menetapkan kebijakan dan strategi serta prosedur pengendalian intern. Direksi juga bertanggung jawab untuk memantau kecukupan dan efektifitas dari sistem pengendalian intern. Dewan Komisaris dan Direksi bertanggung jawab dalam meningkatkan etika kerja dan integritas yang tinggi serta menciptakan kultur organisasi yang menekankan pada seluruh pegawai Bank mengenai pentingnya pengendalian intern yang berlaku di Bank.

2. Identifikasi dan penilaian risiko. Penilaian risiko merupakan serangkaian tindakan yang dilaksanakan oleh Direksi dalam rangka identifikasi, analisis dan menilai risiko yang dihadapi Bank untuk mencapai sasaran usaha yang ditetapkan.

3. Kegiatan pengendalian dan pemisahan fungsi. Kegiatan pengendalian meliputi kebijakan, prosedur dan praktek yang memberikan keyakinan pejabat dan pegawai Bank bahwa arahan Dewan Komisaris dan Direksi Bank telah dilaksanakan secara efektif. Kegiatan pengendalian dapat membantu Direksi termasuk Komisaris Bank dalam mengelola dan mengendalikan risiko yang dapat mempengaruhi kinerja atau mengakibatkan kerugian Bank. pemisahan fungsi dimaksudkan agar setiap orang dalam jabatannya tidak memiliki peluang untuk melakukan dan menyembunyikan kesalahan atau penyimpangan dalam pelaksanaan tugasnya pada seluruh jenjang organisasi dan seluruh langkah kegiatan operasional.

all procedures are executed in an orderly manner; and for maintaining environment that support the efforts of internal monitoring. Separate assessment is made by the Internal Audit Unit, according to the audit work plan approved by the Management, as the Bank's internal audit. Meanwhile, the Board of Commissioners is responsible for monitoring of the above, with the assistance of the established committees, i.e. the Audit Committe and the Risk Monitoring Committee.

All of Bank Victoria's employees are an inseparable part of the Internal Control system. In their daily functional duties, employees must learn and understand the Bank's internal control system policies. By understanding these policies, there shall be a uniformity of understanding and perception in the implementation. This would generate good balance between the quality of service to the customers and the quality of administration (i.e. there is no neglect of either), especially in relation with risky transactions.

Bank Victoria's internal control system refers to the Circular Letter of Bank Indonesia No.5/22/DPNP concerning Standard Guidelines for the Internal Control System of Commercial Banks dated 29 September 2003. Elements of the Bank's Internal Control system include the following:

1. Monitoring by the Management and The Culture of Control: The Board of Commissioners is responsible for ensuring that the Board of Directors has monitored the effective of the internal control system. Therefore, the Board of Commissioners has an active role of ensuring resolution to any problem of the Bank that may reduce the effectiveness of the internal control system. The Board of Directors is responsible for determining the policies, strategies, and procedures of internal control. The Board of Directors is also responsible for monitoring the adequacy and effectiveness of the internal control System. The Board of Commissioners and the Board of Directors are jointly responsible for improving work ethics, and for creating an organizational culture that emphasizes the importance of the internal control that applies at the Bank to the Bank's employees.

2. Risk Identification and Assessment: Risk assessment is a set of actions taken by the Board of Directors in order to identify, analyze, and assess the risks faced by the Bank in its efforts to achieve the set business targets.

3. Control and Separation of Function: "Control" includes policies, procedures, and practices that give assurance to the Bank's officers and employees that the directives of the Board of Commissioners and the Board of Directors are executed effectively. Control activities may assist the Board of Directors, including the Bank's Commissioners, in managing and controlling the risks that may affect the Bank's performance or cause losses to it. The separation of functions is meant to keep everyone in their respective functions, in all levels of the organization and all operational steps, from having the opportunity to perform and hide errors or frauds in the execution of their duties.

4. Sistem Akuntansi, Informasi dan Komunikasi. Sistem Akuntansi meliputi metode dan catatan dalam rangka mengidentifikasi, mengelompokkan, menganalisis, mengklasifikasi, mencatat/membukukan dan melaporkan transaksi Bank. Sistem Informasi harus dapat menghasilkan laporan mengenai kegiatan usaha, kondisi keuangan, penerapan manajemen risiko dan pemenuhan ketentuan yang mendukung pelaksanaan tugas Dewan Komisaris dan Direksi. Sistem Komunikasi harus mampu memberikan informasi pada seluruh pihak baik intern maupun ekstern, seperti otoritas pengawasan Bank, auditor ekstern, pemegang saham dan nasabah Bank.

5. Kegiatan pemantauan dan tindakan koreksi penyimpangan. Bank harus melakukan pemantauan secara terus menerus terhadap efektivitas keseluruhan pelaksanaan pengendalian intern. Pemantauan terhadap risiko utama Bank harus diprioritaskan dan berfungsi sebagai bagian dari kegiatan Bank sehari-hari termasuk evaluasi secara berkala, baik oleh satuan kerja operasional maupun oleh Satuan Kerja Audit Internal (SKAI).

Dalam upaya memantau dan melakukan tindakan koreksi penyimpangan, SKAI telah melakukan kegiatan pemeriksaan operasional dan keuangan di kantor-kantor Bank yang meliputi Perkreditan, Dana Pihak Ketiga (DPK), Penerapan APU dan PPT dan *Know Your Customer* (KYC), *Teller* dan Uang Tunai, *Security*, *Service Excellence*, Laporan Keuangan, Gedung dan Inventaris, dan lain-lain.

KESESUAIAN DENGAN *INTERNAL CONTROL INTEGRATED FRAMEWORK*

Sistem pengendalian intern Bank telah sesuai dengan Internal *Control Integrated Framework* yang dikembangkan oleh The Committee of Sponsoring Organization of the Treadway Commission (COSO) di tahun 2013. Tujuan pengendalian intern menurut COSO meliputi tujuan operasional, tujuan pelaporan dan tujuan kepatuhan. Hal ini sesuai dengan tujuan sistem pengendalian intern Bank yang telah diuraikan di atas.

Tujuan operasional berkaitan dengan efektivitas efisiensi operasi. Tujuan pelaporan berkaitan dengan kepentingan pelaporan keuangan yang memenuhi kriteria andal, tepat waktu, transparan dan persyaratan lain yang ditetapkan oleh regulator maupun Bank. Sedangkan tujuan kepatuhan berkaitan dengan kepatuhan Bank terhadap hukum dan peraturan perundang-undangan.

Menurut COSO, unsur-unsur pengendalian intern meliputi komponen-komponen sebagai berikut:
1. Lingkungan pengendalian;
2. Penilaian risiko;
3. Kegiatan pengendalian;
4. Informasi dan Komunikasi;
5. Kegiatan pemonitoran.

Kelima unsur pengendalian intern menurut COSO sejalan dengan Elemen Sistem Pengendalian Intern Bank menurut Surat Edaran Bank Indonesia No.5/22/DPNP Tentang Pedoman Standar Sistem Pengendalian Intern bagi Bank Umum tanggal 29 September 2003.

4. Accounting, Information, and Communication Systems: The Accounting System includes methods and records that are executed in order to identify, categorize, analyze, classify, record/archive, and report the Bank's transactions. The Information System must be able to generate reports concerning business activities, financial condition, implementation of risk management, and compliance to regulations that support the execution of the duties of the Board of Commissioners and the Board of Directors. The Communication System must be able to provide information to all parties, whether internal or external, such as Bank monitoring authorities, external auditors, and Bank shareholders and customers.

5. Fraud Monitoring and Correction Activities: The Bank must constantly monitor the effectiveness of the entire execution of internal control. Monitoring of the Bank's main risk must be prioritized. It functions as part of the Bank's daily activities, including regular evaluation, by Operational Task Force or by the Internal Audit Task Force (SKAI).

In the effort to monitor and correct frauds, the Internal Audit has executed operational and financial audit in the Bank's offices, including Credit, Third-party Funds, Implementation of APU and PPT dan Know Your Customer (KYC), Teller and Cash, Security, Service Excellence, Financial Report, Building and Inventory, etc.

COMPLIANCE WITH INTERNAL CONTROL INTEGRATED FRAMEWORK

The Bank's internal control system is in accordance with the Internal Control Integrated Framework developed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) in 2013. The purpose of internal control in accordance with COSO include operational objectives, the purpose of reporting and compliance purposes. This is consistent with the objectives of the Bank's internal control system described above.

Operational objectives related to the effectiveness of the operation efficiency. Reporting purposes related to the purpose of financial reporting that meets the following criterias of reliable, timely, transparent and other requirements set by the regulator and the Bank. While the purpose of compliance related to the Bank's compliance with laws and regulations.

According to COSO, the elements of internal control include the following components:
1. The control environment;
2. Assessment of risk;
3. Control activities;
4. Information and Communication;
5. Monitoring activities.

The five elements of internal control in accordance with the Bank's Internal Control System Elements according to Bank Indonesia Circular Letter No.5/22/DPNP on Standard Guidelines for Internal Control System for Commercial Banks dated 29 September 2003.

EVALUASI SISTEM PENGENDALIAN INTERN

Bank Victoria senantiasa melakukan evaluasi atas pelaksanaan sistem pengendalian intern di Bank dan memberikan usulan perbaikan dalam mencapai peningkatan yang berkelanjutan dari proses lini yang ada. Segala sesuatu terkait dengan permasalahan kecukupan pengendalian intern telah dilaporkan kepada Direksi. Langkah-langkah tindak lanjut telah dilakukan untuk meminimalkan risiko. Laporan juga disampaikan kepada Dewan Komisaris melalui Komite Audit yang telah dibentuk.

Berdasarkan hasil evaluasi yang dilakukan oleh Kantor Akuntan Publik Sudin dan Rekan pada Maret 2014, Laporan Hasil Pemeriksaan dan Audit SKAI Bank Victoria dinyatakan telah sesuai dengan Standar Pelaksanaan Fungsi Audit Intern Bank (SPFAIB).

CODE OF CONDUCT

Bank Victoria menyadari sepenuhnya bahwa hubungan yang baik dengan pemangku kepentingan dan peningkatan nilai Pemegang Saham dalam jangka panjang hanya dapat dicapai melalui integritas bisnis dalam setiap aktivitas bisnis Bank sebagaimana tercantum dalam *Code of Conduct.*

Dalam konteks tersebut, Bank Victoria telah merumuskan berbagai kebijakan yang menyangkut etika. Bank Victoria mengupayakan penerapan standar etika terbaik dalam menjalankan segenap aktivitas bisnisnya sesuai dengan visi, misi, dan budaya yang dimiliki melalui implementasi *Code of Conduct*. *Code of Conduct* merupakan pedoman tertulis yang merupakan panduan nilai-nilai etika/moral yang dituntut dari segenap individu yang berhubungan dengan bisnis dan pola perilaku sesuai dengan budaya Bank Victoria.

ISI *CODE OF CONDUCT*

Code of Conduct berisikan komitmen perusahaan kepada berbagai pihak yang berkepentingan yang merupakan perwujudan dari etika bisnis dan etika kerja bagi Insan Bank Victoria. Sebagai sebuah etika perilaku, diharapkan tercipta perilaku yang ideal yang dikembangkan berdasarkan nilai-nilai luhur yang diyakini jajaran Bank Victoria sehingga menjadi budaya kerja. *Code of Conduct* terdiri dari 11 Bab sebagai berikut:

EVALUATION OF THE INTERNAL CONTROL SYSTEM

Bank Victoria constantly evaluates the implementation of the internal control system at the Bank, as well as giving suggestions for improvement in order to achieve continuous improvement of existing line processes. Everything that is related to the issue of the internal control sufficiency has been reported to the Board of Directors. Follow-up actions have also been taken to minimize risk. Reports have also been submitted to the Board of Commissioners through the established Audit Committee.

According to the results of evaluation made by the Public Accounting Firm of Sudin and Partners in March 2014, the Internal Audit Report and Audit Results on Bank Victoria is already compliant with the Standard for the Execution of the Bank's Internal Audit Function.

CODE OF CONDUCT

Bank Victoria is fully aware that good relationship with stakeholders and increase of the value of Shareholders in the long run may only be achieved through business integrity in each of its activities as specified in the Code of Conduct.

In that context, Bank Victoria has formulated policies on ethics. Bank Victoria seeks to apply the best ethical standard in carrying on all of its business activities according to the vision, mission, and culture through implementation of the Code of Conduct. The Code of Conduct is a written guideline of ethical/moral values demanded from individuals related to the business and conduct following the culture of Bank Victoria.

CONTENTS OF CODE OF CONDUCT

The Code of Conduct contains the company's commitment to all stakeholders as the manifestation of business and work ethics for Bank Victoria People. As a code of conduct, an ideal conduct is expected and developed based on noble values, which Bank Victoria is confident in making them as its work ethics. The Code of Conduct consists of 11 Chapters as summarized below:

Bab Chapter	Keterangan	Remarks
I	**Sikap dan Perilaku** Penting bagi Bank untuk mendapatkan citra yang baik dan terhormat dalam masyarakat. Citra yang baik itu dapat dibentuk oleh cara kita melayani keluar kepada nasabah, calon nasabah, relasi, rekanan dan, sama pentingnya, adalah cara pelayanan kita ke dalam diantara sesama karyawan sendiri. Sikap dan perilaku dalam pelayanan keluar dan kedalam sangatlah menentukan dan berdampak luas. Bank Victoria telah memiliki standar sikap dan perilaku yang baik untuk seluruh karyawan Bank Victoria.	**Behavior and Conduct** It is important for the Bank to have a good and respectable image among the general public. Such good image may be created by serving customers, customer candidates, relations, and partners. It is similarly important to pay attention to our internal service among employees. Behavior and conduct in external and internal service are significantly determinative and have a broad impact. Bank Victoria has a good standard of behavior and conduct for all of its employees.
II	**Penanganan Informasi dan Data** Dalam melaksanakan kegiatannya, Bank akan meminta atau mewajibkan nasabahnya untuk memberikan informasi dan data keuangan, manajemen ataupun pribadi. Bank mempunyai tanggung jawab untuk tetap menjaga kerahasiaan data dan informasi yang diberikan nasabah kepada Bank, walaupun selain informasi data nasabah, perusahaan juga memiliki informasi internal yang bersifat rahasia. Bank berkepentingan agar semua informasi internal demikian terjaga kerahasiaannya dan tidak dimanfaatkan oleh pihak lain yang dapat berakibat merugikan kepentingan perusahaan.	**Management of Information and Data** In carrying out its activities, the Bank will ask or oblige its customers to provide financial, management, or personal information and data. The Bank is responsible for maintaining confidentiality of data and information provided by customers despite the company's own confidential internal information. The Bank is concerned that confidentiality of all internal information is maintained and not misused by any other parties, which may be detrimental to the company's interest.
III	**Penggunaan Peralatan dan Fasilitas Bank** Semua fasilitas dan peralatan Bank hanya digunakan untuk pelaksanaan tugas Bank. Setiap karyawan dilarang untuk menggunakan semua fasilitas dan peralatan Bank untuk kepentingan pribadi dan/atau keluarga.	**Use of the Bank's Equipment and Facilities** All of the Bank's facilities and equipment may only be used to perform its duties. Any employees are prohibited from using all of the Bank's facilities and equipment for personal and/or family interests.
IV	**Hubungan dengan Nasabah dan Calon Nasabah** Dalam melakukan kegiatan memasarkan produk dan jasa Bank, karyawan Bank yang bertugas harus senantiasa memperhatikan kepentingan perusahaan dengan tetap menciptakan dan memelihara hubungan yang baik dengan calon nasabah atau nasabah.	**Relationship with Customers and Customer Candidates** In marketing the Bank's products and services, all employees must consistently observe the company's interest and create and keep good relationship with customers and customer candidates.
V	**Hubungan dengan Rekanan dan Calon Rekanan** Dalam melakukan kegiatan memasarkan produk dan jasa Bank, karyawan Bank yang bertugas harus senantiasa memperhatikan kepentingan perusahaan dengan tetap menciptakan dan memelihara hubungan yang baik dengan calon nasabah atau nasabah. Karyawan tidak diperkenankan untuk meminta uang, barang, tip, komisi, atau sesuatu apapun untuk kepentingan sendiri dari pihak rekanan atau calon rekanan	**Relationship with Partners and Partner Candidates** In marketing the Bank's products and services, all employees must consistently observe the company's interest and create and keep good relationship with partners and partner candidates. employees are not allowed to ask for money, goods, tips, commissions, or anything for their own interest from any partners or prospective partners
VI	**Hubungan dengan Karyawan dan Antar Karyawan** Setiap karyawan yang terlibat dalam keputusan penerimaan karyawan baru harus mendasarkan keputusan tersebut semata-mata pada penilaian atas kemampuan calon karyawan dalam memenuhi kualifikasi pekerjaan yang dibutuhkan.	**Relationship with Employees and among Employees** Any employees involved in new employment decisions must base such decisions solely on the evaluation of the capacity of employee candidates to meet the required qualifications.
VII	**Hubungan Keluarga** Semua keputusan yang menyangkut penilaian terhadap karyawan, nasabah dan rekanan harus semata-mata didasarkan pertimbangan yang obyektif dengan persyaratan yang berlaku di perusahaan. Karyawan yang memiliki hubungan kekerabatan dengan karyawan lain di Bank, harus melaporkan hubungan kekerabatan tersebut kepada bagian Human Resource Kantor Pusat atau Business Unit terkait. Hal ini dilakukan agar pihak Human Resource dapat mengatur posisi masing-masing karyawan tidak saling menimbulkan benturan kepentingan.	**Family Relationship** All decisions on evaluation of employees, customers, and partners must be solely based on objective considerations under the applicable company regulations. Employees in a family relationship with other employees of the Bank must report such relationship to the Human Resource Department at the Head Office or the relevant Business Unit. It aims to ensure that Human Resource Department is able to arrange the position of each employee so as not to result in any conflicts of interest.
VIII	**Kepentingan Pribadi dalam bidang Keuangan diluar Perusahaan** Karyawan Bank tidak diperkenankan untuk mendapatkan keuntungan pribadi dengan menggunakan informasi yang diperolehnya karena jabatannya di Bank, sedangkan informasi tersebut bukan merupakan informasi umum.	**Personal Interest in Financial Sector outside the Company** The Bank's employees are not allowed to generate any personal benefits by using any information they obtain by their positions while such information is not for the public.
IX	**Pencucian Uang (*Money Laundering*)** Bank sebagai bagian dari Industri perbankan dan merupakan lembaga kepercayaan, sangat menyadari arti penting nilai kejujuran dalam usahanya. Oleh karena itu seluruh aktifitas kerjanya haruslah berdasarkan nilai kejujuran. Untuk itu setiap karyawan harus berperan aktif dalam menjaga reputasi perusahaan dengan menolak transaksi yang diduga dapat mengakibatkan proses pencucian uang.	**Money Laundering** As a part of the banking industry and a trust institution, the Bank is fully aware of the significance of honesty values in its business. Therefore, all of its activities must be based on honesty values. Accordingly, each employee must actively take part in maintaining the company's reputation by rejecting transactions allegedly resulting in money laundering process.
X	**Aktivitas Berpolitik** Karyawan Bank tidak dilarang dan memiliki kebebasan untuk berpartisipasi dalam kegiatan politik di Republik Indonesia ini. Namun demikian karyawan tidak diperkenankan meninggalkan tugas dan kewajibannya sebagai karyawan Bank untuk melakukan aktivitas politiknya.	**Political Activities** The Bank's employees are allowed and free to participate in political activities in the Republic of Indonesia. However, they are not allowed to leave their duties and obligations as the Bank's employees in conducting their political activities.
XI	**Lain-lain**	**Miscellaneous**

PENGUNGKAPAN *CODE OF CONDUCT*

Code of Conduct diungkapkan dan/atau disebarkan kepada semua karyawan Bank melalui media internal Bank yang dapat diakses oleh semua karyawan dengan mudah setiap saat. Secara periodik, segenap karyawan disampaikan tentang etika bisnis untuk dapat dilaksanakan secara tertib melalui media Memo dan/atau Surat dari Direksi ataupun Divisi yang bertanggung jawab untuk mengelola etika bisnis.

Selain itu, pengungkapan *Code of Conduct* juga diungkapkan dan/atau disebarkan melalui berbagai pembagian buku saku yang harus dipelajari dan dilaksanakan oleh setiap karyawan.

UPAYA PENERAPAN DAN PENEGAKAN *CODE OF CONDUCT*

Code of Conduct Bank Victoria berlaku bagi segenap Insan Bank Victoria mulai dari Dewan Komisaris, Direksi, karyawan dan individu lain yang terkait dengan bisnis Bank Victoria. Keberhasilan penerapan *Code of Conduct* merupakan tanggung jawab dari seluruh pimpinan di lingkungan unit kerja masing-masing. Untuk itu segenap pimpinan unit memiliki tanggung jawab dalam memberikan pemahaman penerapan *Code of Conduct* kepada pegawai di lingkungan unit kerja masing masing.

Setiap insan Bank Victoria memiliki tanggung jawab terhadap keberhasilan penerapan *Code of Conduct* dalam aktivitas sehari-hari. Salah satu bentuk tanggung jawab insan Bank Victoria adalah menyangkut kesediaan insan Bank Victoria untuk melaporkan setiap tindakan pegawai lain atau rekan kerja yang diyakini merupakan suatu pelanggaran *Code of Conduct* dan menyampaikan setiap fakta penyimpangan yang diketahuinya melalui mekanisme *Whistleblowing System*.

Bank Victoria senantiasa terus mengingatkan kepada segenap karyawan Bank Victoria mengenai *Code of Conduct* melalui pelatihan, pelaksanaan induction untuk karyawan baru serta pengingatan melalui forum-forum pelatihan yang melibatkan pihak eksternal.

Bank Victoria memberikan sanksi yang tegas dan konsisten terhadap pelanggaran Pedoman *Code of Conduct*. Sedangkan bentuk pelanggaran yang dapat dilakukan oleh Dewan Komisaris dan Direksi beserta sanksinya berpedoman pada Anggaran Dasar Bank dan keputusan RUPS. Sedangkan pengenaan sanksi terhadap pegawai dilakukan sesuai dengan aturan kepegawaian yang berlaku.

NILAI-NILAI BUDAYA BANK VICTORIA

Dalam kaitan dengan *Code of Conduct*, Bank Victoria memiliki Nilai-nilai Budaya yang menjiwai implementasi *Code of Conduct*. Adapun Nilai-Nilai Budaya yang disepakati dan dianut oleh seluruh karyawan Bank dapat disingkat D-A-H-S-Y-A-T. Adapun kepanjangan dari DAHSYAT tersebut adalah sebagai berikut:

- *DISCIPLINE*
- *ACCOUNTABLE*
- *HONEST*
- *SOLID, SUSTAIN*

DISCLOSURE OF CODE OF CONDUCT

The Code of Conduct is disclosed and/or disseminated to all of the Bank's employees through the internal media easily accessible by all employees at any time. Periodically, all employees will receive information on business ethics for orderly implementation through Memos and/or Letters of the Board of Directors or the Division responsible for business ethics management.

In addition, the Code of Conduct is also disclosed and/or disseminated through distribution of pocket books for the employees to read and carry out.

EFFORTS TO IMPLEMENT AND ENFORCE THE CODE OF CONDUCT

Bank Victoria's Code of Conduct applies for its entire People, starting from the Board of Commissioners, Board of Directors, employees and other individuals related to its business. Successful implementation of the Code of Conduct is the responsibility of all leaders of respective working units. Therefore, all unit leaders are responsible for providing understanding on implementation of Code of Conduct to employees in their respective units.

All of Bank Victoria's People are responsible for successful implementation of the Code of Conduct in their daily activities. One of the forms of the responsibility of Bank Victoria's People relates to their willingness to report any actions of any other employees or partners believed as a breach of the Code of Conduct and to report any recognized mistakes through the whistleblowing system.

Bank Victoria consistently reminds all of its employees of the Code of Conduct through training, induction to new employees, and trainings involving external parties.

Bank Victoria will impose strict and consistent sanctions against any breach of the Code of Conduct. Meanwhile, the forms of breaches by the Board of Commissioners and Board of Directors and the sanctions refer to the Bank's Articles of Association and GM resolutions. Meanwhile, sanctions imposed on employees follow the applicable employment rule.

BANK VICTORIA CULTURAL VALUES

In relation to the Code of Conduct, Bank Victoria has cultural values delved in the implementation of the Code of Conduct. The Cultural Values agreed and upheld by all employees are abbreviated to D-A-H-S- Y-A-T. Below is the elaboration of DAHSYAT:

- *DISCIPLINE*
- *ACCOUNTABLE*
- *HONEST*
- *SOLID, SUSTAIN*

- *YOUTHFUL SPIRIT*
- *ACCURATE*
- *TRUST*

PELAPORAN PELANGGARAN (*WHISTLEBLOWING SYSTEM*)

Bank telah mengimplementasikan sistem pelaporan pelanggaran (*whistleblowing policy*) melalui kebijakan dan mekanisme whistleblowing yang diterapkan Bank sebagai rangkaian dari kebijakan dan prosedur anti fraud.

Dalam rangka meningkatkan efektifitas penerapan sistem pengendalian *fraud* dan mendeteksi kejadian *fraud*, Bank menetapkan kebijakan *whistleblowing* yang merupakan kebijakan terpisah dari Pedoman Penyelesaian Pengaduan Nasabah. Kebijakan *whistleblowing* merupakan bentuk komitmen Bank dalam menerapkan strategi *anti fraud* dan sebagai panduan bagi *stakeholders* dalam mekanisme pengaduan pelanggaran dan menjamin adanya proteksi bagi pelapor.

Bank berkewajiban menerima pengaduan pelanggaran baik dari pihak internal maupun eksternal termasuk mantan karyawan Bank. Pengaduan pelanggaran tersebut wajib diselesaikan oleh Bank baik dari pelapor yang mencantumkan identitasnya dengan jelas dan benar ataupun yang bersifat tanpa identitas namun disertai dengan bukti awal adanya pelanggaran.

PENGELOLAAN *WHISTLEBLOWING SYSTEM*

Pengaduan pelanggaran tersebut akan dikelola oleh Unit *Anti fraud* sebagai unit yang berada didalam Biro Hukum dan Remedial dan bertanggung jawab secara langsung kepada Direktur Utama serta memiliki jalur komunikasi secara langsung kepada Dewan Komisaris.

Berdasarkan mekanisme whistleblowing yang diterapkan Bank, setiap pengaduan pelanggaran akan diverifikasi oleh Unit *Anti Fraud* dalam laporan tertulis yang ditujukan kepada Direktur Utama dan atau Dewan Komisaris secara langsung atau melalui Kepala Divisi Biro Hukum dan Remedial. Apabila hasil verifikasi menunjukkan adanya indikasi pelanggaran yang disertai dengan bukti-bukti yang cukup, maka pengaduan akan diproses ke tahap investigasi sesuai jenis pengaduan dan pelaku pelanggaran.

Pelaku pelanggaran yang telah terbukti berdasarkan hasil investigasi, akan diproses sesuai dengan peraturan yang berlaku dan apabila terbukti adanya pelanggaran oleh pegawai yang mengarah ke tindak pidana, maka akan dilanjutkan proses hukum yang berlaku kepada lembaga penegak hukum dengan Direksi sebagai pejabat penyerah perkara. Pemantauan tindak lanjut dan penyampaian tanggapan atas pengaduan pelanggaran akan dilakukan oleh Unit *Anti Fraud.*

- *YOUTHFUL SPIRIT*
- *ACCURATE*
- *TRUST*

REPORTING A BREACH (WHISTLEBLOWING SYSTEM)

The Bank has implemented a breach reporting system (whistleblowing policy) applied as a series of anti-fraud policy and procedure.

To increase effectiveness of fraud control system implementation and detect fraud, the Bank sets a whistleblowing policy separately from the Customer Complaint Settlement Guideline. Whistleblowing is the Bank's commitment to apply anti-fraud strategy and it serves as a guideline for stakeholders in breach report mechanism and guarantees protection for any reporting parties.

The Bank must receive breach reports from internal and external parties, including former employees of the Bank. Such breach reports must be settled by the Bank, either coming from a reporting party with clear and true identity or that without any identity but having preliminary evidence of breach.

MANAGEMENT OF THE WHISTLEBLOWING SYSTEM

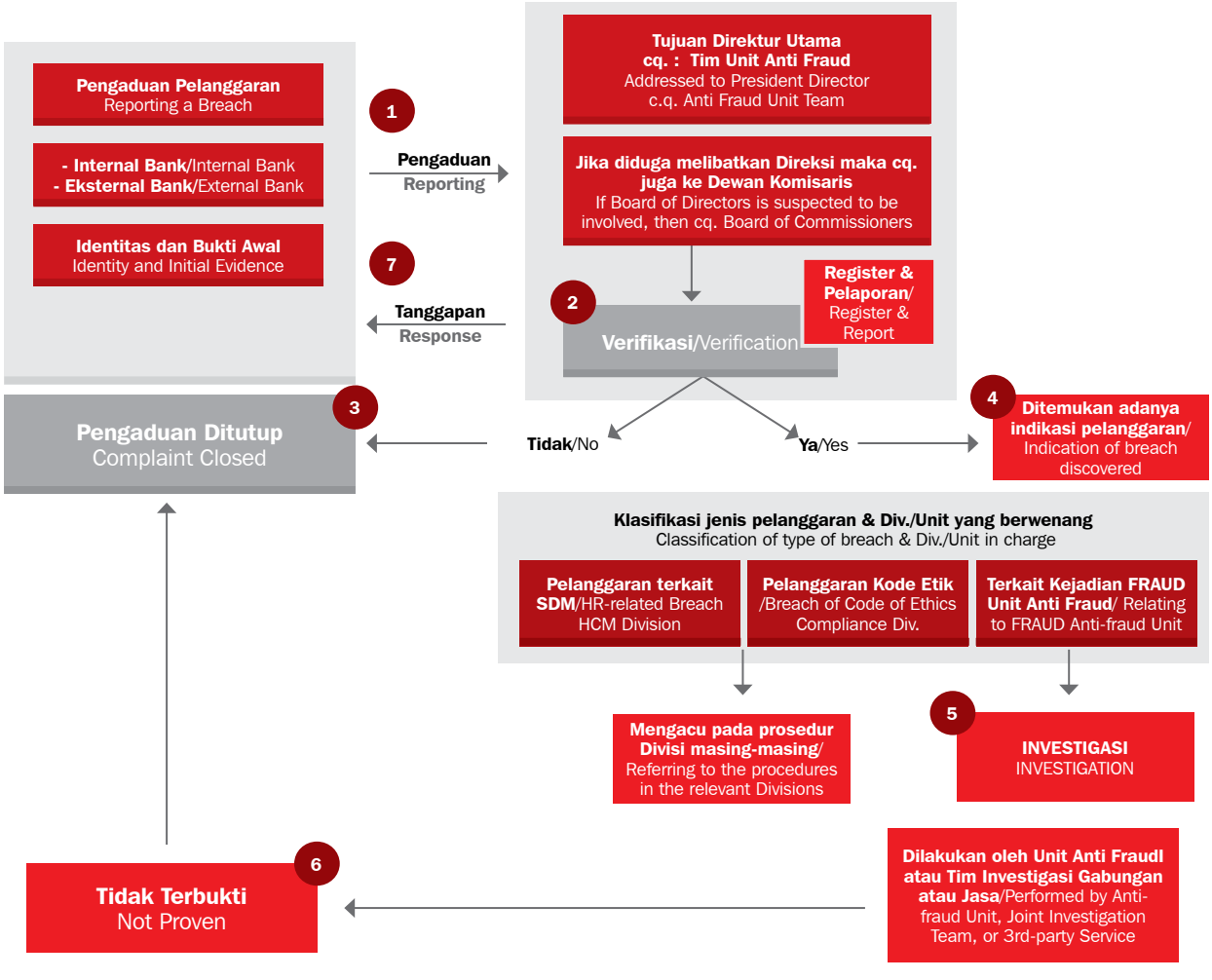
The breach report will be managed by the Anti-Fraud Unit within the Legal & Remedial Bureau, which is directly responsible to the President Director and has a direct communication line to the Board of Commissioners.

Based on the whistleblowing mechanism applied by the Bank, any breach report will be verified by the Anti-Fraud Unit in a written reportdirectly addressed to the President Director and or Board of Commissioners or through the Head of Legal & Remedial Bureau. If the verification result shows breach indications and sufficient evidence, such report will be processed to investigation phase according to the type of report and perpetrator.

Perpetrators proven guilty based on investigation results will beprocessed under the applicable regulations. If the breach leads to a crime, the relevant legal process by law enforcement will apply with the Board of Directors functioning as an officer handing over the case. Monitoring of follow-ups and submission of responses to breach reports will be carried out by the Anti-Fraud Unit.

Flowchart/mekanisme pengelolaan *Whistleblowing System* dapat dirinci sebagai berikut:

The detailed flowchart for the mechanism of Whistleblowing System management is as follows:



Dalam rangka perlindungan terhadap pelapor (*whistleblower protection*), Bank akan memberikan perlindungan penuh baik untuk pihak internal maupun eksternal Bank, baik bagi pelapor maupun saksi yang berpartisipasi dalam proses investigasi, penyelidikan dan penyidikan termasuk sidang terhadap perkara yang menjadi perhatian publik. Kerahasiaan identitas pelaporan hanya dimungkinkan untuk diungkapkan apabila diperlukan dalam proses investigasi lanjutan dan untuk mematuhi hukum dalam proses penyidikan pihak berwajib.

The Bank will provide full protection for any reporting parties (whistleblowers), either internal or external parties, reporting parties orwitnesses taking parts in the preliminary investigation and investigation process, including in the case trials attracting public attention. Identity of a reporting party is confidential may only be disclosed if necessary during further investigation process and in compliance with the law during such process.

Perlindungan pelapor dan saksi khususnya jika pelapor berasal dari eksternal Bank, mengacu kepada ketentuan Undang-undang Nomor 13 tahun 2006 tentang perlidungan pelapor dan korban.

Protection for reporting parties and witnesses, particularly external parties and witnesses, refers to Law Number 13 of 2006 on Protection for Reporting Parties and Victims.

MEDIA PELAPORAN

Bank Victoria menerapkan mekanisme *Whistleblowing System* dimana pelapor dapat menyampaikan laporannya melakui 3 media yaitu:

1. Melalui kotak surat yang ditujukan kepada Direktur Utama dan ditembuskan kepada Unit *Anti fraud* pada alamat Kantor Pusat Bank yaitu di Panin Tower Lt. 15, Senayan City Jl. Asia

REPORTING MEDIA

Bank Victoria applies Whistleblowing System, where a reporting party may submit its report through the following 3 media:

1. PO box addressed to the President Director and the copy is sent to the Anti-Fraud Unit to the Bank's Head Office address located in Panin Tower 15th Fl., Senayan City Jl. Asia Afrika Lot

Afrika Lot 19 Kel. Gelora, Kec. Tanah Abang Jakarta Pusat, 10270;
2. Melalui email resmi yang ditujukan kepada Unit *Anti Fraud* dengan alamat: unitantifraud@victoriabank.co.id; dan
3. Melalui saluran telepon yang ditujukan kepada Unit Khusus dengan nomor: 021-72781800 dan hotline 0811 870 7646.

Untuk pengaduan pelanggaran yang diduga dilakukan oleh karyawan Bank, penyampaian pengaduan pelanggaran ditujukan kepada Direktur Utama Bank dengan tembusan kepada Unit *Anti Fraud*; sementara untuk pengaduan pelanggaran yang diduga dilakukan oleh anggota Direksi atau bahkan Direktur Utama, ditujukan tetap kepada Direktur Utama Bank dengan tembusan kepada Dewan Komisaris dan Unit *Anti Fraud*.

SOSIALISASI *WHISTLEBLOWING SYSTEM*

Sosialisasi *Whistleblowing System* di internal Bank Victoria disampaikan kepada seluruh karyawan pada forum *training* yang dilaksanakan pada tahun 2014 yang berjudul *Fraud Corruption and Whistleblower* selain itu, untuk dapat menjangkau seluruh *stakeholder* Bank Victoria, sosialisasi *Whistleblowing System* juga dilakukan melalui *website* Bank dan berbagai media, seperti buletin internal, poster, sosialisasi etika maupun presentasi langsung kepada unit kerja terkait.

LAPORAN *WHISTLEBLOWING SYSTEM* TAHUN 2014

Sepanjang 2014, Bank Victoria tidak menerima pelaporan terkait *whistleblowing*.

PENYIMPANGAN INTERNAL

Efektivitas pelaksanaan audit juga terlihat dari tidak terdapatnya penyimpangan internal di 2014.

Tabel Penyimpangan Internal
Table of Internal Fraud

Internal Fraud dalam 1 Tahun Internal Fraud in 1 year	Jumlah kasus yang dilakukan oleh/Number of Cases Perpetrated by					
	Pengurus Management		Pegawai Tetap Permanent Employee		Pegawai Tidak Tetap Contract Employee	
	2014	2013	2014	2013	2014	2013
Total *fraud* Total fraud	NIHIL None	NIHIL None	NIHIL None	NIHIL None	1	NIHIL None
Telah diselesaikan Resolved	NIHIL None	NIHIL None	NIHIL None	NIHIL None	1	NIHIL None
Dalam proses penyelesaian di internal Bank Under the Bank's internal settlement process	NIHIL None	NIHIL None	NIHIL None	NIHIL None	NIHIL None	NIHIL None
Belum diupayakan penyelesaiannya Settlement required	NIHIL None	NIHIL None	NIHIL None	NIHIL None	NIHIL None	NIHIL None
Telah ditindaklanjuti melalui proses hukum Followed up through a legal process	NIHIL None	NIHIL None	NIHIL None	NIHIL None	NIHIL None	NIHIL None

19 Sub-dist. of Gelora, Dist. of Tanah Abang Central Jakarta, 10270;
2. Official email addressed to the Anti-Fraud Unit at unitantifraud@victoriabank.co.id; and
3. Telephone to a Special Unit at the following numbers: 021-72781800 and hotline 0811 870 7646.

For any breach allegedly committed by the Bank's employees, the report is addressed to the President Director and the copy is sent to the Anti-Fraud Unit. Meanwhile, for any breach allegedly committed by members of the Board of Directors or even the President Director, the report is addressed to the President Director and the copy is sent to the Board of Commissioners and Anti-Fraud Unit.

DISSEMINATION OF THE WHISTLEBLOWING SYSTEM

The dissemination of Whistleblowing System in Bank Victoria conveyed to all employees was done in the training forum held in 2014, titled "Fraud, Corruption, & Whistleblower". Also, in order to be able to reach all of Bank Victoria stakeholders, the dissemination of the Whistleblowing System is also executed through the Bank's website and various other media, such as internal bulletins, posters, dissemination of ethics, and direct presentation to the relevant Work Units.

WHISTLEBLOWING SYSTEM REPORT FOR 2014

Throughout 2014, Bank Victoria did not receive any report relating to whistleblowing.

INTERNAL FRAUD

Effectiveness of the audit is also seen from the lack of internal fraud in 2014.

PERKARA PENTING

PERKARA HUKUM YANG DIHADAPI BANK VICTORIA

Selama tahun 2014 tidak terdapat permasalahan hukum yang sedang dihadapi oleh Bank.

PERKARA HUKUM YANG DIHADAPI ENTITAS ANAK

Selama 2014, Bank Victoria Syariah sebagai anak perusahaan Bank Victroria menghadapi beberapa kasus hukum diantaranya adalah sebagai berikut:

1. Kasus Hukum an Noor Karolien, Nasabah Mikro Cabang Cirebon
   Bahwa berdasarkan surat gugatan dari Nasabah No.0488/Pdt.G/2014/PA CN tanggal 23 Juli 2014, yang sudah di registrasi di Pengadilan Agama Kota Cirebon tanggal 04 Agustus 2014. Nasabah mengajukan gugatan ke Bank Victoria Syariah Cabang Cirebon dengan pokok perkara yaitu Perbuatan Melawan Hukum yaitu tindakan merusak dan mengotori dinding Nasabah, dengan kata-kata yaitu sebagai berikut: "Tanah Bangunan ini Dalam Pengawasan PT. Bank Victoria Syariah Hub. 0878861382278,085224052284."

   Permasalahan hukum tersebut sampai saat ini masih dalam proses pembacaan Duplik yang diajukan oleh Bank Victoria Syariah selaku Tergugat.

   Permasalahan hukum yang dihadapi oleh anak perusahaan tersebut, sampai dengan laporan tahunan ini diterbitkan tidak berdampak pada kegiatan usaha Bank Victoria.

2. Kasus Hukum an CV Bintang Makmur, Nasabah Cabang Denpasar, Bali
   Bahwa berdasarkan surat gugatan dari Nasabah No.245/Pdt.G/2014/PN.Sgr tanggal 18 September 2014, yang sudah di registrasi di Pengadilan Negeri Singaraja tanggal 18 September 2014. Nasabah mengajukan gugatan ke Bank Victoria Syariah Cabang Denpasar dengan pokok perkara, yaitu Perbuatan Melawan Hukum atas telah dilaksanakannya proses Lelang Hak Tanggungan atas jaminan Nasabah yaitu SHM No.1167/Kaliasem, SHM No.817/Kaliasem, SHM No.589/Kaliasem, SHM No.1272/Kaliasem, SHM No.00869/Kaliasem dan SHM No.1168/Kaliasem kesemuanya atas nama Wijanarko.

   Permasalahan hukum tersebut sampai saat ini masih dalam proses pembacaan Jawaban yang diajukan oleh Bank Victoria Syariah selaku Tergugat.

   Permasalahan hukum yang dihadapi oleh anak perusahaan tersebut, sampai dengan laporan tahunan ini diterbitkan tidak berdampak pada kegiatan usaha Bank Victoria.

SIGNIFICANT CASES

LEGAL CASES FACED BY BANK VICTORIA

Throughout 2014, the Bank did not face any legal issues.

LEGAL CASES FACED BY SUBSIDIARIES

Throughout 2014, Bank Victoria Syariah, as a subsidiary of Bank Victroria, faced among others the following legal cases:

1. Legal Case involving Noor Karolien, Micro Financing Customer from Cirebon Branch
   According to the Customer's Litigation Letter No.0488/Pdt.G/2014/PA CN dated 23 July 2014, which is registered in the District Court of the Municipality of Cirebon on 04 August 2014, the Customer charges the Bank Victoria Syariah, Cirebon Branch, with a case of Law Violation, i.e. by damaging and dirtying the wall of the Customer with the following words: "This Land and Building is under the Supervision of PT Bank Victoria Syariah. Contact 0878-8613-82278, 0852-2405-2284."

   This legal issue is currently in the stage of the Reading of the Rejoinder by Bank Victoria Syariah as the Defendant.

   Until the publication of this Annual Report, the legal case faced by the subsidiary does not affect the business activities of Bank Victoria.

2. Legal Case involving CV Bintang Makmur, Customer of the Denpasar Branch, Bali
   According to the Customer's Litigation Letter No.245/Pdt.G/2014/PN.Sgr dated 18 September 2014, which is registered in the District Court of Singaraja on 18 September 2014, the Customer charges Bank Victoria Syariah Denpasar Branch with a case of Law Violation, i.e. by the execution of the Mortgage Auction of the Collateral belonging to the Client, i.e. Ownership Certificates (Surat Hak Milik – SHM) No.1167/Kaliasem, SHM No.817/Kaliasem, SHM No.589/Kaliasem, SHM No.1272/Kaliasem, SHM No.00869/Kaliasem and SHM No.1168/Kaliasem, all on behalf of Wijanarko.

   This legal issue is currently in the stage of the Reading of the Rejoinder by Bank Victoria Syariah as Defendant.

   Until the publication of this Annual Report, the legal case faced by the subsidiary does not affect the business activities of Bank Victoria.

PERMASALAHAN HUKUM YANG SEDANG DIHADAPI DEWAN KOMISARIS DAN DIREKSI YANG SEDANG MENJABAT

Selama tahun 2014 tidak terdapat permasalahan hukum yang sedang dihadapi Dewan Komisaris dan Direksi yang sedang menjabat.

LEGAL CASES FACED BY THE INCUMBENT BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Throughout 2014, there were no legal cases faced by the incumbent Board of Commissioners and Board of Directors.

PELANGGARAN LAINNYA

Selama 2014, Bank Victoria melakukan dua pelanggaran yaitu keterlambatan penyampaian laporan realisasi penggunaan dana konversi warant menjadi saham di tahun 2012 dan keterlambatan penyampaian laporan PPN masa pajak 2014.

Terdapat sejumlah denda/sanksi yang diterima oleh Bank dari pihak regulator sepanjang tahun 2014. Denda/sanksi yang diterima oleh Bank dijabarkan pada tabel berikut:

OTHER VIOLATIONS

Throughout 2014, Bank Victoria has done two violations, i.e. tardiness in submitting the Realization Report of the Warrant Conversion Funds into Shares in 2012, and tardiness in submitting VAT Report for the Tax Period of 2014.

There are several fines/sanctions imposed on the Bank by the regulator throughout 2014. The fines/sanctions imposed on the Bank are described in the following table:

Tabel Sanksi Administratif
Table of Administrative Sanction

WAKTU PERIOD	DIVISI DIVISION	KETERANGAN NOTE	NILAI (dalam Rupiah) VALUE (in Rupiah)
Juni 2014 June 2014	*Corporate Secretary*	Denda keterlambatan laporan realisasi penggunaan dana konversi warant menjadi saham tahun 2012 Fine for tardiness in submitting the Realization Report of the Warrant Conversion Funds into Shares in 2012	402.000.000
Oktober 2014 October 2014	*Accounting*	Denda keterlambatan lapor PPN masa Pajak Mei 2014 Fine for tardiness in reporting VAT for Tax period in May 2013	500.000

Seluruh denda/sanksi yang diberikan kepada Bank telah dapat diselesaikan dengan baik.

All fines/sanctions imposed to the Bank are settled properly.

PEMBERIAN DANA UNTUK KEGIATAN SOSIAL DAN KEPENTINGAN POLITIK

Tanggung jawab sosial perusahaan atau *Corporate Social Resposibility* (CSR) merupakan bagian dari program Bank Victoria yang merupakan komitmen Bank Victoria pada pembangunan ekonomi berkelanjutan. Terlebih Bank Victoria sebagai Bank Pembangunan Daerah yang sebagian kreditnya disalurkan untuk usaha kecil dan menengah hal ini juga bertujuan untuk mendorong kegiatan dan pertumbuhan ekonomi kerakyatan serta terciptanya pemerataan pembangunan melalui perluasan lapangan kerja. Dalam rangka mempertahankan kesinambungan usaha perusahaan, Bank Victoria tidak hanya mengedepankan laba, tetapi juga turut peduli terhadap kehidupan sosial kemasyarakatan yang diimplementasikan tidak terbatas terhadap kegiatan–kegiatan sosial, bantuan korban bencana alam tetapi juga tanggung jawab terhadap pelestarian seni budaya serta upaya–upaya pembinaan melalui kemitraan untuk meningkatkan kemampuan para pengusaha kecil dan koperasi agar menjadi tangguh dan mandiri dalam mengelola pengembangan usaha.

Bank Victoria menyadari sepenuhnya kepercayaan dan dukungan masyarakat selama ini merupakan salah satu faktor yang membuat Bank Victoria berkembang seperti sekarang ini, maka sudah sewajarnya Bank Victoria sangat peduli kepada masyarakat, dan Bank Victoria yakin dengan aktivitas sosial yang dilakukan akan

FUNDING FOR SOCIAL ACTIVITIES AND POLITICAL PURPOSES

Corporate Social Resposibility (CSR) is part of Bank Victoria's program that serves to show Bank Victoria's commitment to sustainable economic development, especially since Bank Victoria, as a Regional Development Bank, channels part of its credit to small and medium businesses. This is also meant to encourage the people's economic activities and economic growth by expanding job opportunities. In order to sustain its corporate business, Bank Victoria does not emphasize on profits only. It also cares about the social life of the community, implemented not just in social activities such as aiding victims of natural disasters, but also responsibility towards the preservation of art and culture, and efforts to guide small entrepreneurs and cooperatives with partnership in order for them to become tough and independent in managing the expansion of their business.

Bank Victoria is fully aware that the trust and support of the public so far is a major factor that enables Bank Victoria to be in its present condition. Naturally, Bank Victoria cares very much for the community, and Bank Victoria believes that is social activities will increase the community trust. This will finally support the business

lebih meningkatkan kepercayaan - kepercayaan masyarakat yang pada akhirnya dapat mendukung aktivitas bisnis Bank Victoria serta dapat membantu dan memperkokoh strategi Perseroan untuk mendukung berkelanjutan.

Penjelasan secara lebih rinci yang telah dilakukan oleh Bank Victoria dan nilai nominalnya selama tahun 2014 terdapat di bagian Laporan Tanggung Jawab Sosial Perusahaan dalam Laporan Tahunan 2014 ini.

Terkait dengan pemberian dana untuk kepentingan politik, Bank Victoria tidak memberikan sumbangan/bantuan dana untuk kepentingan politik.

INFORMASI PEMEGANG SAHAM UTAMA DAN PENGENDALI

Pemegang saham ultimate dari PT Bank Victoria International Tbk. adalah Christien Tanoyo dan Suzanna Tanojo. Christien Tanoyo memiliki saham di PT Gratamulia Pratama yang merupakan pemegang saham utama dari PT Victoria Investama Tbk. sedangkan Suzanna Tanojo merupakan pemegang saham utama PT Gratamulia Pratama yang memiliki saham di PT Victoria Investama Tbk.

Struktur pemegang saham Bank Victoria dapat dilihat dari gambar berikut ini:

KOMPOSISI KEPEMILIKAN SAHAM

Kepemilikan saham dari Bank Victoria sampai dengan Desember 2014 tercatat pada tabel di bawah ini:

activities of Bank Victoria, as well as helping to run and strengthen the Company's strategy in supporting sustainability.

More detailed explanation of the activities executed by Bank Victoria, and the nominal values of these activities, throughout 2014 can be found in the Corporate Social Responsibility Report section of this Annual Report 2014.

In relation with funding for political purposes, Bank Victoria does not provide funding/aid for political purposes.

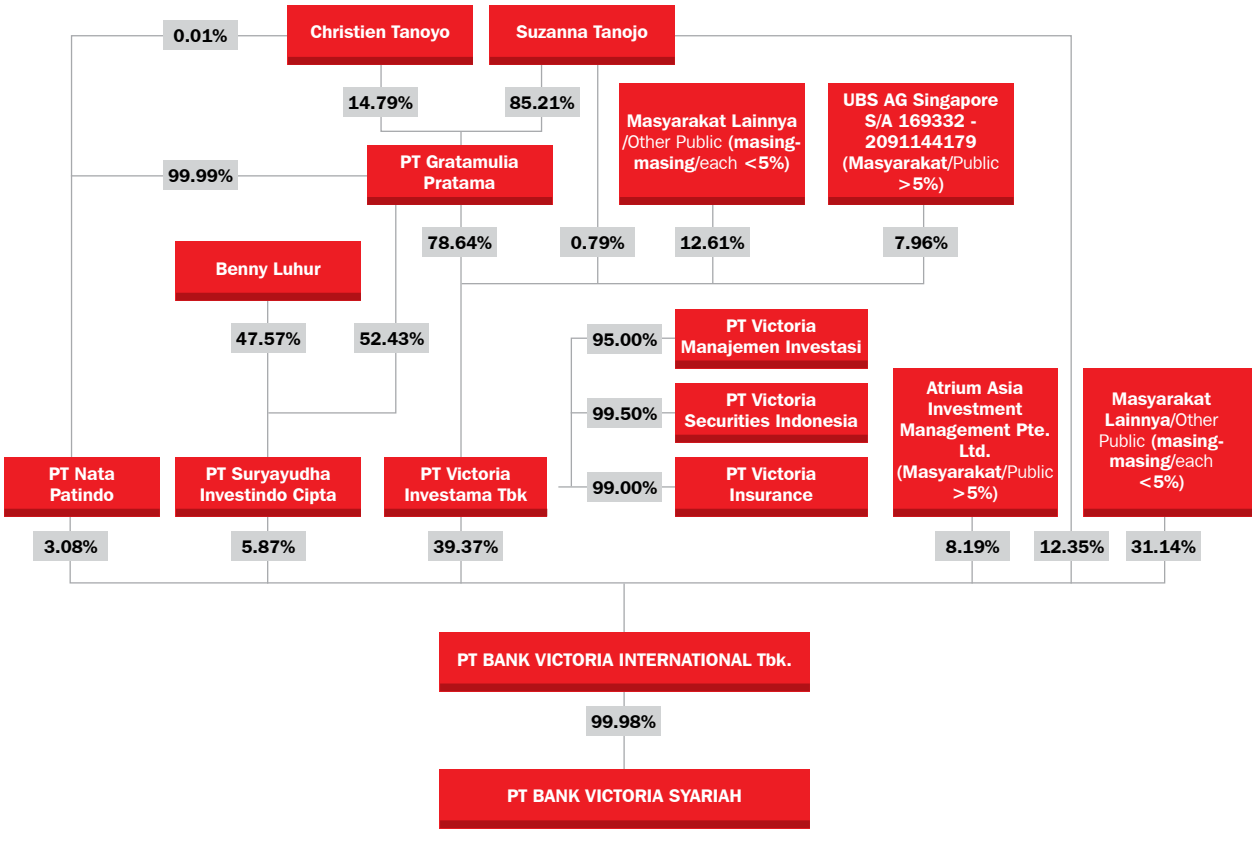
INFORMATION CONCERNING MAIN AND CONTROLLING SHAREHOLDERS

The msin shareholders of PT Bank Victoria International Tbk. are Christien Tanoyo dan Suzanna Tanojo. Christien Tanoyo possesses shares at PT Gratamulia Pratama, which is the ultimate shareholder of PT Victoria Investama Tbk., while Suzanna Tanojo is the ultimate shareholder of PT Gratamulia Pratama, which is the ultimate shareholder of PT Victoria Investama Tbk.

The structure of Bank Victoria shareholders can be seen in the following diagram:

COMPOSITION OF SHARE OWNERSHIP

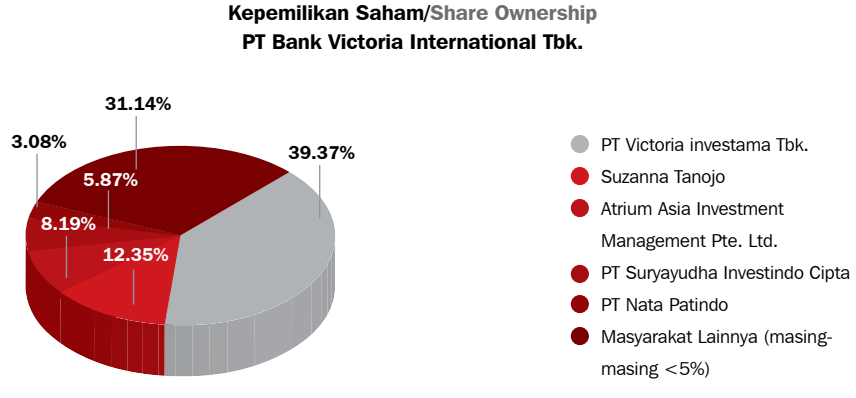
Bank Victoria's share ownership as of December 2014 is listed in the following table:



Tabel Kepemilikan Saham Bank Victoria (per 31 Desember 2014)
Table of Bank Victoria Share Ownership (per 31 December 2014)

Nama Name	Jumlah Saham Number of Shares	Kepemilikan Ownership	Keterangan Note
PT Victoria investama Tbk.	2.810.915.903	39,37%	Pemegang Saham Pengendali Controlling Shareholder
Suzanna Tanojo	882.000.000	12,35%	Pemegang Saham Pengendali Controlling Shareholder
Atrium Asia Investment Management Pte. Ltd.	584.723.619	8,19%	-
PT Suryayudha Investindo Cipta	418.953.250	5,87%	Pemegang Saham Pengendali Controlling Shareholder
PT Nata Patindo	220.000.000	3,08%	-
Masyarakat Lainnya (masing-masing <5%) The Public (at < 5% each)	2.222.574.208	31,14 %	-

Grafik Komposisi Kepemilikan Saham Bank Victoria per 31 Desember 2014
Chart of Share Ownership Composition of Bank Victoria as of 31 December 2014



PERLAKUAN YANG SAMA TERHADAP SELURUH PEMEGANG SAHAM

Dalam memberikan informasi yang diperlukan oleh investor atau Pemegang Saham (transparansi informasi), Bank Victoria memberikan perlakuan yang sama terhadap Pemegang Saham Mayoritas maupun Minoritas. Hal ini dimaksudkan agar tidak terdapat informasi pihak dalam (*inside information*) yang hanya diketahui oleh Pemegang Saham Mayoritas. Seluruh Pemegang Saham memiliki hak yang sama dalam memperoleh informasi terkait Bank.

Pelaksanaan fungsi diseminasi informasi tersebut dilakukan oleh bagian Hubungan Investor (*Investor Relation*) di bawah Sekretaris Perusahaan (*Corporate Secretary*). Beberapa bentuk pelaksanaan transparansi informasi yang dilakukan Bank adalah *press conference* dalam rangka penjabaran kinerja Bank triwulanan setelah Laporan Keuangan diterbitkan di koran nasional; analyst meeting yang rutin dilakukan setelah Laporan Keuangan diterbitkan di koran nasional dan *Public Expose*.

Selain kebijakan transparansi informasi, Bank juga memiliki Komisaris Independen dalam jumlah yang lebih banyak dari yang ditentukan oleh Bank Indonesia. Hal ini antara lain dilakukan untuk

EQUAL TREATMENT TO ALL SHAREHOLDERS

In providing the information needed by investors or Shareholders (information transparency), Bank Victoria treats the Majority Shareholders and Minority Shareholders equally. This is to prevent the existence of any inside information that only the Majority Shareholders are aware of. All Shareholders have equal right in obtaining information relating to the Bank.

The dissemination of information is executed by the Investor Relation Division under the Corporate Secretary. A form of information transparency of the Bank includes press conference to describe the quarterly performance of the Bank after the Financial Report is published in the national newspaper; routine analyst meeting after the Financial Report is published in the national newspaper; and Public Exposé.

Other than the information transparency policy, the Bank also has more Independent Commissioners than what is stipulated by Bank Indonesia. This is done among others to emphasize the Bank's

menekankan komitmen Bank terkait dengan perlakuan yang sama kepada seluruh Pemegang Saham. Komisaris Independen Bank Victoria sebanyak 3 orang dari 4 orang anggota Dewan Komisaris atau sebanyak 75%. Seluruh anggota Komisaris Independen tidak ada yang memiliki hubungan keuangan, kepengurusan, kepemilikan dan hubungan keluarga dengan anggota Dewan Komisaris lainnya, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank yang dapat mempengaruhi kemampuannya untuk bertindak independen. Dengan demikian, kepentingan Pemegang Saham Minoritas dapat terwakili dengan baik.

AKSES INFORMASI DAN DATA PERUSAHAAN

Bank Victoria telah menyediakan informasi kepada stakeholders yang memungkinkan *Stakeholders* menggunakan haknya. Penyebaran informasi Bank antara lain dilakukan melalui media sebagai berikut:

1. Media elektronik seperti situs dan email (corsec@victoriabank.co.id) untuk menyampaikan informasi yang relevan termasuk laporan tahunan. *Stakeholders* yang ingin mendapatkan informasi Terkait Bank secara berkala melalui *email* tersebut dapat mendaftarkan identitas dan alamat *email* pada *mailing list* melalui situs Bank Victoria (www.victoriabank.co.id).

2. Dalam situs www.victoriabank.co.id juga telah disediakan bagian khusus informasi Pemegang saham, berbagai laporan dan publikasi yang dengan mudah dapat diunduh oleh *Stakeholders*.

3. Informasi mengenai perkembangan harga saham Bank Victoria dapat diakses melalui website Bursa Efek Indonesia (www.idx.co.id).

4. Informasi melalui media lainnya, antara lain *email*, majalah/buletin internal, poster dan *banner*.

Informasi-informasi yang disajikan dalam *website* senantiasa diperbaharui secara berkala.

Untuk mendapatkan informasi lebih lanjut mengenai Bank Victoria, masyarakat umum dan investor dapat menghubungi:

SEKRETARIS PERUSAHAAN

Ruly Dwi Rahayu
Panin Tower Lt. 15, Senayan City
Jl. Asia Afrika Lot 19
Kel. Gelora, Kec. Tanah Abang
Jakarta Pusat, 10270
Indonesia

Telepon : (021) 72781800
Fax : (021) 72781900
E-mail : corsec@victoriabank.co.id
Website : www.victoriabank.co.id

commitment to equal treatment to all Shareholders. Bank Victoria has 3 (three) Independent Commissioners of 4 (four) members of the Board of Commissioners, or 75% (seventy-five percent). All Independent Commissioner members do not have financial, managerial, ownership, and/or familial relations with any other member of the Board of Commissioners, or with a member of the Board of Directors, or Controlling Shareholders, or with the Bank, that can affect his/her ability to act independently. Therefore, the interests of Minority Shareholders are properly represented.

ACCESS TO THE COMPANY'S DATA AND INFORMATION

Bank Victoria has provided information to the stakeholders that would allow stakeholders to exercise their rights. The Bank spreads information among others using the following media:

1. Electronic media, such as website and e-mail (corsec@victoriabank.co.id) to provide relevant information, including Annual Report. Stakeholders who wish to obtain the Bank Related information regularly through e-mail may register their identities and e-mail address to the mailing list of the Company's website (www.victoriabank.co.id).

2. The site www.victoriabank.co.id also contains a special page for Shareholder information, as well as various reports and publications that Stakeholders can download easily.

3. Information concerning the development of Bank Victoria shares can be accessed through the website of the Indonesian Stock Exchange (www.idx.co.id).

4. Information in other media includes in e-mail, internal magazines/bulletins, posters, and banners.

The information that we provide in the website is updated regularly.

To obtain more information concerning Bank Victoria, the public and investors can contact:

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bank
victoria

TANGGUNG JAWAB SOSIAL **PERUSAHAAN**

Corporate Social Responsibility

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TANGGUNG JAWAB **SOSIAL PERUSAHAAN**

Corporate Social Responsibility

Bank Victoria menyadari bahwa Tanggung Jawab Sosial Perusahaan (*Corporate Social Responsibility*/CSR) merupakan hal penting dalam mendukung tumbuh kembangnya Bank. Bank Victoria menempatkan CSR sebagai bagian dari program jangka panjang Bank. Bank dalam upaya mencapai *sustainable business* senantiasa berusaha memberikan kinerja yang optimal untuk para pemegang saham namun juga memikirkan bagaimana memberikan kontribusi secara maksimal dalam aspek sosial dan lingkungan.

Bank Victoria aware that Corporate Social Responsibility/CSR important in supporting the Bank's growth. Bank Victoria regards CSR as part of the Bank's long-term goal. In order to achieve sustainable business that continues to perform optimally for the shareholders, Bank Victoria also thinks about how to fully contribute to the social and the environment aspects.

Bank secara konsisten melaksanakan kegiatan *Corporate Social Responsibility* (CSR) sebagai wujud kepedulian Bank Victoria sekaligus apresiasi kepada masyarakat yang telah memberikan kepercayaan dan dukungan atas proses bisnis perbankan. Keberlangsungan bisnis Bank tidak lepas dari partisipasi masyarakat dalam menyambut berbagai produk perbankan dan layanan yang ditawarkan oleh Bank.

Sebagai bentuk komitmen Bank terhadap kegiatan-kegiatan sosial tersebut, Bank menyediakan anggaran yang wajar dan memadai untuk mendukung program-program CSR yang secara konsisten terus meningkat. Pelaksanaan program CSR menggunakan sumber dana yang sudah dianggarkan.

Bank Victoria consistently implements Corporate Social Responsibility (CSR) activities as a form of Bank Victoria's awareness as well as appreciation towards the communities who have given trust and support to the banking business process. The Bank's business sustainability cannot be separated from the communities' participation in welcoming various banking products and services offered by the Bank.

As part of the Bank's commitment towards those social activities, Bank Victoria provides reasonable and adequate budget to support the consistently increase CSR programs. The implementation of CSR programs uses the fund of fund that has been budgeted.

DASAR PENERAPAN *CORPORATE SOCIAL RESPONSIBILITY*

1. Undang-Undang Republik Indonesia Nomor 8 Tahun 1999 tentang Perlindungan Konsumen (BPA);
2. Undang-Undang Republik Indonesia Nomor 13 Tahun 2003 tentang Ketenagakerjaan;
3. Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas;
4. Perlindungan Konsumen Peraturan Otoritas Jasa Keuangan Indonesia No.1/POJK.07/2013 tentang di Sektor Jasa Keuangan.

CSR TERKAIT PELESTARIAN ALAM DAN LINGKUNGAN HIDUP

Bank senantiasa ikut berpartisipasi dalam upaya pelestarian alam dan lingkungan hidup. Hal ini diwujudkan dalam kebijakan dan program yang relevan.

KEBIJAKAN

Komitmen Bank Victoria untuk bertanggung jawab terhadap lingkungan, serta sebagai upaya pelestarian alam dan lingkungan hidup, dituangkan dalam bentuk kebijakan pemberian kredit. Kebijakan tersebut memuat aturan bahwa dalam setiap analisis kredit terkait pemberian kredit kepada industri yang memiliki dampak terhadap lingkungan hidup dan pelestarian lingkungan diharuskan untuk memasukkan ketentuan tentang kewajiban memiliki Analisa Mengenai Dampak Lingkungan (AMDAL).

JENIS PROGRAM

Sebagai bentuk pelestarian lingkungan, pada 2014, Bank Victoria telah menerapkan program *paperless* dengan cara mengurangi penggunaan kertas pada setiap kegiatan perbankan/pelayanan nasabah maupun operasional Bank sehari-hari. Salah satu bentuknya adalah dengan tidak melakukan fotocopy untuk memperbanyak atau mendistribusi dokumen. Kegiatan memperbanyak atau distribusi dokumen dilakukan melalui cara memindai dokumen *(document scanning)* kemudian hasil scan tersebut di distribusikan melalui *email.* Di samping itu, Bank menggunakan kertas-kertas yang masih layak pakai untuk keperluan internal.

SERTIFIKASI DI BIDANG LINGKUNGAN

Sampai saat ini Bank Victoria belum memiliki sertifikasi terkait dengan lingkungan.

SOURCES OF LAW OF CORPORATE SOCIAL RESPONSIBILITY

1. Law of the Republic of Indonesia Number 8 in 1999 on Consumer Protection (CPA);
2. Law of the Republic of Indonesia Number 13 in 2003 on Employment;
3. Law of the Republic of Indonesia Number 40 in 2007 on Limited Liability Company;
4. Consumer Protection Financial Services Authority Indonesia Regulation No.1/POJK.07/2013 of the Financial Services Sector.

CSR IN RELATION WITH CONSERVATION OF NATURE AND THE ENVIRONMENT

The Bank continually participates in the preservation of nature and the environment. This is manifested in the relevant policies and programs.

POLICIES

Bank Victoria's commitment to be responsible to the environment as well as nature and environment conservation efforts is applied in the form of lending policies. Those policies contain rules stipulating that every credit analysis regarding lending policies given to industries which may possibly influence the living and preserving environment should include the Analysis on Environmental Impact Assessment (AMDAL).

TYPE OF PROGRAMS

As a form of environmental protection, Bank Victoria has implemented a paperless program in 2014 by reducing the use of paper on every banking/customer service activities as well as the Bank's daily operations. One of the forms is by not made any copies to reproduce or distribute documents. Reproduction or distribution activities carried out by means of document scanning then the scan results distributed by email. In addition, the Bank uses the papers are still suitable to be used for internal purposes.

CERTIFICATONS IN THE ENVIRONMENT

Until now Bank Victoria does not yet have a certification related to the environment.

CSR TERKAIT KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

Bank Victoria memiliki komitmen yang tinggi terkait dengan ketenagakerjaan, kesehatan dan keselamatan kerja. Uraian tentang CSR terkait ketenagakerjaan, kesehatan dan keselamatan kerja diuraikan sebagai berikut.

KETENAGAKERJAAN

KEBIJAKAN

Bank Victoria memiliki pedoman manajemen SDM yang menjadi acuan bagi pengembangan SDM Bank Victoria. Kebijakan ini tertuang dalam Keputusan Direksi No.035/SK-DIR/04/2013 tanggal 30 April 2013 tentang Kebijakan dan Prosedur *Human Capital Management* dan terdapat penambahan dalam Surat Keputusan Direksi No.013/SK-DIR/09/14 tanggal 3 September 2014 tentang Pengkinian dan Penambahan Kebijakan dan Prosedur *Human Capital Management*.

Sedangkan dari sisi eksternal, acuan kebijakan ketenagakerjaan mengacu pada Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan. Hal ini untuk memastikan kepatuhan terhadap perundang-undangan yang berlaku dan meminimalkan terjadinya pelanggaran terhadap hak asasi manusia dalam hubungan kerja.

JENIS PROGRAM

Beberapa kegiatan yang telah dilakukan terkait dengan program ketenagakerjaan selama 2014 antara lain sebagai berikut.

1. **Kesetaraan *Gender* dan Kesempatan Kerja**
   Bank Victoria tidak memiliki kebijakan yang membedakan perlakuan berdasarkan *gender*. Seluruh peraturan diberlakukan setara kepada seluruh karyawan tanpa membedakan *gender.* Demikian pula dengan kesempatan kerja yang ditawarkan berlaku bagi seluruh karyawan.

   Bank Victoria memiliki misi "mengembangkan sumber daya manusia yang berdedikasi dengan mendukung pengembangan kemampuan pribadi". Misi tersebut menunjukkan bahwa Bank memberikan perlakuan yang adil dan setara terhadap semua karyawan dalam peningkatan dan pengembangan kompetensi. Perlakuan adil tercermin dalam pemberian kompensasi kepada karyawan yaitu sesuai dengan prinsip-prinsip sebagai berikut.
   a. *Pay for Performance*: Karyawan diberikan kompensasi sesuai dengan kinerjanya;
   b. *Pay for Position*: Karyawan diberikan kompensasi sesuai dengan posisi/jabatannya;
   c. *Pay for Person*: Karyawan diberikan kompensasi sesuai dengan keahlian individunya.

2. **Pengembangan Kompetensi**
   Bank Victoria selalu memastikan untuk memberikan kesempatan yang sama kepada seluruh karyawan dalam mengembangkan potensi dirinya melalui program pendidikan dan pelatihan. Penetapan keikutsertaan karyawan dalam keseluruhan program pengembangan kompetensi tersebut ditentukan oleh kebutuhan Bank dan karyawan dengan memperhatikan kesetaraan *gender* dan persamaaan kesempatan kepada seluruh karyawan.

CSR IN RELATION WITH EMPLOYMENT, HEALTH AND SAFETY ON THE JOB

Bank Victoria has a high commitment related to employment, health and work safety. Description of CSR in relation with employment, health and safety on the job are as follows.

EMPLOYMENT

POLICIES

Bank Victoria has human resources management guidelines as the reference for the development of human resources at Bank Victoria. These policies are set out in the Board of Directors' Decision Letter No.035/SK-DIR/04/2013 dated 30 April 2013 regarding the Human Capital Management Policies and Procedures and in addition to that in the Board of Directors' Decision Letter No.013/SK-DIR/09/14 dated 3 September 2014 regarding the Update and Addition of the Human Capital Management Policies and Procedures.

While on the external side, the reference of employment policies are based on Law number 13 Year 2003 regarding Employment. This is to ensure conformity towards the prevailing legislations and to minimize breaches of human rights at work.

TYPE OF PROGRAMS

Some activities that have been carried out in relation with the employment programs during 2014 are as follows.

1. **Gender Equality and Work Opportunity**
   Bank Victoria does not have a policy that distinguish treatment based on gender. All regulations apply equally to all employees regardless gender. This is also applicable in work opportunities offered to all employees.

   Bank Victoria has a mission "to develop dedicated human resources by supporting personal capacity development". The mission indicates that the Bank gives fair and equal treatment to all employees in improvement and development of their compentence. The fair treatment is reflected in the compensation given to employees under the following principles:
   a. Pay for Performance: Compensation is given to employees by their performance
   b. Pay for Position: Compensation is given to employees by their positions
   c. Pay for Person: Compensation is given to employees by their individual skill.

2. **Competencies Development**
   Bank Victoria always ensures to offer equal opportunities to all employees in order to develop their potential through education and training programs. To determine the participation of employees in all of the competencies development are based on the Bank and employee needs with regard to gender equality and equal opportunities towards all employees.

Selain itu, Bank Victoria juga menyelenggarakan berbagai program peningkatan dan pelatihan kompetensi bagi karyawannya yang saat ini dikelola melalui Bagian SDM. Pada 2014, Bank Victoria telah mengikutsertakan karyawan pada berbagai program pendidikan dan pelatihan. Uraian mengenai program pendidikan dan pelatihan karyawan dapat dilihat pada bab Sumber Daya Manusia.

In addition to that, Bank Victoria also conducts various improvement programs and competencies trainings for their employees that are currently managed by the Human Resources Division. In 2014, Bank Victoria have enlisted employees to various education and training programs. The description of education and training programs for employees are set out in the Human Resources Chapter.

3. Remunerasi Karyawan

Bank juga memberikan kompensasi kepada karyawan sebagai upaya untuk mensejahterakan karyawan dan memberi rasa nyaman dalam bekerja, kompensasi tersebut antara lain berupa gaji dan tunjangan karyawan, imbalan pasca kerja, tunjangan hari raya dan bonus. Kompensasi tersebut diatur sesuai dengan ketentuan internal Bank dengan merujuk pada peraturan perundang-undangan yang berlaku. Sedangkan besarnya biaya SDM untuk penggajian dan kesejahteraan karyawan (THR, Imbalan pasca kerja dan lainnya) tahun 2014 sebesar Rp157.494 juta.

3. Employees Remuneration

The Bank also provides compensation for the employees in providing wealth and comfort to their employees, the compensation are among others in form of employee salaries and benefits, post-employment benefits, holiday allowances and bonus. Such compensation is set in accordance with the Bank's internal provisions with reference to the legislation in force. While the cost of HR for payroll and employee benefits (THR, and other post-retirement benefits) in 2014 amounted to Rp157,494 million.

Terkait dengan remunerasi, Bank senantiasa berupaya agar tidak terjadi *gap* yang terlalu tinggi. Rasio gaji tertinggi dan terendah selama 2014 adalah sebagai berikut:

Relating to the remuneration, the Bank continuously devotes its effort to avoid from having a quite high gap. The highest and lowest salary ratio in 2014 were the following :

Tabel Rasio Gaji Tertinggi dan Terendah selama 2014
Table of he Highest and Lowest Salary Ratio within 2014

URAIAN	2014	DESCRIPTION
Gaji karyawan tertinggi dan terendah	23:1	The highest and lowest employee salary
Gaji Direksi tertinggi dan terendah	1,5:1	The highest and lowest salary of Directors
Gaji Komisaris tertinggi dan terendah	3:1	The highest and lowest salary of Commissioners
Gaji Direksi tertinggi dan Karyawan Tertinggi	2:1	The highest Director salary and Employee salary

4. Pelayanan Kesehatan

Bank Victoria menyediakan layanan kesehatan bagi karyawan beserta keluarga inti yang menjadi tanggungannya yang diharapkan berdampak pada perbaikan produktivitas Bank. Jaminan kesehatan yang diterima seluruh karyawan berupa asuransi kesehatan untuk istri dan anak.

4. Health Services

Bank Victoria provides health services for the employees as well as for their core family who are his/her dependents that hopefully could increase the bank's productivity. Health assurances received by all employees are health insurance for spouses and children.

5. Program Pensiun

Bank Victoria telah mengatur dalam SK Direksi No.020/SK-DIR/09/10 tentang Usia Pensiun bagi Karyawan. Dalam SK disebutkan bahwa karyawan yang berusia diatas 55 tahun dikategorikan sebagai usia pensiun. Atas pensiun karyawan maka karyawan dapat dipekerjakan kembali dengan status sebagai Karyawan Kontrak dan menerima uang pensiun sesuai ketentuan perundangan yang berlaku.

5. Retirement Programs

Bank Victoria has set out in the Board of Directors' Decree Letter No.020/SK-DIR/09/10 regarding Retirement Age for Employees In such Board of Directors' Decree describes the employees aged above 55 years old are categorized as the retirement age. Above that age then the employees could be re-employed with the status of Contract Employees and receive pension funds according to the applicable regulations.

6. Tingkat Perpindahan *(Turnover)* Karyawan

Pada tahun 2014 tercatat 365 karyawan Bank Victoria yang berhenti, atau mencapai 28,10% dari total karyawan akhir tahun yang mencapai 1.299 karyawan.

6. Employee Turnover

During 2014 there were 365 employees of Bank Victoria who ceased to work, or 28.10% of all employees at the end of the year which reached 1,299 employees.

7. Kegiatan Internal Karyawan

Beberapa kegiatan Internal karyawan yang rutin dilakukan oleh Bank Victoria untuk mempererat hubungan manajemen dan karyawan diantaranya adalah acara pengajian bulanan rohani islam, buka puasa bersama, Halal Bihalal Idul Fitri dan perayaan Natal.

7. Internal Employees' Activities

Several routine internal activities carried out by Bank Victoria aimed at strengthening the relationship between management and employees, such as monthly reading Qur'an together, Ied Fitr gathering and Christmas.

Tingkat *turnover* karyawan komparatif tiga tahun disajikan dalam tabel berikut.

The turnover rate of employees comparatively is set out in the following table.

Tabel *Turnover* Karyawan 2012-2014
Table of Employee Turnover 2012-2014

Tahun Year	Karyawan Resign Resigned Employee	Jumlah Karyawan Total Employees	*Turnover* Karyawan (%) Employee Turnover (%)
2012	293	1.094	26,78
2013	294	1.281	22,95
2014	365	1.299	28,10

KESEHATAN DAN KESELAMATAN KERJA (K3)

KEBIJAKAN

Dalam hal praktek ketenagakerjaan seperti kesehatan dan keselamatan kerja, Bank telah menjaminkan kesehatan dan keselamatan kerja untuk para karyawan Bank dengan diikut sertakan dalam Program Jamsostek dan Asuransi Kesehatan. Kebijakan kesehatan dan keselamatan karyawan tertuang dalam Surat Keputusan Direksi Bank Victoria No.068/HCM-DIR/04/13.

JENIS PROGRAM

Seperti yang telah disampaikan sebelumnya, Bank Victoria menyediakan layanan kesehatan bagi karyawan beserta keluarga inti yang menjadi tanggungannya yang diharapkan berdampak pada perbaikan produktivitas Bank. Jaminan kesehatan yang diterima seluruh karyawan berupa asuransi kesehatan untuk istri dan anak.

Terkait dengan program keselamatan kerja, Bank senantiasa melakukan kegiatan seperti dibawah ini secara berkala:
1. Simulasi kebakaran dan gempa bumi;
2. Perawatan alat pemadam kebakaran dan *sprinkle* (alat deteksi asap);
3. Pemeliharaan elevator *(lift);*
4. Penggunaan monitor komputer anti radiasi.

TINGKAT KECELAKAAN KERJA

Bank Victoria telah dan terus melakukan upaya penerapan K3 secara optimal untuk memperhatikan keselamatan lingkungan kerja dengan target *zero accident*. Selama tahun 2014, tidak terdapat kecelakaan kerja di Bank Victoria baik oleh karyawan tetap maupun karyawan *outsource*, sehingga rasio kecelakaan kerja sebesar 0%.

CSR TERKAIT PENGEMBANGAN SOSIAL KEMASYARAKATAN

Bank Victoria meyakini bahwa kinerja Bank harus memiliki dampak positif terhadap peningkatan kesejahteraan masyarakat. Peningkatan kesejahteraan masyarakat pada akhirnya akan mendukung pengembangan bisnis Bank secara berkelanjutan.

KEBIJAKAN

Sebagai bagian dari warga korporasi yang baik *(good corporate citizenship)*, Bank Victoria menyadari bahwa hubungan dengan masyarakat merupakan bentuk simbiosis mutualisme yang sangat

HEALTH AND WORK SAFETY

POLICIES

In regard to employment practices such as occupational health and safety, the Bank have assured occupational health and safety by enlisting the Bank's employees in the Jamsostek Program and Health Insurance. The policies of Occupational Health and Safety is regulated in the Bank Victoria's Board of Directors Decree Letter No.068/HCM-DIR/04/13.

TYPE OF PROGRAMS

As noted previously, Bank Victoria provides health services for it's employees as well as for their core dependent families which will influence the Bank's productivity. Health assurances received by all employees are health insurance for spouses and children.

Relating to the work safety program, the Bank continuously conducts activities regularly as follows:
1. Simulation of fire and earthquake;
2. Maintaining the fire extinguisher and sprinkle (smoke detection device);
3. Maintaining elevator (lift);
4. Using anti-radiation computer monitor

WORK ACCIDENTS LEVEL

Bank Victoria have and will always implement efforts to optimally practice Occupational Health and Safety programs to ensure a safe working environment with a target of zero accident. There were no accidents during 2014 within Bank Victoria either from permanent or from outsource employees, hence the ratio of accidents stood at 0%.

CSR IN RELATION WITH SOCIAL COMMUNITY DEVELOPMENT

The Bank is confident its performance must have a positive impact on public welfare improvement, which will eventually support its sustainable business development.

POLICIES

As a part of good corporate citizenship, Bank Victoria is aware that relationships with the community are symbiotic mutualism forms that are beneficial for Bank Victoria. The policies that Bank Victoria

menguntungkan bagi Bank Victoria. Kebijakan yang dimiliki Bank Victoria dituangkan dalam bentuk komitmen untuk membangun kesejahteraan bersama melalui berbagai upaya yang dapat dilakukan.

JENIS PROGRAM DAN BIAYA YANG DIKELUARKAN

Bank terus berusaha untuk meningkatkan kesejahteraan nasional dan tumbuh bersama masyarakat dengan menerapkan standar bisnis yang bertanggung jawab secara sosial melalui program-program tanggung jawab sosial perusahaan. Kegiatan CSR Bank Victoria pada tahun 2014 meliputi kegiatan sebagai berikut.

have to offer are put in the form of commitments to build shared prosperities through various efforts that are achievable.

TYPE OF PROGRAMS AND COSTS SPENT

The Bank constantly strives to improve national welfare and grow together with the community by applying a responsible business in a social manner through CSR programs. CSR activities of Bank Victoria in 2014 include the following:

Tabel Kegiatan CSR Lebaran di 2014
Table of Bank Victoria Lebaran CSR Activities 2014

Kegiatan Activities	Lokasi Pelaksanaan Location	Jadwal Pelaksanaan Schedule	Biaya (dalam Rupiah satuan penuh) Costs (in Rupiah full amount)
Santunan kepada Yayasan Pesantren Islam Yatim Piatu Dhuafa Al-Futuwah Donation to Yayasan Pesantren Islam Yatim Piatu Dhuafa Al-Futuwah	Cipete, Jakarta Selatan	07-11-2014	4.500.000
Santunan kepada Yayasan Panti Asuhan Khairul Amal Donation to Yayasan Panti Asuhan Khairul Amal	Jakarta	07-11-2014	4.500.000
Santunan kepada Yayasan Panti Asuhan Al-Andalusia Donation to Yayasan Panti Asuhan Al-Andalusia	Mampang, Jakarta Selatan	07-11-2014	4.500.000
Santunan Kepada anak Almarhum Karyawan Bank Victoria Donation to the children of Bank's Victoria deceased employee	Jakarta	07-11-2014	9.000.000
TOTAL BIAYA / TOTAL COST			**22.500.000**

Tabel Kegiatan CSR Natal di 2014
Table of Bank Victoria Christmas CSR Activities 2014

Kegiatan Activities	Lokasi Pelaksanaan Location	Jadwal Pelaksanaan Schedule	Biaya (dalam Rupiah satuan penuh) Costs (in Rupiah full amount)
Pemberian sumbangan Panti Asuhan Yayasan Mekar Lestari Donation to Panti Asuhan Yayasan Mekar Lestari	Tangerang	05-12-2014	10.000.000

Tabel Kegiatan CSR Beasiswa Bank Victoria di 2014
Table of Bank Victoria CSR Scholarship Activities in 2014

Kegiatan Activities	Jadwal Pelaksanaan Schedule	Biaya (dalam Rupiah satuan penuh) Costs (in Rupiah full amount)
Pemberian Beasiswa Kepada anak Almarhum Karyawan Bank Victoria Scholarship to the children of Bank Victoria's deceased employee	Agustus – Desember 2014 August – December 2014	10.315.750

Pada tahun 2014, penggunaan dana untuk kegiatan pengembangan sosial kemasyarakatan mencapai sebesar Rp42.815.750 yang terdiri dari dana untuk santunan lebaran, sumbangan natal dan dana beasiswa kepada anak almarhum karyawan Bank Victoria.

In 2014, funds used for social community development activities reached Rp42,815,750 that comprised of funds for the Lebaran festivity and christmas donations, and scholarships for the children of Bank Victoria's deceased employees.

CSR TERKAIT TANGGUNG JAWAB TERHADAP KONSUMEN

Bank senantiasa mengutamakan kepuasan konsumen dengan memberikan layanan terbaik. Bank tidak hanya menjual produk perbankan yang aman dan bermanfaat bagi masyarakat namun juga memberikan perlindungan maksimal kepada konsumen *(product responsibility)*. Bentuk komitmen Bank terhadap perlindungan konsumen, mencakup antara lain: Jaminan

CSR IN RELATION WITH RESPONSIBILITIES TOWARDS THE CONSUMER

The Bank consistently prioritizes customer satisfaction by providing the best service. Not only does the Bank sell safe and useful banking products for the public, but it also provides maximum protection for the customers (product responsibility). The form of commitment to customer protection includes among others: Customer Deposit Insurance, Customer Care Center, Customer

Perlindungan Simpanan Nasabah, Pusat Pengaduan Konsumen *(Customer Care)*, Program *Engagement* Konsumen dan Program Peningkatan Layanan.

KEBIJAKAN

Pelayanan kepada Nasabah mempunyai peranan yang sangat penting dalam rangka meningkatkan jumlah nasabah dan mendorong perkembangan Bank. Sehubungan dengan hal tersebut diperlukan Kebijakan dan Prosedur Kualitas Pelayanan Nasabah *(Customer Experience)* agar Bank dapat melayani nasabah dengan lebih baik. Untuk itu, Bank melalui Surat Keputusan Direksi No.041/SK-DIR/07/14, telah menyusun Kebijakan dan Prosedur Kualitas Pelayanan Nasabah-*Customer Experience* PT Bank Victoria International Tbk. Kebijakan dan Prosedur tersebut diantaranya mengatur mengenai Standar Pelayanan Nasabah, Evaluasi Penilaian Pelaksanaan Standar Pelayanan Nasabah serta sistem *Reward and Punishment*.

JENIS PROGRAM

Beberapa program CSR terkait Konsumen yang dilakukan oleh Bank sepanjang tahun 2014, adalah sebagai berikut.

PROGRAM PENINGKATAN KUALITAS LAYANAN

Dalam rangka meningkatkan kualitas pelayanan yang diberikan Kepada konsumen, Bank melaksanakan program-program antara lain:

1. Penyusunan standar *service excellence* bagi cabang sesuai dengan tuntutan dan harapan nasabah;
2. Pelaksanaan dan *monitoring* kegiatan *service excellence* secara konsisten di cabang;
3. Bank telah menetapkan standar *zero defect* dalam operasional transaksi perbankan;
4. Pelatihan dan pengembangan *service excellence* bagi karyawan *frontliner* di cabang-cabang.

PROGRAM *ENGAGEMENT* NASABAH

Kegiatan-kegiatan lain yang melibatkan konsumen sebagai upaya peningkatan kualitas layanan antara lain:

1. Program Tabungan nasabah berhadiah langsung;
2. Program pemberian hadiah kue bagi nasabah yang sedang berulang tahun;
3. *Lunch entertain* bagi *prime customer* bersama dengan Direksi.

JAMINAN PERLINDUNGAN SIMPANAN NASABAH

Kepercayaan masyarakat terhadap industri perbankan merupakan salah satu kunci untuk memelihara stabilitas pada sistem perbankan. Kepercayaan tersebut lahir apabila ada kepastian hukum dalam pengaturan, pengawasan Bank dan penjaminan simpanan nasabah Bank. Sebagaimana ketentuan dalam Undang-Undang No.24 tahun 2004 tentang Lembaga Penjamin Simpanan (LPS), Bank Victoria memberikan jaminan perlindungan atas uang yang disimpan oleh nasabah melalui Lembaga Penjamin Simpanan.

Engagement Program, and Service Improvement Program.

POLICIES

Services for the Customers play a very important role in order to increase the total of customers and to encourage the development of the Bank. In connection with that matter Customer Experience Quality Procedures and Policies are needed so that the Bank could serve its customers better. Therefore the Bank through the Board of Directors' Decree Letter No. 041/SK-DIR/07/14 has formulated The Customer Experience Quality Procedures and Policies of PT Bank Victoria International Tbk. Those Procedures and Policies regulate among others Customer Services Standards, The Application of Customer Services Standards Assessment Evaluation and a Reward and Punishment system.

TYPE OF PROGRAMS

Some CSR programs in relation with Consumers that have been conducted by The Bank during 2014 are as follow.

SERVICES QUALITY IMPROVEMENT PROGRAM

To improve quality of service provided for customers, the Bank carries on the following programs:

1. Preparation of service excellence standard for branches according to customer demands and expectations.
2. Implementation and monitoring of service excellence activities made consistently in branches.
3. Zero defect standard in banking transaction operation.
4. Training and development on service excellence for frontliner employees in branches.

CUSTOMER ENGAGEMENT PROGRAMS

Other activities engaging customers are efforts to improve the Bank's service quality as follows:

1. Savings with direct prize
2. Cake for customers on their birthdays
3. Lunch with the board of directors for prime customers

GUARANTEE FOR THE PROTECTION OF CUSTOMER DEPOSITS

Public trust in banking industry is one of the keys to maintain banking system stability. The trust is given when legal certainty is present in the Banking regulation, supervision, and guarantee of deposits insurance for the Bank's customers. As specified in Law No.24 of 2004 on Deposit Insurance Agency (LPS), Bank Victoria provides guarantee for the money deposited by customers through LPS.

PUSAT PENGADUAN NASABAH *(CUSTOMER CARE)*

Bank telah membentuk pusat pengaduan konsumen. Pusat pengaduan konsumen ini dapat diakses oleh konsumen melalui beberapa saluran antara lain:
1. *Call Center* yang beroperasi 24 jam melalui Panggilan (021) 2700180;
2. *Email:* customercare@victoriabank.co.id;
3. *Customer service* yang berada di cabang-cabang terdekat.

Selanjutnya secara berkala cabang akan melaporkan kepada Kantor Pusat terkait data pengaduan dan tingkat penyelesaiannya.

MEKANISME PENYELESAIAN KELUHAN NASABAH

Melalui pusat pengaduan, Bank memberikan respon yang cepat atas pengaduan yang masuk dan penyelesaian secara bijak.

a. Bank telah membentuk bagian Pengaduan Nasabah *(customer care)* di bawah Direktorat operasional yang fokus untuk menangani dan menindaklanjuti pengaduan/keluhan nasabah. Pengaduan nasabah dapat disampaikan melalui cabang dengan melakukan pengisian formulir permintaan/pengaduan nasabah yang diatur tersendiri dalam peraturan internal Bank atau nasabah dapat juga menyampaikan pengaduannya melalui *Call Center* Bank.

b. Mekanisme tindak lanjut terhadap pengaduan nasabah adalah sebagai berikut.
   1. Bank memiliki standar dalam merespon atas pengaduan pelanggan 1 x 24 Jam.
   2. Pengaduan masuk melalui *call center,* email *customer care* dan cabang.
   3. Bagian *Customer Care* akan memberikan jawaban sebagai respon terhadap keluhan kepada pelanggan bahwa keluhan telah diterima dan akan segera diproses oleh unit bersangkutan.
   4. Bagian *Customer Care* menyampaikan pengaduan keluhan dari pelanggan kepada unit terkait.
   5. Selanjutnya keluhan pelanggan diproses dan diselesaikan oleh unit terkait. Unit terkait dapat langsung berkomunikasi kepada pelanggan dalam proses penyelesaian keluhan.

c. Adapun tingkat penyelesaian pengaduan nasabah selama tahun 2014 adalah sebagai berikut.

CUSTOMER CARE

The Bank has established a customer care center. This customer care center is accessible by customers through the following:

1. 24-hour Call Center (021) 2700180
2. Email: customercare@victoriabank.co.id
3. Customer service in the nearest branches.

The branches will periodically report to the Head Office in relation to complaint data and settlement level.

CUSTOMER COMPLAINT RESOLUTION MECHANISM

Through the customer care center, the Bank gives quick responses to incoming complaints and wise settlements.

a. The Bank established customer care under Operational Directorate focusing on handling and following up customer complaints/reports. Customer complaints may be made through branches by filling customer request/complaint form as specified separately in the Bank's internal regulation, or customers may also lodge their complaints through the Call Center.

b. The follow-up mechanism of customer complaints is as follows:
   1. The Bank has a standard to respond customer complaints within 24 hours.
   2. Customer complaints come through the call center, customer care email, and branches.
   3. Customer Care will respond that the complaints have been received and such complaints will be immediately processed by the relevant units.
   4. Customer Care submits customer complaints to the relevant units.
   5. Customer complaints will be processed and settled by the relevant units. The relevant units may directly communicate with customers in the complaint settlement process.

c. Customer complaint level in 2014 is as follows:

Tabel Laporan Keluhan Nasabah dan Penyelesainnya Tahun 2014
Table of Customer Complaint and Settlement Report 2014

Periode Pelaporan Period Report	Jumlah Komplain Total Complaints	Jumlah Penyelesaian Total Settlement	Waktu Penyelesaian Settlement Time
Triwulan I / Quarter I	5	5	10 Hari / Days
Triwulan II / Quarter II	4	4	18 Hari / Days
Triwulan III / Quarter III	3	3	9 Hari / Days
Triwulan IV / Quarter IV	5	5	3 Hari / Days
TOTAL / TOTAL	**17**	**17**	

Tabel di atas adalah pelaporan dari cabang ke Bagian Pengaduan Nasabah Kantor Pusat sedangkan untuk pelaporan ke BI per periode adalah NIHIL dikarenakan dapat diselesaikan pada saat yang bersamaan.

The table above describes reports from branches to the Customer Care Center at the Head Office. Meanwhile, there is no report to BI per period owing to settlements at the same time.

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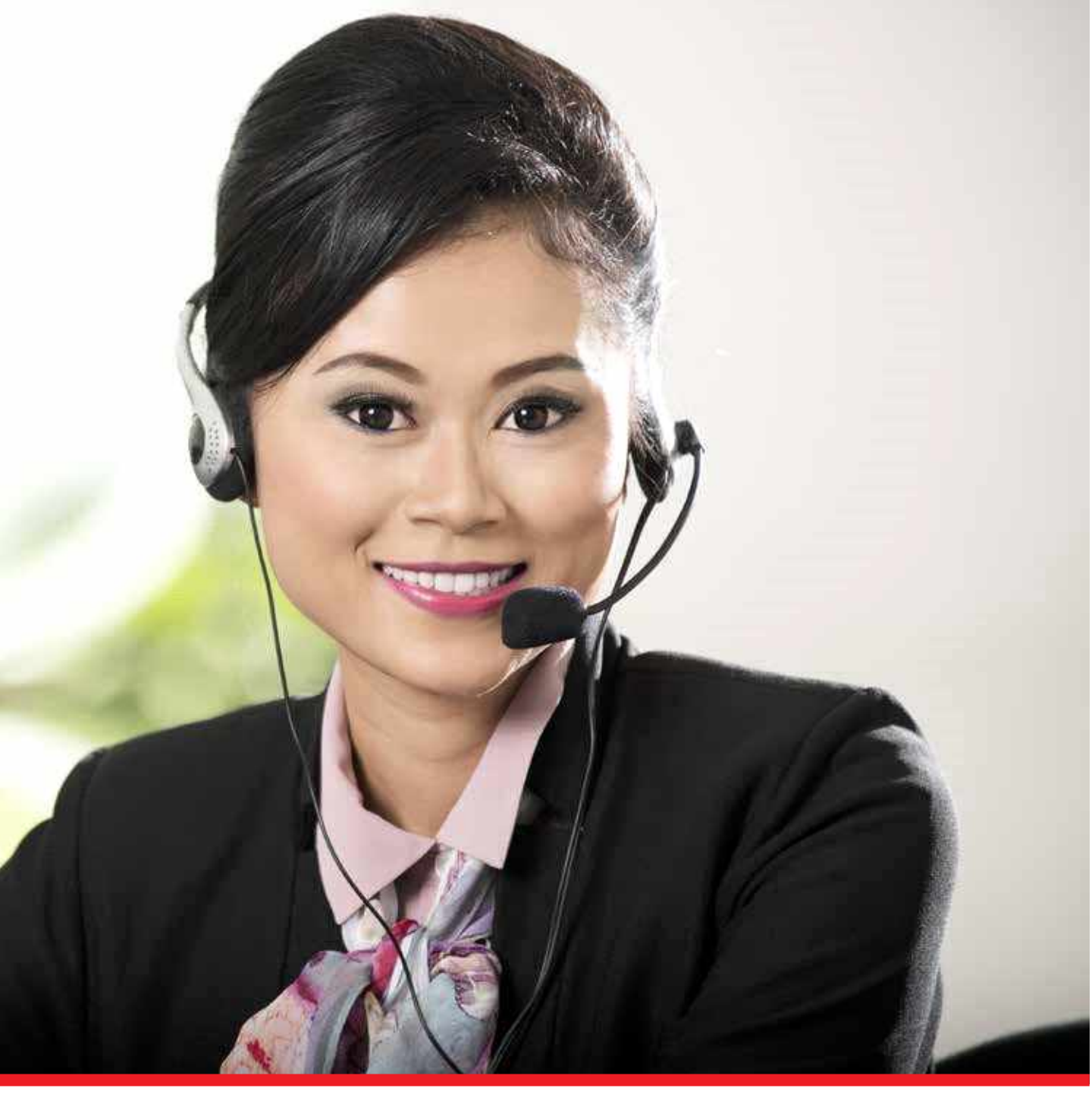


SUMBER DAYA **MANUSIA PERUSAHAAN**

Corporate Human Resources

Dalam dunia perbankan, kebutuhan akan Sumber Daya Manusia (SDM) yang andal, terutama yang berdiri di garis depan adalah suatu urgensi karena SDM merupakan aset penting bagi bank dan merupakan elemen kunci untuk menciptakan dan menambah nilai di dalam bisnis suatu bank. Untuk itu, Bank Victoria senantiasa melakukan berbagai inisiatif untuk menjaga dan melengkapi kemampuan internal SDM yang merupakan faktor yang sangat menentukan keberhasilan bank dalam menjaga keberlangsungan bisnis.

In the banking world, the need for a reliable Human Resources (HR), especially the ones who standing in the front line, is an urgency because Human Resources (HR) is an important asset for the bank and a key element to create and add value in the business of a bank. Therefore, Bank Victoria always conducts a variety of initiatives to maintain and complete internal human resources capabilities which is a crucial factor in the Bank's success to maintain its business sustainability.

MANAJEMEN SDM

Bank Victoria telah menyusun Manajemen Pengembangan SDM untuk mengoptimalkan potensi SDM yang ada di Bank Victoria. Penyusunan Manajemen Pengembangan SDM dilakukan secara terpadu dengan merujuk pada perencanaan korporasi jangka panjang maupun tahunan. Wujud dari Penyusunan Manajemen Pengembangan SDM tersebut adalah disusunnya pedoman pengelolaan dan manajemen sumber daya manusia di Bank Victoria.

Pedoman pengelolaan dan manajemen sumber daya manusia di Bank Victoria tertuang dalam Kebijakan dan Prosedur *Human Capital Management* yang telah disahkan melalui Surat

HR MANAGEMENT

Bank Victoria has developed an HR Development Management to optimize the human resources potential at the Bank. The preparation of HR Development Management was done in an integrated manner with reference to the long-term and annual corporate planning. The embodiment of HR Development Management's preparation was the development of Human Resource Management Guidelines at Bank Victoria.

The Human Resource Management Guidelines at Bank Victoria contained at the Human Capital Management Policies and Procedures which has been approved by the Board of Directors'

Keputusan Direksi No.035/SK-DIR/04/13 tanggal 30 April 2013 dan penambahannya dalam Surat Keputusan Direksi No.013/SK-DIR/09/14 tanggal 3 September 2014 tentang Pengkinian dan Penambahan Kebijakan dan Prosedur *Human Capital Management*.

Kebijakan dan Prosedur *Human Capital Management* (HCM) tersebut mengatur diantaranya adalah sebagai berikut:

BAB I : Struktur Organisasi HCM;
BAB II : Penerimaan Karyawan;
BAB III : Pelatihan Karyawan;
BAB IV : Pendidikan dan Pelatihan Direksi;
BAB V : Penilaian Karyawan;
BAB VI : Penggajian;
BAB VII : Mutasi dan Rotasi Karyawan;
BAB VIII : Promosi;
BAB IX : Demosi;
BAB X : Izin dan Cuti Karyawan;
BAB XI : Pinjaman Karyawan;
BAB XII : Alih Daya (*Outsourcing*);
BAB XIII : Pengunduran Diri Karyawan;
BAB XIV : Perjalanan Dinas;
BAB XV : Lain-Lain.

Decision Letter No.035/SK-DIR/04/13 dated 30 April 2013, and the addition in the Board of Directors' Decision Letter No.013/SK-DIR/09/14 dated 3 September 2014 on the Human Capital Management Policies and Procedures Update and Addition.

The Human Capital Management (HCM) Policies and Procedures was regulate among others as follows:

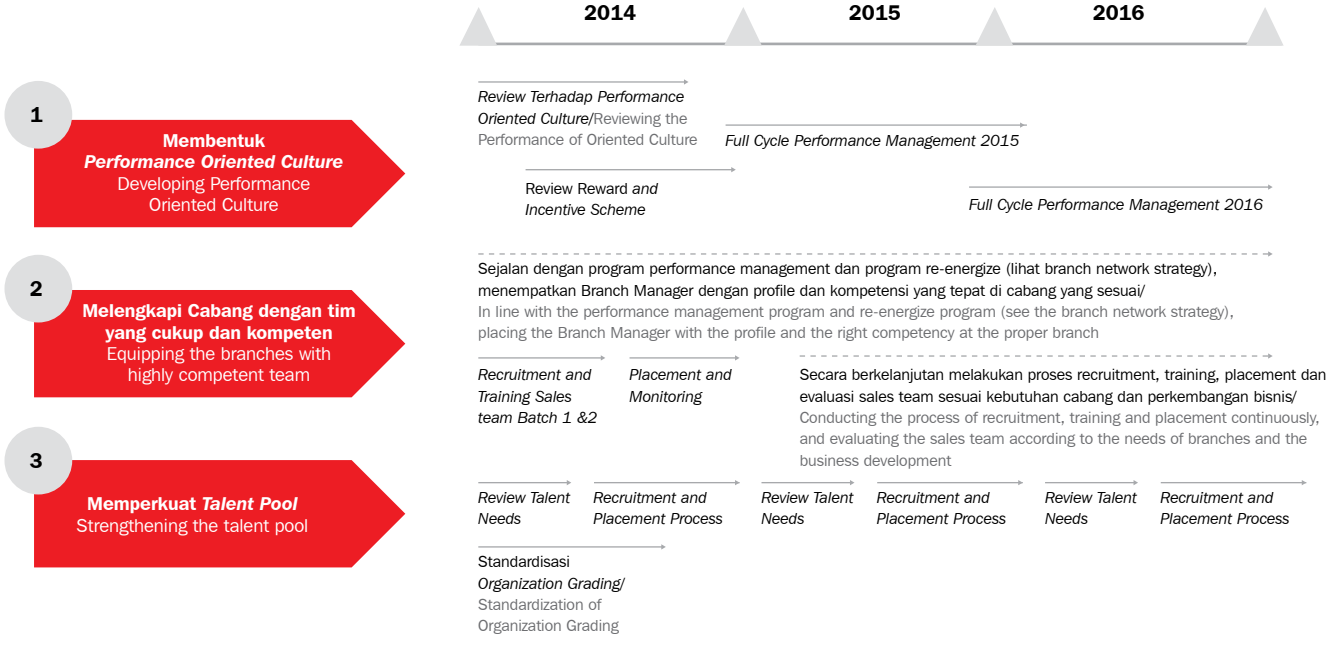
CHAPTER I : HCM Organizational Structure;
CHAPTER II : Employee Recruitment;
CHAPTER III : Employee Training;
CHAPTER IV : Education and Training of the Board of Directors;
CHAPTER V : Employee Appraisal;
CHAPTER VI : Payroll;
CHAPTER VII : Employee Mutations and Rotation;
CHAPTER VIII : Promotion;
CHAPTER IX : Demotion;
CHAPTER X : Employee Permission and Leaves;
CHAPTER XI : Employee Loan;
CHAPTER XII : Outsourcing;
CHAPTER XIII : Employee Resignation;
CHAPTER XIV : Business Travel;
CHAPTER XV : Others.

ROADMAP SUMBER DAYA MANUSIA

Adapun rencana *roadmap* 3 tahun ke depan untuk strategi pengembangan sumber daya manusia disampaikan dalam diagram dibawah ini.

HUMAN RESOURCES ROADMAP

The roadmap plan for human resource development strategy for the next 3 years described in the diagram below.



Secara umum, rencana pengembangan sumber daya manusia ke depan adalah menyiapkan *performance oriented* dan *high calibre personnel* sebagai *key driver* pertumbuhan bisnis yang prudent dan sesuai dengan asas-asas perbankan yang sehat. Adapun beberapa *key element strategy* yang akan diterapkan oleh Bank ke depannya adalah sebagai berikut :

- Membentuk *Performance Oriented Culture.*
  Menerapkan *Performance Management Process* di seluruh organisasi yang didukung oleh *key performance indicator* yang jelas dan transparan serta *reward mekanisme* yang kuat dan adil.

- Melengkapi Cabang dengan tim yang cukup dan kompeten.
  Menempatkan *Branch Manager* yang kompeten untuk memimpin Cabang dan didukung oleh *sales team* yang mencukupi dan kuat, serta didukung oleh *equipping program* yang berkelanjutan.

- Memperkuat *Talent Pool*.
  Menambah *talent pool* baik di Kantor Pusat maupun Cabang dengan profil dan kompetensi yang sesuai (*right number, right people*) yang didukung oleh organisasi yang baku (sebagai *baseline* untuk *recruitment* dan menciptakan *alignment equality*).

In general, the human resource development plan for the future is to prepare a performance oriented and high caliber personnel as a key driver for business growth that is prudent and in accordance with the principles of sound banking. As for some of the key element strategy to be applied by the Bank in the future are as follows:

- Establish a Performance-Oriented Culture
  Implement Performance Management Process throughout the organization supported by clear and transparent key performance indicators as well as a robust and fair reward mechanism.

- Fully equipped the Branches with a sufficient and competent team
  Appointed competent Branch Managers to lead the Branch and supported by a sufficient and strong sales team, also supported by sustainable equipping program.

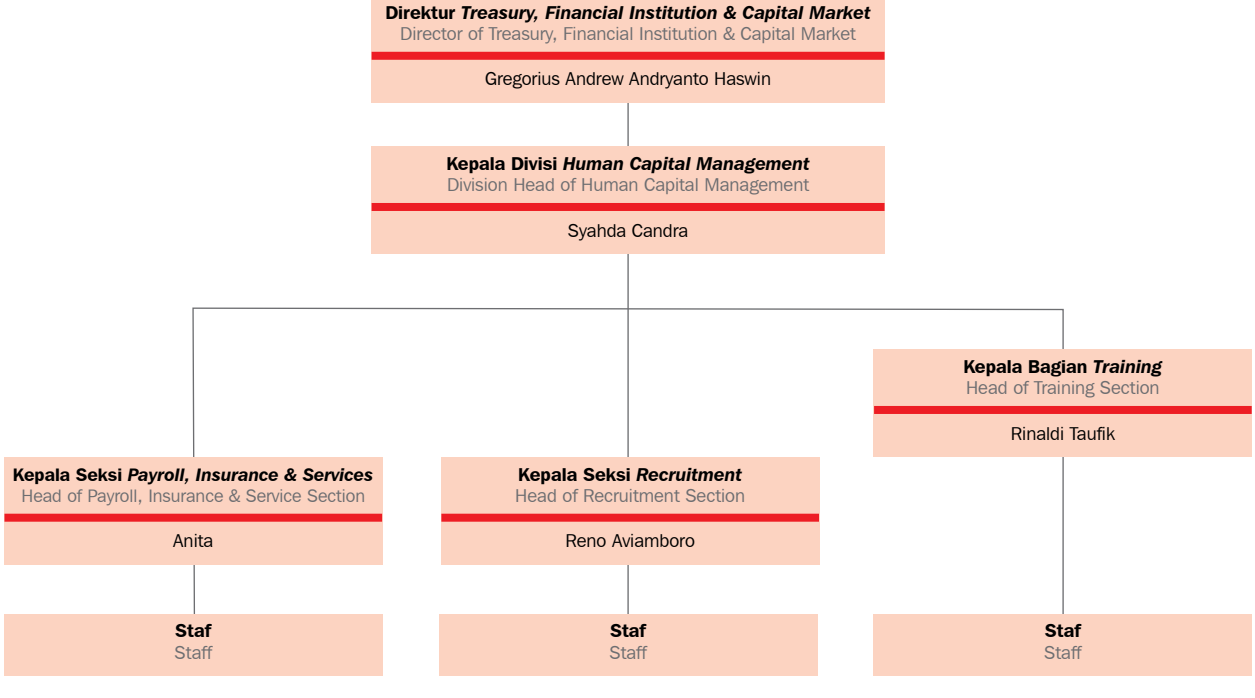
- Strengthening the Talent Pool
  Adding talent pool at the Head Office and Branch with appropriate profiles and competencies (right number, right people) supported by standardized organizations (as a baseline for recruitment and create alignment equality).

STRUKTUR PENGELOLA SDM

Pengelolaan SDM Bank Victoria dijalankan oleh Divisi *Human Capital Management* yang dipimpin oleh Syahda Candra sebagai Kepala Divisi *Human Capital Management*, dan berada di bawah tanggung jawab *Direktur Treasury, Financial Institution & Capital Market*. Tanggung jawab utama Divisi *Human Capital Management* adalah melakukan kegiatan pengelolaan sumber daya manusia di Bank Victoria. Struktur organisasi Pengelola SDM adalah sebagai berikut:

STRUCTURE OF HR MANAGEMENT

Bank Victoria's HR Management was executed by the Human Capital Management Division, led by Syahda Chandra as the Division Head of Human Capital Management, and under the Director of Treasury, Financial Institutions and Capital Markets. The main responsibility of the Human Capital Management Division is managing human resources in Bank Victoria. HR management organization structure is as follows:



PROFIL RINGKAS KEPALA DIVISI HCM

Adapun profil ringkas Ibu Syahda Candra dapat dilihat pada uraian Laporan Tata Kelola Perusahaan.

DIVISION HEAD BRIEF PROFILE HCMW

Brief profile of Ms. Syahda Chandra can be seen in the Good Corporate Governance Report.

FUNGSI DAN RUANG LINGKUP TUGAS DIVISI HCM

Fungsi serta luang lingkup tugas dari Divisi HCM adalah sebagai berikut:

HCM DIVISION FUNCTION AND SCOPE OF WORK

The functions and scope of work of the HCM Division is as follows:

Organisasi Organization	Fungsi Function	Ruang Lingkup Tugas Scope of Work
Unit kerja HCM HCM working unit	Sebagai unit kerja yang mengelola kebijakan di bidang kepegawaian. As a working unit that manages employment policy.	Mengelola, memonitor dan melaksanakan: Perencanaan, pengelolaan dan administrasi bidang rekrutmen, pendidikan dan pengembangan, administrasi gaji, kesejahteraan karyawan, dan pengadministrasian data karyawan. Manages, monitors and implements: Recruitment planning, management and administration, training and development program, salary administration, employee welfare, and administration of employee data.
Recruitment	Sebagai unit kerja yang membantu Kepala Divisi HCM dalam mengelola pelaksanaan rekrutmen/penempatan As a working unit that helps the Division Head of HCM in managing the recruitment/ placement execution	Mengusulkan, melaksanakan penerimaan dan penempatan karyawan, melakukan administrasi surat penerimaan dan mutasi, pengarsipan dokumentasi karyawan, pembuatan surat pengangkatan jabatan, dan pengadministrasian lainnya. Proposes, executes employee hiring and placement, administer the acceptance letter and transfer, archiving employee's documentation, prepares appointment letters, and other administrations.
Training	Sebagai unit kerja yang membantu Kepala Divisi HCM dalam mengelola pelaksanaan pendidikan dan pengembangan karyawan. As a working unit that helps the Division Head of HCM in managing the execution of employee's education and development.	Mengelola, merencanakan, dan mengadministrasi seluruh kegiatan yang berhubungan dengan pendidikan dan pengembangan karyawan seperti seminar, *training* baik intern maupun ekstern. Manages, plans, and administers all activities related to the employee's education and development such as seminars and training both internally and externally.
Payroll, Insurance & Services	Sebagai unit kerja yang membantu Kepala Divisi HCM dalam mengelola pelaksanaan imbalan/gaji dan kesejahteraan karyawan. As a working unit that helps the Division Head of HCM in managing the execution of the remuneration/salary and employee benefits process.	Mengelola dan melaksanakan kebijakan Direksi mengenai Gaji, Bonus, THR, Pajak Pph 21 dan 23, lembur, pinjaman, cuti, jamsostek dan asuransi kesehatan karyawan. Manages and executes the Board of Directors' policy regarding Salary, Bonus, THR, Tax Pph 21 and 23, overtime, loans, leave, social security and employee's health insurance.

REKRUTMEN SDM

Dalam rangka memenuhi standar formasi jabatan seiring dengan pertumbuhan unit bisnis Bank, Bank Victoria membutuhkan SDM yang baik dari sisi kualitas maupun kuantitas. Rekrutmen dilakukan dengan pertimbangan hasil analisis kebutuhan tenaga kerja berdasarkan permintaan dari unit kerja serta latar belakang dan keberagaman calon tenaga kerja berdasarkan pendidikan, pengalaman dan keahlian.

Rekrutmen SDM Bank Victoria dilakukan melalui rekrutmen internal dan eksternal. Proses rekrutmen dilakukan dengan

HRD RECRUITMENT

In order to meet the job formation standard along with the growth of the Bank's business units, Bank Victoria needs a good human resources both in terms of quality and quantity. Recruitment was done with consideration of the work force requirements analysis results based on the demand from the working units as well as the candidate's background and diversity in education, experience and expertise.

HR Recruitment at Bank Victoria was done through internal and external recruitment. The recruitment process was done by

membuka seluas-luasnya kesempatan rekrutmen dengan tidak membedakan suku, agama, ras dan antar golongan. Proses rekrutmen yang dilakukan oleh Bank Victoria dibagi menjadi dua cara, yaitu rekrutmen untuk karyawan organik dan rekrutmen untuk tenaga berpengalaman.

opening recruitment opportunities as widest as possible with no distinction of clan, religion, race and inter-group. The recruitment process conducted by Bank Victoria was divided into two ways, organic employee recruitment and experienced personnel recruitment.

Berdasarkan SK Direksi No.013/SK-DIR/09/14, kelompok tenaga kerja yang direkrut dapat meliputi:

- Organik;
- Kontrak;
- *Outsourcing*.

Under the Board of Directors' Decree Letter No.013/SK-DIR/09/14, recruited work force may include:

- Organic;
- Contract;
- Outsourcing.

Proses rekrutmen karyawan yang dilakukan oleh Bank Victoria terdiri dari tahapan-tahapan sebagai berikut:

Employee recruitment process conducted by Bank Victoria consists of the following stages.

No	Tahapan Stages	Uraian Description
1.	Mengidentifikasi jabatan yang lowong dan kebutuhan tenaga kerja Identifying job occupancy and the needs of employees	Proses rekrutmen dimulai saat adanya bidang pekerjaan baru di perusahaan, karyawan dipindahkan atau dipromosikan ke posisi lain, mengajukan permintaan pengunduran diri, adanya PHK, dll. Dengan melihat dinamika dari beberapa hal tersebut dan mencocokkannya dengan perencanaan sumber daya manusia yang sudah tersusun maka akan diketahui jabatan apa saja yang sedang lowong dan berapa jumlah tenaga kerja yang dibutuhkan untuk mengisi jabatan tersebut. Recruitment process starts when there is a need in new jobs at the company, transfers of employees, promotion of employees to other positions, resignation of employees, and termination of employment, etc. Considering such dynamic factors, a well-structured human resource will enable the identification of types of vacant jobs, and the number of employees required for filling the vacant positions.
2.	Mencari informasi jabatan melalui analisis jabatan Seeking job information through job analysis	Untuk memperoleh uraian jabatan *(job description)* dan spesifikasi jabatan *(job spesification)* sebagai landasan dalam membuat persyaratan jabatan. Bank menerapkan sistem persyaratan jabatan secara hati-hati dan sejelas mungkin sehingga dalam penerapannya kandidat yang didapatkan benar-benar sesuai dengan yang diperlukan. To obtain job description and job specification as a basis in setting out job requirements, the Bank appliesthe system of job requirement carefully and as clearly as possible. So that, candidates selected will really meet the requirements.
3.	Menetapkan sumber, media, dan sarana untuk mendapatkan kandidat yang tepat Determining sources, media and tools to select the right candidates	Terdapat dua alternatif untuk mencari kandidat yakni dari dalam perusahaan atau dari luar perusahaan. Jika diambil dari dalam, apabila kebutuhan staf untuk masa yang akan datang telah direncanakan, maka perlu juga diketahui siapa kira-kira karyawan yang ada saat ini yang dapat dipindahkan atau dipromosikan. Jika kandidat harus dicari dari luar perusahaan maka perlu dipertimbangkan dengan cermat metode rekrutmen yang tepat untuk mendapatkan kandidat tersebut. There are two alternatives to select candidates, from inside or outside of the company. Candidates will be selected from inside of the company if the need in employees for the future had been planned. Thus, it is necessary to find out current employees who will possibly be transferred or promoted. If candidates have to be selected from outside of the company it will be necessary to consider carefully the proper recruitment method to select such candidates.
4.	Memilih metode-metode proses rekrutmen yang tepat Selecting the accurate method of recruitment process	Ada banyak metode rekrutmen yang dapat dipilih oleh Bank dalam melakukan rekrutmen seperti iklan, *employee referrals, walk-ins and write-ins, head hunter,* lembaga pendidikan, dan berbagai sumber lain. Bank juga dapat memilih lebih dari satu metode, tergantung situasi dan kondisi yang terjadi saat itu. There are a number of recruitment methods that can possibly be selected in recruitment process, such as : advertisement, employee referrals, walk-ins and write-ins, head hunter, education institution and other sources. The Bank may also select more than one method depending on situation and condition at that specific of time.

No	Tahapan Stages	Uraian Description
5.	Memanggil kandidat-kandidat yang dianggap memenuhi persyaratan jabatan. Calling eligible candidates	Mengumpulkan berkas-berkas lamaran kandidat, dan meminta kandidat untuk mengisi formulir lamaran pekerjaan yang telah disediakan untuk selanjutnya diproses dalam tahap seleksi. This is the process of collecting candidate application files and requesting candidates to fill out the job application forms having been provided for further steps of selection.
6.	Menyaring dan menyeleksi kandidat Screening and selecting candidates	Prosedur seleksi perlu dilakukan karena: 1) pelaksanaan tugas pada jabatan yang akan diisi memerlukan ciri-ciri fisik dan psikis tertentu yang tidak dimiliki oleh setiap orang; 2) ada lebih banyak kandidat yang tersedia dibandingkan jumlah jabatan yang akan diisi. Ada banyak teknik atau metode seleksi yang digunakan oleh Bank dalam menyaring karyawan. Hal terpenting untuk diperhatikan adalah bahwa masing-masing teknik seleksi mengukur karakteristik tertentu, sehingga akan memberi informasi yang berbeda-beda mengenai kandidat. The selection procedure is necessarily required as the following reasons : 1) the job requirement for a vacant position would require specific physical traits that may not possibly be acquired by any person; 2) there are more available candidates as compared with the number of vacant jobs. There are many selection techniques or methods applied by the Bank in selecting its employees. The most important factor that has to be taken into account is that each selection technique will measure a particular characteristic. So that, it will result in different information on each candidates.

SKEMA REKRUTMEN KARYAWAN

Pemilihan suatu teknik/metode sebagai *predictor* dalam prosedur seleksi sangat tergantung pada: ciri-ciri pekerjaan, validitas dan reliabilitas metode, persentase calon yang terseleksi, dan biaya penggunaan teknik tertentu. Bank menggunakan teknik seleksi sebagai berikut :

- Mengisi formulir lamaran, data biografi, referensi dan rekomendasi;
- Tes kemampuan dan kepribadian;
- Wawancara oleh HRD dan *End User*;
- Tes fisik/fisiologis dan tes simulasi pekerjaan (untuk posisi-posisi tertentu);
- *Assessment* oleh pihak independen (eksternal).

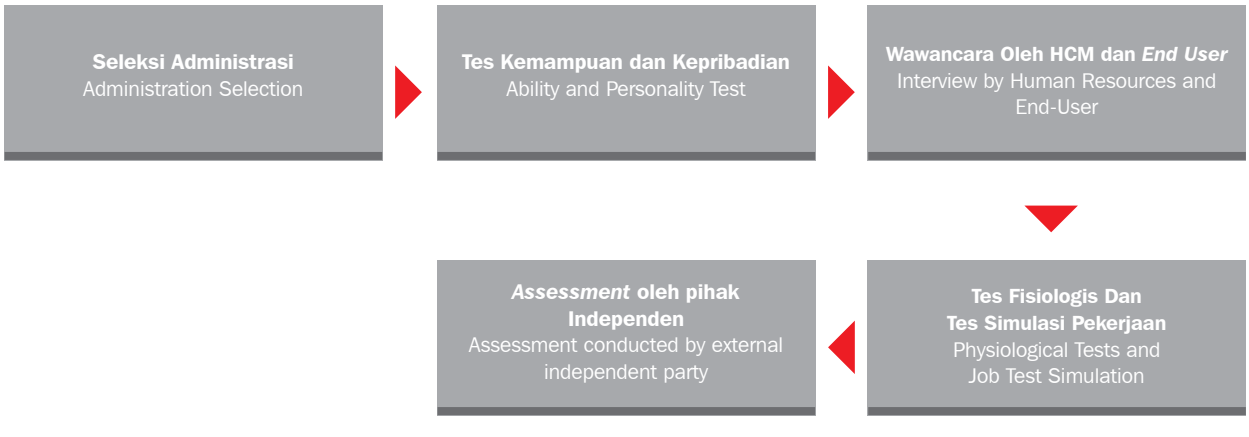
Berikut adalah skema proses rekrutmen yang berlaku di Bank Victoria.

EMPLOYEE RECRUITMENT SCHEME

Selecting a technique/method as a predictor in the selection procedure will greatly depend on: characteristic of jobs, validity and reliability of method, percentage of selected candidates, and cost of particular technique applied. The Bank applies the following selection technique :

- Filling out application forms, personal data, reference and recommendation;
- Ability and personality tests;
- Interview by Human Resources and End-User;
- Physical/physiological tests and job test simulation (for specific positions);
- Assessment would be conducted by external independent party;

Here is the recruitment process scheme at Bank Victoria.



PENGEMBANGAN KOMPETENSI SDM

Pengembangan kompetensi SDM dilakukan untuk memastikan ketersediaan SDM yang andal dalam menjalankan aktivitas bisnis Bank Victoria. Bagi calon karyawan yang baru direkrut. Bank telah mempersiapkan berbagai program pelatihan sesuai tingkat pendidikan, dengan target menyiapkan calon karyawan agar menguasai tugas-tugas dasar dalam penyelenggaraan usaha perbankan, khususnya juga peningkatan kualitas pelayanan (*service excellence*), sedangkan untuk karyawan yang sudah berkarya, Bank konsisten menyelenggarakan berbagai program pelatihan untuk meningkatkan kompetensi SDM.

Salah satu media pengembangan kompetensi SDM adalah melalui pemberdayaan program pendidikan dan pelatihan. Program pendidikan dan pelatihan bagi karyawan didasarkan pada kebutuhan pengembangan individu untuk menunjang keberhasilan kinerja dan karir. Selain itu, program pendidikan dan pelatihan selalu disesuaikan dengan Rencana Pelatihan Tahunan yang disusun berdasarkan *Training Need Analysis* semata-mata dalam rangka pemenuhan kebutuhan dan tuntutan profesi/ sertifikasi. Bank memandang pengembangan kompetensi SDM sebagai investasi jangka panjang yang akan memberikan dampak nyata bagi peningkatan kinerja Bank di masa mendatang

Bank Victoria selalu memastikan untuk memberikan kesempatan yang sama kepada seluruh karyawan dalam mendapatkan program pendidikan dan pelatihan. Penetapan keikutsertaan karyawan dalam keseluruhan program pengembangan kompetensi tersebut ditentukan oleh kebutuhan Bank dan karyawan dengan memperhatikan kesetaraan gender dan persamaaan kesempatan kepada seluruh karyawan.

Berbagai program pendidikan dan pelatihan yang dilakukan Bank pada tahun 2014, mencakup:

1. *Workshop/Training,* diselenggarakan sebanyak 104 kali
2. Seminar, diselenggarakan sebanyak 48 kali
3. Sertifikasi, diselenggarakan sebanyak 16 kali

Selain itu, di 2014 Bank juga telah menyelenggarakan *Training Development Program* yang bertujuan untuk mempersiapkan karyawan menjadi calon pemimpin di Bank Victoria. *Training Development Program* yang dimaksud adalah sebagai berikut:

1. *Business Development Program* (BDP) *Batch* 1 tanggal 6 Februari 2014 yang diikuti oleh 15 orang karyawan;
2. *Business Development Program* (BDP) *Batch* 2 tanggal 9 Juni 2014 yang diikuti oleh 12 orang karyawan;
3. *Account Officer Development Program* (AODP) tanggal 14 Maret 2014 yang diikuti oleh 30 orang karyawan.

Secara rinci, realisasi program pendidikan dan pelatihan SDM Bank Victoria di 2014 sebagai berikut:

HR COMPETENCY DEVELOPMENT

HR competency development was done to ensure the availability of reliable human resources in carrying out Bank Victoria's business activities. The Bank has prepared various Training Programs for newly recruited employees according to the level of education aiming at the target for preparing the candidates to master the basic tasks in banking operation, in particular for the improvement of service quality (service excellent). Meanwhile, for permanent employees, the Bank consistently conducts various training programs for improving HR competency.

One of many HR competence development media was done through the empowerment of education and training programs. Education and training program for employees were based on individual development needs to support their performance and career. In addition, the education and training programs are always tailored on Annual Training Plan previously set based on Training Need Analysis which is merely for the purpose of fulfilling needs and demands on profession/certificates. The Bank has overseen that HR competency development is a long-term investment that will create a real impact for performance improvement of the Bank in the future.

Bank Victoria always makes sure to give equal opportunity to all employees in obtaining education and training programs. Employees who participate in the overall development of these competencies are determined by the Bank's and employee's needs with respect to gender equality and equal opportunity for all employees.

A variety of education and training programs have been conducted by the Bank in 2014, include:

1. Workshop/Training, conducted as many as 104 times
2. Seminars, held as many as 48 times
3. Certification, conducted as many as 16 times

In addition, the Bank also has organized Training Development Program in 2014 which aimed to prepare employees to be future leaders in Bank Victoria. Training Development Program in question was as follows:

1. 1. Business Development Program (BDP) Batch 1 dated 6 February 2014, followed by 15 employees;
2. 2. Business Development Program (BDP) Batch 2 dated 9 June 2014, followed by 12 employees;
3. 3. Account Officer Development Program (AODP) dated 14 March 2014, followed by 30 employees.

The following was the detail of the implementation of education and training programs at Bank Victoria in 2014:

TRAINING
TRAINING

No	Nama Kegiatan Activities	Tanggal Kegiatan Date	Penyelenggara Organizer	Jumlah Peserta Total Participant
1.	*Beauty Class Frontliner Surabaya*	27/01/2014	Sari Ayu – Martha Tilaar	4
2.	*Attitude Towards Success*	08/02/2014	Blessings Consulting	70
3.	*Beauty Class Batch III*	08/02/2014	Sari Ayu – Martha Tilaar	114
4.	Surat Kredit Berdokumen Dalam Negeri/Domestic Documented Letter of Credit	15/02/2014	International Chamber Of Commerce (ICC)	40
5.	Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APUPPT) Batch I Anti Money Laundering and Counter Terrorism Financing (AMLCTF) Batch I	14/02/2014	Latih Daya Kreasi Insani (LDKI)	50
6.	Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APUPPT) Batch II Anti Money Laundering and Counter Terrorism Financing (AMLCTF) Batch II	22/02/2014	Latih Daya Kreasi Insani (LDKI)	60
7.	Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APUPPT) Batch III Anti Money Laundering and Counter Terrorism Financing (AMLCTF) Batch III	01/03/2014	Latih Daya Kreasi Insani (LDKI)	60
8.	*Review Work With Pasion*	01/03/2014	Freedom of Life	110
9.	*Right Service Attitude*	08/03/2014	Blessings Consulting	63
10	Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APUPPT) Batch IV Anti Money Laundering and Counter Terrorism Financing (AMLCTF) Batch IV	08/03/2014	Latih Daya Kreasi Insani (LDKI)	75
11.	*Basic Wealth Management*	15/03/2014	PT Kalpata Mandiri Konsultan	22
12.	*Basic Wealth Management*	25/04/2014	PT Kalpata Mandiri Konsultan	22
13.	*Basic Wealth Management*	16/04/2014	PT Kalpata Mandiri Konsultan	22
14.	*Good Corporate Governance*	26/04/2014	Wilson Arafat	33
15.	*Customer Experience*	10/05/2014	Bank Victoria	110
16.	*Advance* Analisis Kredit Advance Credit Analysis	10/05/2014	PT Edcore	40
17.	*Anti Fraud Corruption and Whistleblower Batch III*	07/06/2014	Bank Victoria - Team Biro Hukum	50
18.	Pemahaman Terhadap Laporan Keuangan, Modal Kerja & Investasi Batch I Financial Statement, Working Capital, & Investment Comprehension Batch I	06/06/2014	Bank Victoria	30
19.	Pelatihan Satpam Security Training	14/06/2014	Bank Victoria	30
20.	Surat Kredit Berdokumen Dalam Negeri Batch II Domestic Documented Letter of Credit Batch II	14/06/2014	Jejaring 99	35
21	*Basic Wealth Management Sesi I*	21/06/2014	PT Kalpata Mandiri Konsultan	33
22	Surat Kredit Berdokumen Dalam Negeri Batch III Domestic Documented Letter of Credit Batch III	21/06/2014	Jejaring 99	35
23	Pemeriksaan Analisis Kredit Sesi I Credit Analysis Examination Session I	07/06/2014	Latih Daya Kreasi Insani (LDKI)	35
24	*Anti Fraud Corruption and Whistleblower*	07/06/2014	Bank Victoria - Team Biro Hukum	47
25	Surat Kredit Berdokumen Dalam Negeri Batch I Domestic Documented Letter of Credit Batch I	07/06/2014	Jejaring 99	33
26	*Anti Fraud Corruption and Whistleblower*	17/06/2014	Bank Victoria - Team Biro Hukum	50

No	Nama Kegiatan Activities	Tanggal Kegiatan Date	Penyelenggara Organizer	Jumlah Peserta Total Participant
27	Pemahaman Terhadap Laporan Keuangan, Modal Kerja & Investasi Batch II Financial Statement, Working Capital, & Investment Comprehension Batch II	13/06/2014	Bank Victoria	30
28	Pemahaman Terhadap Laporan Keuangan, Modal Kerja & Investasi Batch III Financial Statement, Working Capital, & Investment Comprehension Batch III	29/08/2014	Bank Victoria	30
29	*Basic Wealth Management Sesi II*	13/06/2014	PT Kalpata Mandiri Konsultan	30
30	Pemeriksaan Analisis Kredit Sesi II Credit Analysis Examination Session II	13/06/2014	Latih Daya Kreasi Insani (LDKI)	35
31	*Anti Fraud & Whistle Blower Batch I - Teller*	09/08/2014	Bank Victoria - Team Biro Hukum	49
32	*Anti Fraud & Whistle Blower Batch II - Teller*	16/08/2014	Bank Victoria - Team Biro Hukum	48
33	*Anti Fraud & Whistle Blower Batch III - Teller*	30/08/2014	Bank Victoria - Team Biro Hukum	50
34	Strategi Praktis Penguasaan Aspek Hukum Dalam Pengelolaan Kredit & SKBDN LC Sesi 1 Practical Strategies of Legal Aspects Mastery In Credit Management & SKBDN Session I	23/08/2014	Determinasi Lintas Strategis Pro (DLS Pro)	45
35	*Anti Fraud & Whistle Blower Batch I - Customer Service*	23/08/2014	Bank Victoria - Team Biro Hukum	47
36	Analisis Proses Penerimaan & Transaksi Keuangan Nasabah Serta Mekanisme Pelaporannya Batch I Acceptance Process & Customer Financial Transaction Analysis as well as Reporting Mechanisms Batch I	06/09/2014	Bank Victoria - Team Kepatuhan	59
37	*Anti Fraud & Whistle Blower Batch II - Customer Service*	06/09/2014	Bank Victoria - Team Biro Hukum	47
38	*Train The Trainers Batch I & II Sesi I*	20/09/2014	Service Quality Centre Institute (SQCI)	17
39	Pelatihan Satpam Security Training	20/09/2014	Bank Victoria	30
40	Analisis Proses Penerimaan & Transaksi Keuangan Nasabah Serta Mekanisme Pelaporannya Batch II Acceptance Process & Customer Financial Transaction Analysis as well as Reporting Mechanisms Batch II	20/09/2014	Bank Victoria - Team Kepatuhan	77
41	Refresment Sertifikasi Manajemen Risiko Risk Management Certification Refreshment	20/09/2014	Risk Management International (RMI)	42
42	*Train The Trainers Batch I & II Sesi II*	27/09/2014	Service Quality Centre Institute (SQCI)	17
43	Analisis Proses Penerimaan Acceptance Process Analysis	27/09/2014	Bank Victoria - Team Kepatuhan	62
44	Pendalaman Materi Sertifikasi Manajemen Risiko Level 1 - Sesi I In Depth Training of Risk Management Certification Material Level 1 – Session 1	11/10/2014	PT Arfaidhams Secrets	40
45	*Training Product Bancassurance*	15/10/2014	PT Manulife	48
46	*Persuasive Coaching With NLP Sesi 1*	11/10/2014	Rumah Manusia	25
47	*Persuasive Coaching With NLP Sesi 2*	18/10/2014	Rumah Manusia	25
48	Training Karyawan Baru Bandung New Employee Training - Bandung	15/09/2014	Bank Victoria	24
49	Pendalaman Materi Sertifikasi Manajemen Risiko Level 1 - Sesi 2 In Depth Training of Risk Management Certification Material Level 1 – Session 2	18/10/2014	PT Arfaidham Secret	40
50	*Training Beauty Class*	15/10/2014	Sari Ayu – Martha Tilar	14
51	*Basic Wealth Management*	06/10/2014	PT Manulife	46
52	*Training Product Knowledge Sesi 1*	18/10/2014	Bank Victoria	55

No	Nama Kegiatan Activities	Tanggal Kegiatan Date	Penyelenggara Organizer	Jumlah Peserta Total Participant
53	Training Operasional Karyawan KC Bandung Operational Employee Training KC Bandung	13/10/2014	Bank Victoria	24
54	Training Operasional Corporate Culture dan Anti Fraud KC Bandung	06/10/2014	Bank Victoria	24
55	Training Penilaian Agunan Bagi Bisnis Perkreditan Bank Batch 1 & 2 sesi 1 Collateral Assessment for Bank Lending Business Training Batch 1 & 2 Session 1	01/11/2014	PT Arfaidhams Secret	91
56	*Training Product Knowledge Sesi 2*	01/11/2014	Bank Victoria	55
57	Training Penilaian Agunan Bagi Bisnis Perkreditan Bank Batch 1 & 2 sesi 2 Collateral Assessment for Bank Lending Business Training Batch 1 & 2 Session 2	08/11/2014	PT Arfaidhams Secret	85
58	Training Refreshment Manajemen Risiko Risk Management Refreshment Training	08/11/2014	PT Arfaidhams Secret	16
59	*Training Service Excellence - Customer Service Batch 1 & 2 Sesi 1*	08/11/2014	PT Diaspora	73
60	*Training Service Excellence - Customer Service Batch 1 & 2 Sesi 2*	15/11/2014	PT Diaspora	72
61	*Training Selling and Negotiation Skill Sesi I - Customer Service*	28/11/2014	PT Diaspora	62
62	*Training Communication Skill and Selling Skill Sesi I – Teller*	28/11/2014	PT Diaspora	86
63	Training Manajerial Skill & Leadership - Kepala Operasional/Managerial Skill & Leadership Training – Operational Head	28/11/2014	PT Diaspora	66
64	Training Account Officer (Basic Analisis Kredit)/ Account Officer Training (Basic Credit Analysis)	28/11/2014	PT Edcore	89
65	*Training Funding Officer (Selling and Communication Skill)*	28/11/2014	PT Edcore	89
66	*Training Service Excellence - Customer Service Batch 3 & 4 Sesi 11*	22/11/2014	PT Diaspora	72
67	Training Pendalaman Materi Sertifikasi Manajemen Risiko Level 2/In Depth Training of Risk Management Certification Material Level 2	22/11/2014	PT Arfaidham Secrets	43
68	Training Pelatihan Satpam/Security Training	22/11/2014	Bank Victoria	113
69	Training Penilaian Agunan Bagi Bisnis Perkreditan Bank Batch 1 & 2 Sesi 2/Collateral Assessment for Bank Lending Business Training Batch 1 & 2 Session 2	22/11/2014	PT Arfaidhams Secret	91
70	*Training Selling and Negotiation Skill Sesi II*	05/12/2014	PT Diaspora	62
71	*Training Communication Skill and Selling Skill Sesi II – Teller*	05/12/2014	PT Diaspora	62
72	*Training Manajerial Skill and Leadership* – KaOps/ Managerial Skill and Leadership Training - Operational Head	05/12/2014	Blessing Consulting	103
73	Training Pengetahuan Umum Tentang Bank Devisa - Dirkom, Kadiv, Kepala Area/General Knowledge Training on Exchange Bank– BOC, BOD, Division Head, Area Head	05/12/2014	PT BNI Tbk.	128
74	Training Pengetahuan Umum Tentang Bank Devisa - Div Treasury, FI, Sisdur, Kepatuhan, SKAI/General Knowledge Training on Exchange Bank – Treasury Division, FI, System & Procedure, Compliance, Internal Audit	05/12/2014	PT BNI Tbk.	53
75	Training Pengetahuan Umum Tentang Bank Devisa - Account Officer/General Knowledge Training on Exchange Bank– Account Officer	05/12/2014	PT Arfaidham Secrets	89

No	Nama Kegiatan Activities	Tanggal Kegiatan Date	Penyelenggara Organizer	Jumlah Peserta Total Participant
76	Training Pengenalan Transaksi Valuta Asing - Dirkom, Kadiv, Kepala Area/Introduction to Foreign Exchange Transaction – BOC, BOD, Division Head, Area Head	05/12/2014	PT BNI Tbk.	128
77	Training Pengenalan Transaksi Valuta Asing - Div Treasury, FI, Sisdur, Kepatuhan, SKAI/Introduction to Foreign Exchange Transaction – Treasury Division, FI, System & Procedure, Compliance, Internal Audit	05/12/2014	PT BNI Tbk.	53
78	Training Pengenalan Transaksi Valuta Asing - Account Officer/Introduction to Foreign Exchange Transaction – Account Officer	05/12/2014	PT Arfaidham Secrets	89
79	Training Penilaian Agunan Bagi Bisnis Perkreditan Bank Batch 1 & 2 Sesi 1/Collateral Assessment for Bank Lending Business Training Batch 1 & 2 Session 1	15/12/2014	PT Arfaidham Secrets	91
80	Training Perdagangan Valuta Asing (Bank Notes) - Dirkom, Kadiv, Kepala Area/Foreign Exchange Transaction (Bank Notes) Training - BOC, BOD, Division Head, Area Head	12/12/2014	PT BNI Tbk.	128
81	Training Perdagangan Valuta Asing (Bank Notes) - Div Treasury, FI, Sisdur, Kepatuhan, SKAI/Foreign Exchange Transaction (Bank Notes) Training - Treasury Division, FI, System & Procedure, Compliance, Internal Audit	12/12/2014	PT BNI Tbk.	53
82	Training Perdagangan Valuta Asing (Bank Notes) - Account Officer/Foreign Exchange Transaction (Bank Notes) Training - Account Officer	12/12/2014	PT Arfaidham Secrets	89
83	Training Remittance Valuta Asing - Dirkom, Kadiv, Kepala Area/Foreign Exchange Remittance Training - BOC, BOD, Division Head, Area Head	12/12/2014	PT BNI Tbk.	128
84	Training Remittance Valuta Asing - Div Treasury, FI, Sisdur, Kepatuhan, SKAI/Foreign Exchange Remittance Training - Treasury Division, FI, System & Procedure, Compliance, Internal Audit	12/12/2014	PT BNI Tbk.	53
85	Training Remittance Valuta Asing - Account Officer/ Foreign Exchange Remittance Training - Account Officer	12/12/2014	PT Arfaidham Secrets	89
86	Training Perdagangan Internasional (Eksport & Import) - Dirkom, Kadiv, Kepala Area/International Commerce Training (Export & Import) - BOC, BOD, Division Head, Area Head	12/12/2014	PT BNI Tbk.	128
87	Training Perdagangan Internasional (Eksport & Import) - Div Treasury, FI, Sisdur, Kepatuhan, SKAI/International Commerce Training (Export & Import) - Treasury Division, FI, System & Procedure, Compliance, Internal Audit	12/12/2014	PT BNI Tbk.	53
88	Training Perdagangan Internasional (Eksport & Import) - Account Officer/International Commerce Training (Export & Import) - Account Officer	12/12/2014	PT Arfaidham Secrets	89
89	Training Atas Upgrade Core Banking Versi 2.03 dan ITM 4.3/Upgrade Core Banking Version 2.03 and ITM 4.3 Training	26/11/2014	Bank Victoria	15
90	Training Pendalaman Materi Manajemen Risiko Level 2/In Depth Training on Risk Management Material Level 2	29/12/2014	PT Arfaidham Secrets	43
91	Training Service Excellence - Customer Service Batch 3 & 4 Sesi 2	29/12/2014	PT Diaspora	72
92	Training Refreshment Sertifikasi Manajemen Risiko Level Eksekutif Risk Management Certification Refreshment Training – Executive Level	10/12/2014	PT Arfaidham Secrets	5
93	*Training Fraud Corruption & Whistleblower Customer Service Batch 3*	06/12/2014	Bank Victoria	38
94	Training Penilaian Agunan Bagi Bisnis Perkreditan Bank Batch 3 & 4/Collateral Assessment for Bank Lending Business Training Batch 3 & 4	06/12/2014	PT Arfaidham Secrets	91

No	Nama Kegiatan Activities	Tanggal Kegiatan Date	Penyelenggara Organizer	Jumlah Peserta Total Participant
95	Training Penerapan Program APU – PPT Batch 1/APU Program Implementation Training – PPT Batch 1	06/12/2014	Ekuilibrium dan Team Kepatuhan	50
96	Training Penerapan Program APU – PPT Kantor Cabang Bandung/APU Program Implementation Training – PPT Bandung Branch Office	20/12/2014	Bank Victoria	24
97	Training Anti Fraud, Implementation & Strategy of 4 Pilar GCG & Togetherness For Sustainable Growth	20/12/2014	Rumah Manusia dan Bank Vicroria	60
98	Training Penerapan Program APU – PPT Batch 2/APU Program Implementation Training – PPT Batch 2	13/12/2014	Ekuilibrium dan Team Kepatuhan	50
99	Penilaian Agunan Bagi Bisnis Perkreditan Bank Batch 3 & 4/Collateral Assessment for BankLending Business Training Batch 3 & 4	13/12/2014	PT Arfaidham Secrets	91
100	*Training Fraud Corruption & Whistle Blower, Implementation of Risk Based Approach (RBA), Togetherness For Sustainable Growth*	13/12/2014	PT Arfaidham Secrets	91
101	Training Analisis Kredit/Credit Analysis Training	24/12/2014	Edcore	89
102	*Training Good Corporate Governance*	24/12/2014	PT Arfaidham Secrets	103

TRAINING PUBLIK/SEMINAR
TRAINING PUBLIC/SEMINAR

No	Nama Kegiatan Activities	Tanggal Kegiatan Date	Penyelenggara Organizer	Jumlah Peserta Total Participant
1.	*Writing Policies and Procedures*	20/01/2014	Seminarku	1
2.	*Teknik Investigasi Fraud Berdasarkan Best Practice* Fraud Investigation Technique Based on Best Practice	22/01/2014	Risk Management Guard (RMG)	1
3.	Analisis aspek hukum agraria & Sengketa tanah Analysis on Land Disputes and Agrarian Legal Aspects	22/01/2014	Mitra Energy	1
4.	*Information Technology Insfrastructure Library*	08/01/2014	eNetwork	1
5.	*Training Waperd*	07/2/2014	Artha Learning	18
6.	*Training Waperd*	07/2/2014	Artha Learning	1
7.	*Workshop Mdaemon Mail Server Paket Basic*	19/2/2014	Duta Service Indo	1
8.	Sertifikasi AAJI AAJI Certification	25/02/2014	Asosiasi Asuransi Jiwa Indonesia (AAJI)	1
9.	*Retail Banker International Asia Trailblazer Summit & Awards*	13/03/2014	Finnova	1
10	Rapat Tahunan Prima Prima Annual Meeting	20/04/2014	PT Rintis Sejahtera	2
11.	*Profesional Debt Collection Skills*	10/04/2014	M-Knows Learning	1
12.	*Java SE7 Fundamentals*	15/04/2014	Artes Solusindo	1
13.	*Seminar COSO 2013 : Translating Principles into Actions*	24/04/2014	Indonesia Institute Of Audit Committee	1
14.	*Investigative Interview Skills*	29/04/2014	Association of Certified Fraud Examiner (ACFE)	1
15.	*Trade and Payment Seminar (Transport+Uang Saku)*	24/04/2014	PT BNI Tbk.	1
16.	Sertifikasi AAJI/AAJI Certification	23/05/2014	Asosiasi Asuransi Jiwa Indonesia (AAJI)	1
17.	Implementasi Penyusunan Profil Risiko dengan Benar & Cepat The Implementation of a Correct and Fast Risk Profile Preparation	21/05/2014	InfoBank	2

No	Nama Kegiatan Activities	Tanggal Kegiatan Date	Penyelenggara Organizer	Jumlah Peserta Total Participant
18.	*Biaya Training Feasibility Study* oleh Proxsis Consulting Group Feasibility Study Training Cost by Proxsis Consulting	19/05/2014	Proxsis Consulting Group	1
19.	Pelatihan Kewaspadaan dan Tantangan Bank Bank Awareness and Challenges Training	21/05/2014	Forum Komunikasi Direkstur Kepatuhan Perbankan (FKDKP)	1
20.	*Understanding Bank's Enterprise Risk Management to Comply With New Bank Indonesia Regulation, ICAAP and Basel III*	19/06/2014	BARa	1
21	*Human Resources Professional Management*	23/06/2014	Suluh Prima Target	1
22	Mastering VMWare VSphere 5.1	23/06/2014	PT Andalan Nusantara Teknologi	1
23	Training Computer User Support	09/07/2014	PT Andalan Nusantara Teknologi	1
24	APU dan PPT/APU and PPT	11/09/2014	Risk Management International	2
25	Training Kesalahan Utama dan Solusi Lengkap Implementasi PSAK55 Training on Main Mistake and Full Solution of PSAK 55 Implementation	11/09/2014	Determinasi Lintas Strategis Pro (DLS Pro)	2
26	Undangan Forum Diskusi Eksekutif I Executive Discussion Forum I Invitation	10/10/2014	Bank BNP	1
27	Forum Diskusi Eksekutif Human Capital Perbankan Indonesia - H. Trans Luxury Bandung Indonesian Banking Human Capital Executive Discussion Forum - H. Trans Luxury Bandung	10/10/2014	Forum Human Capital Perbankan Indonesia (FHCPI)	1
28	Audit Kredit Bank Bank Credit Audit	16/10/2014	Risk Management International (RMI)	1
29	Training Analisis Lingkungan Hidup Environment Analysis Training	7/10/2014	Otoritas Jasa Keuangan (OJK)	2
30	Pelatihan Kebersamaan Forum Komunikasi Kliring Jakarta Togetherness Training for Clearing Communication Forum - Jakarta	25/10/2014	Bank Indonesia	2
31	Pertemuan Tahunan Peserta Jaringan Prima Prima Network Participant Annual Meeting	20/10/2014	PT Rintis Sejahtera	2
32	HUT Perkaja Perkaja Aniversary	15/11/2014	Perkaja	4
33	Training APU dan PPT APU and PPT Training	25/10/2014	Global Manajemen Asia	1
34	Workshop Mendeteksi Indikasi Fraud dan Kesalahan Melalui Penelaahan Laporan Keuangan Workshop on Detecting Fraud and Error Indication Through the Study of Financial Statements	01/11/2014	Risk Management International (RMI)	1
35	*Training Strategic Marketing Planning*	12/11/2014	MarkPlus Institute	1
36	Sosialisasi Lembaga Keuangan Bukan Bank Umum (LKBBU) Non Commercial Bank Financial Institution Socialization	13/11/2014	Lembaga Penjamin Simpanan (LPS)	1
37	Penerapan Manajemen Risiko Operasional Bank yg Efektif The Implementation of an Effective Bank Operation Risk Management	20/11/2014	Risk Management International (RMI)	3
38	*Training Interpersonal and Communication Skills Through Everything*	24/11/2014	Business Growth	2
39	Pelatihan Reguler *Basic Financial Modeling* Basic Financial Modeling Reguler Training	06/12/2014	Pusat Pengembangan Akuntansi (PPA) FE UI	3
40	Training Business Continuty Plan	24/11/2014	Paramudya Consulting	2
41	Training Kupas Tuntas 8 Risiko Berdasarkan Prinsip - prinsip Penilaian Profil Risiko Training on 8 Risks Discussion Based on Risk Profile Assessment Principles	19/11/2014	Risk Management Guard (RMG)	1

No	Nama Kegiatan Activities	Tanggal Kegiatan Date	Penyelenggara Organizer	Jumlah Peserta Total Participant
42	Training Pelatihan *Reguler Basic Financial Modeling* Basic Financial Modeling Reguler Training	06/12/2014	Kampus UI Salemba	3
43	*Workshop Understanding Corporate Strategic Planning in Order to Design The Accurate Business Plan*	03/12/2014	Lembaga Pengembangan Perbankan Indonesia (LPPI)	1
44	Pelatihan FKDKP angkatan ke-5 FKDKP Training 5th Generation	03/12/2014	Forum Komunikasi Direktur Kepatuhan Perbankan (FKDKP)	1
45	Gathering Finnet-Mitra	01/11/2014	Bank Indonesia	2
46	Kisi2 Mempersiapkan Diri menuju Bank Devisa Tips on Preparation to be an Exchange Bank	15/12/2014	Ekuilibrium	7
47	*Training Strategic IT Architecture Planning*	10/12/2014	Atd Solution	1

Untuk mengevaluasi efektifitas atas sistem pembelajaran dan pengembangan yang telah dilakukan, Bank senantiasa melakukan evaluasi pasca pelatihan yang dilakukan melalui Form Evaluasi Pasca *Training*. Adapun hasil evaluasi tersebut nantinya akan digunakan sebagai dasar untuk jenjang karir atapun tingkat kebutuhan *training* lanjutan karyawan.

To evaluate the learning and development system effectiveness that has been carried oout, the Bank continues to do post-training evaluation that was done through Post-Training Evaluation Form. The results of these evaluations will be used as the basis for career path or employee advanced training needs.

Dalam menjaga kualitas SDM, kesinambungan program pengembangan kompetensi karyawan menjadi komitmen Bank agar dapat mendukung kinerja Bank dan memberikan kontribusi positif terhadap keberlanjutan bisnis Bank. Bank Victoria telah merencanakan dan merumuskan Diklat bagi karyawan untuk periode tahun 2015.

In maintaining the quality of human resources, employee competence development program continuity became the Bank's commitment to support the Bank's performance and give a positive contribution to the sustainability of the Bank's business. Bank Victoria has planned and formulated training programs for employees in 2015.

Rencana Diklat bagi karyawan di 2015 sebagai berikut:

Training programs for employees in 2015 are as follows:

No	Nama Pelatihan Training Program	Pelaksana Executor
1	Pendidikan Dasar Satpam Security Basic Training	Cabang/Branch
2	*Anti Fraud Awareness*	Cabang/Branch
3	*Financial Statement Analysis*	Cabang/Branch
4	*Loan Packaging & Monitoring*	Cabang/Branch
5	*Project Finance Modelling*	Cabang/Branch
6	*Basic accounting*	Cabang/Branch
7	*Basic legal* perbankan Basic Banking Legal	Cabang/Branch
8	Teknik Menghitung Uang dan Mengenali Keaslian Uang Rupiah Money Counting Technique and Recognizing Rupiah Authenticity	Cabang/Branch
9	*Product Knowledge*	Cabang/Branch
10	Pengenalan Product Kredit Introduction to Credit Products	Cabang/Branch
11	*Customer Experience/Service Excellence*	Cabang/Branch
12	Verifikasi tanda tangan (Grafonomi) Signature verification (Graphonomy)	Cabang/Branch
13	Analisis Limit Transaksi Transaction Limit Analysis	Cabang/Branch
14	*Selling Techiques for Banking Product*	Cabang/Branch
15	*Problem Solving & Decision Making*	Cabang/Branch

No	Nama Pelatihan Training Program	Pelaksana Executor
16	*Effective Delegation & Task Management*	Cabang/Branch
17	*Managing Customer Complaint Effectivelly*	Cabang/Branch
18	Kebijakan dan Prosedur Operasional Operational Procedure and Policy	Cabang/Branch
19	ATM Victoria dan Jaringan Prima Victoria ATM and Prima Network	Cabang/Branch
20	*Leadership for Managers*	Cabang/Branch
21	Training Kepribadian Personality Training	Cabang/Branch
22	Penilaian Agunan Bagi Bisnis Perkreditan Bank Lanjutan Advanced Collateral Assessment for Bank Lending Business Training	Cabang/Branch
23	*Workshop* Legal Perkreditan Credit Legal Workshop	Cabang/Branch
24	Pengetahuan Umum Tentang Bank Devisa General Knowledge on Exchange Bank	Cabang/Branch
25	Pengenalan Transaksi Valuta Asing Introduction to Foreign Exchange Transaction	Cabang/Branch
26	Hubungan Koresponden Correspondent Relationship	Cabang/Branch
27	Perdagangan Valuta Asing (Bank Notes) Foreign Exchanges Trading (Bank Note)	Cabang/Branch
28	Remittance Valuta Asing Foreign Exchanges Remittance	Cabang/Branch
29	Perdagangan Internasional (Export & Import) International Trading (Export & Import)	Cabang/Branch
30	Accounting Valuta Asing Foreign Exchange Accounting	Cabang/Branch
31	*Treasury* Valuta Asing Foreign Exchange Treasury	Cabang/Branch
32	Pembiayaan Perdagangan Trade Finance	Cabang/Branch
33	*Good Corporate Governance* (GCG)	Cabang/Branch
34	*Risk Management - Level 1*	Cabang/Branch
35	*Risk Management - Level 2*	Cabang/Branch
36	*Risk Management - Level 3*	Cabang/Branch
37	*Risk Management - Level 4*	Cabang/Branch
38	*E-Learning Operasional Risk Management*	Cabang/Branch
39	*Effective Selling and Negotiation Skills*	Cabang/Branch
40	Teknik Penanganan Eksekusi Agunan Collateral Execution Handling Technique	Cabang/Branch
41	*The Essence of Credit Analysis & Monitoring*	Cabang/Branch
42	*Product Knowledge Credit*	Cabang/Branch
43	Analisis Neraca Keuangan & Risiko Kredit Credit Risk & Financial Balance Sheet Analysis	Cabang/Branch
44	*Lending Sales Management*	Cabang/Branch
45	*Financial Statement Analysis*	Cabang/Branch
46	*Team Building Marketing*	Cabang/Branch
47	*Basic Wealth Management*	Cabang/Branch
48	*Selling Skill*	Cabang/Branch
49	*Presentation Skill*	Cabang/Branch
50	*Professional Funding Sales*	Cabang/Branch
51	*Funding Sales Management*	Cabang/Branch

No	Nama Pelatihan Training Program	Pelaksana Executor
52	*Customer Relationship Strategies*	Cabang/Branch
53	*Asosiasi Asuransi Jiwa Indonesia (AAJI)*	Cabang/Branch
54	*Bancassurance*	Cabang/Branch
55	Rapat Kerja & Motivasi 2015 Motivation & Work Meeting 2015	Cabang/Branch
56	*Team Building 2015*	Cabang/Branch
57	*Training Audit Treasury, FI, Settlement*	Kantor Pusat/Head Office
58	*Training Audit IT*	Kantor Pusat/Head Office
59	Training Audit Analisis Kredit Credit Analysis Audit Training	Kantor Pusat/Head Office
60	Training Audit Operasional, Akunting, GA, HCM HCM, GA, Accounting, Operational Audit Training	Kantor Pusat/Head Office
61	Training Pemeriksaan Bank Devisa Exchange Bank Examination Training	Kantor Pusat/Head Office
62	Training Tehnik Penyusunan Temuan dan Laporan Hasil Pemeriksaan Audit Training on Audit Finding and Audit Result Report Preparation Technique	Kantor Pusat/Head Office
63	Penilaian Profil Risiko dan GCG GCG and Risk Profile Assessment	Kantor Pusat/Head Office
64	Ujian Kompetensi Auditor Auditor Competency Test	Kantor Pusat/Head Office
65	Training Terkait Topic Negosiasi Negotiation Topic Related Training	Kantor Pusat/Head Office
66	Ujian Manajemen Risiko untuk staff yang sudah bekerja lebih dari 3 tahun Risk Management Test for Employee with more than 3 years working experiences	Kantor Pusat/Head Office
67	Training Budgeting dan Realisasi Beserta Analisis Budgeting and Realization with Analysis Training	Kantor Pusat/Head Office
68	*Training Tender* dan Renovasi Tender & Renovation Training	Kantor Pusat/Head Office
69	*Anti Fraud Awarenes*	Kantor Pusat/Head Office
70	*Financial Statement Analysis*	Kantor Pusat/Head Office
71	*Loan Packaging & Monitoring*	Kantor Pusat/Head Office
72	*Project Finance Modelling*	Kantor Pusat/Head Office
73	*Basic accounting*	Kantor Pusat/Head Office
74	Training perpajakan Tax Training	Kantor Pusat/Head Office
75	Pengenalan Produk Kredit Introduction to Credit Products	Kantor Pusat/Head Office
76	Fundamentals of Strategic Planning	Kantor Pusat/Head Office
77	*Problem Solving & Decision Making*	Kantor Pusat/Head Office
78	*Effective Delegation & Task Management*	Kantor Pusat/Head Office
79	*Improving Managerial Effectiveness*	Kantor Pusat/Head Office
80	*Managing Customer Complaint Effectivelly*	Kantor Pusat/Head Office
81	*Leadership for Managers*	Kantor Pusat/Head Office
82	Training Kepribadian Personality Training	Kantor Pusat/Head Office
83	Pelatihan Manajemen Perkreditan Credit Management Training	Kantor Pusat/Head Office
84	Pengetahuan administrasi perkreditan bank devisa maupun non devisa Exchange Bank or non Exchang Bank Credit Administration Knowledge	Kantor Pusat/Head Office
85	Produk perbankan, baik secara internal maupun external Banking products, internal and external	Kantor Pusat/Head Office
86	Sistem manajemen *filling* Filling Management System	Kantor Pusat/Head Office

No	Nama Pelatihan Training Program	Pelaksana Executor
87	Penilaian Agunan Bagi Bisnis Perkreditan Bank Lanjutan Advanced Collateral Assessment for Bank Lending Business Training	Kantor Pusat/Head Office
88	Sertifikasi Masyarakat Profesi Penilai Indonesia (MAPPI) Indonesian Assessor Profession Community Certification	Kantor Pusat/Head Office
89	*Alpha Bit & Security Alpha Bit*	Kantor Pusat/Head Office
90	Pengembangan Jaringan Network Development	Kantor Pusat/Head Office
91	Dev. Programing (Php, Asp, Vb.net, C++, Sql, Oracle, Java)	Kantor Pusat/Head Office
92	*Project Manager*	Kantor Pusat/Head Office
93	Analisis Permasalahan Problem Analysis	Kantor Pusat/Head Office
94	Arsitektur IT IT Architecture	Kantor Pusat/Head Office
95	*Linux*	Kantor Pusat/Head Office
96	*IT Governance & Management*	Kantor Pusat/Head Office
97	Kontrak Kredit Sindikasi Syndication Credit Contract	Kantor Pusat/Head Office
98	*Loan Agreement and Documentation*	Kantor Pusat/Head Office
99	*Contract Drafting and Negotiation Skill*	Kantor Pusat/Head Office
100	Aspek Hukum Bisnis Letter of Credit dan SKBDN Business Law Aspect of Letter on Credit and SKBDN	Kantor Pusat/Head Office
101	Aspek Hukum Bank Garansi dan Surety Bond Bank Law Aspect on Guarantee and Surety Bond	Kantor Pusat/Head Office
102	Aspek Hukum Investasi (PMA) dan Fasilitas serta Insentif Perpajakan Law Aspect on Foreign Investment and Facilities as well as Tak Incentive	Kantor Pusat/Head Office
103	Legal Drafting & Writing	Kantor Pusat/Head Office
104	Dasar-dasar hukum kontrak dan negosiasi di Indonesia Basic contract and negotiation law in Indonesia	Kantor Pusat/Head Office
105	Pelatihan Penerapan XBRL XBRL Implementation Training	Kantor Pusat/Head Office
106	Analisis Laporan Keuangan Financial Report Analysis	Kantor Pusat/Head Office
107	Implementasi PSAK 16 (Fixed Asset) The Implementation of PSAK 16 (Fixed Asset)	Kantor Pusat/Head Office
108	Perpajakan (Brevet A & B) Tax (Brevet A & B)	Kantor Pusat/Head Office
109	Penerapan Laporan Keuangan Berbasis IFRS dan Dampak Perpajakannya The Implementation of IFRS Based Financial Report and the Tax Impact	Kantor Pusat/Head Office
110	Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik Public Company or Issuers Financial Report Disclosure and Presentation	Kantor Pusat/Head Office
111	*Intermediate Accounting*	Kantor Pusat/Head Office
112	Implementasi PSAK 46 (Corporate Taxes) The Implementation of PSAK 46 (Corporate Taxes)	Kantor Pusat/Head Office
113	*Creative Accounting vs Tax Planning*	Kantor Pusat/Head Office
114	Penerapan PAPI PAPI Implementation	Kantor Pusat/Head Office
115	*Bond Dealer And Secondary Reserve Management*	Kantor Pusat/Head Office
116	*Introduction To Treasury Risk Management*	Kantor Pusat/Head Office
117	*Advance Technical Analysis Workshop For Treasury*	Kantor Pusat/Head Office
118	Surat Kredit Berdokumen Dalam Negeri (SKBDN) & LC Domestic Documented Letter of Credit (SKBDN) & LC	Kantor Pusat/Head Office
119	*Refreshment Western Union (WU)*	Kantor Pusat/Head Office
120	Training Bank Garansi, Export Import & Remittance Bank Guarantee, Export Import & Remittance Training	Kantor Pusat/Head Office

No	Nama Pelatihan Training Program	Pelaksana Executor
121	*Training Swift*	Kantor Pusat/Head Office
122	Pengetahuan Umum Tentang Bank Devisa General Knowledge on Exchange Bank	Kantor Pusat/Head Office
123	Pengenalan Transaksi Valuta Asing Introduction to Foreign Exchange Transaction	Kantor Pusat/Head Office
124	Hubungan Koresponden Correspondence Relations	Kantor Pusat/Head Office
125	Perdagangan Valuta Asing (Bank Notes) Foreign Exchange Trading (Bank Notes)	Kantor Pusat/Head Office
126	Remittance Valuta Asing Foreign Exchange Remittance	Kantor Pusat/Head Office
127	Perdagangan Internasional (Export & Import) International Trading (Export & Import)	Kantor Pusat/Head Office
128	Accounting Valuta Asing Foreign Exchange Accounting	Kantor Pusat/Head Office
129	Treasury Valuta Asing Foreign Exchange Treasury	Kantor Pusat/Head Office
130	Pembiayaan Perdagangan Trade Financing	Kantor Pusat/Head Office
131	Kompensasi dan Benefit Compensation and Benefit	Kantor Pusat/Head Office
132	Strategi Seleksi Penerimaan Karyawan Yang Efektif dan Efisien An Effective and Efficient Employee Recruitment Selection Strategy	Kantor Pusat/Head Office
133	*Training Need Analysis*	Kantor Pusat/Head Office
134	*E-Learning Corporate Culture*	Kantor Pusat/Head Office
135	APU PPT	Kantor Pusat/Head Office
136	Kebijakan Sistim dan Prosedur System and Procedure Policy	Kantor Pusat/Head Office
137	Tehnik Penyusunan SOP SOP Preparation Technique	Kantor Pusat/Head Office
138	ALCO	Kantor Pusat/Head Office
139	*Risk Management - Level 1*	Kantor Pusat/Head Office
140	*Risk Management - Level 2*	Kantor Pusat/Head Office
141	*Risk Management - Level 3*	Kantor Pusat/Head Office
142	*Risk Management - Level 4*	Kantor Pusat/Head Office
143	*E-Learning Operasional Risk Manajemen* Risk Management Operational E-Learning	Kantor Pusat/Head Office
144	MS Excel (Advance), MS Access dan MS Powerpoint	Kantor Pusat/Head Office
145	*Effective Selling and Negotiation Skills*	Kantor Pusat/Head Office
146	Teknik Penanganan Eksekusi Agunan Collateral Execution Handling Technique	Kantor Pusat/Head Office
147	*The Essence of Credit Analysis & Monitoring*	Kantor Pusat/Head Office
148	*Product Knowledge Credit*	Kantor Pusat/Head Office
149	Analisis Neraca Keuangan & Risiko Kredit Financial Balance Sheet & Credit Risk Analysis	Kantor Pusat/Head Office
150	*Sales Management*	Kantor Pusat/Head Office
151	*Lending Sales Management*	Kantor Pusat/Head Office
152	*Financial Statement Analysis*	Kantor Pusat/Head Office
153	*Team Building Marketing*	Kantor Pusat/Head Office
154	Workshop Kredit Credit Workshop	Kantor Pusat/Head Office
155	*Presentation Skill*	Kantor Pusat/Head Office

PENGUKURAN KINERJA

Pelaksanaan penilaian kinerja karyawan dimaksudkan untuk mengetahui sejauh mana kinerja dari setiap karyawan guna melihat kekurangan dan kelebihan, serta kelemahan dan kekuatan setiap karyawan disamping untuk mengevaluasi efektifitas sistem-sistem yang berjalan/berlaku di Bank Victoria. Tujuan dari dilaksanakannya penilaian kinerja karyawan, minimal setiap tahun oleh Bank adalah untuk membantu meningkatkan motivasi kerja sekaligus meningkatkan loyalitas karyawan terhadap Bank Victoria dan penyempurnaan atau perbaikan sistem-sistem yang ada.

Pedoman dan Prosedur ini tentunya didasarkan pada Peraturan Perusahaan, Surat Edaran Direksi, Surat Keputusan Direksi dan kaidah-kaidah umum tentang penilaian karyawan serta kebiasaan yang ada di lingkungan Bank

Secara berkala Bank Victoria melaksanakan penilaian kinerja berdasarkan Sistem Penilaian Kinerja Karyawan yang ditetapkan melalui Surat Keputusan Direksi No.007/SK-DIR/04/14. Semua hasil penilaian kinerja karyawan akan menjadi bahan pertimbangan untuk menetapkan kenaikan remunerasi dan bonus tahunan.

Adapun skema sistem penilaian kinerja karyawan yang diterapkan oleh Bank Victoria adalah sebagai berikut:

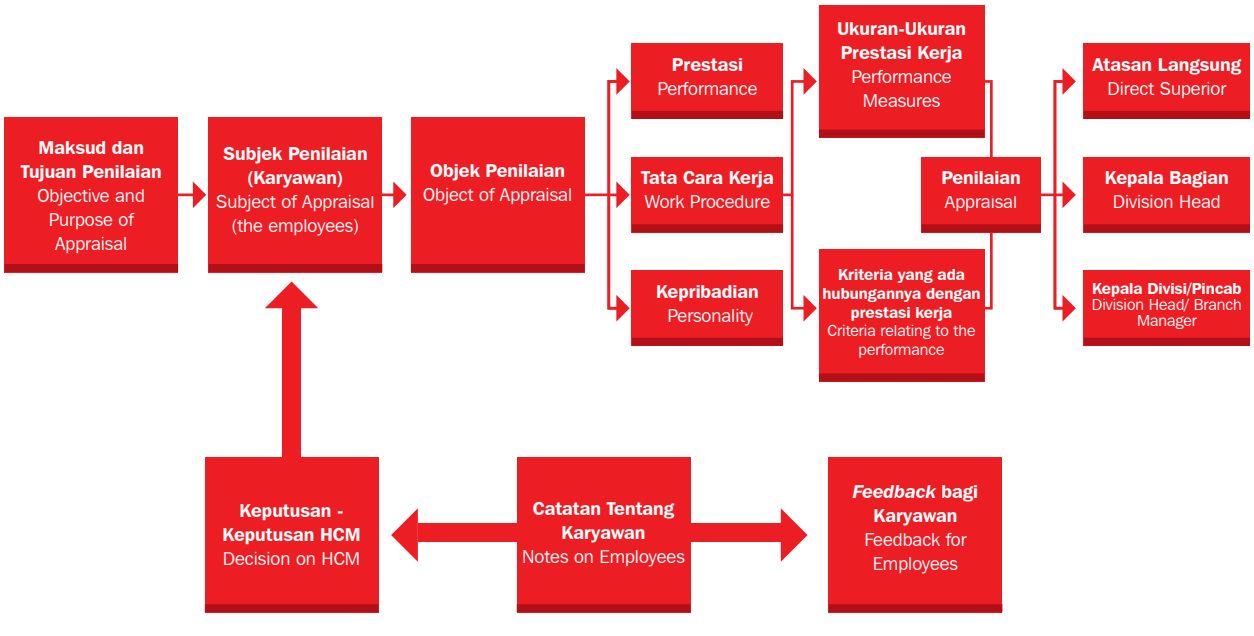
PERFORMANCE ASSESSMENT

The implementation of performance appraisal is needed to determine the extent of every employee's performance in order to see the advantages and disadvantages, as well as the weaknesses and strengths of every employee in addition to evaluate the effectiveness of the applicable systems in Bank Victoria. The purpose of performance appraisal, implemented at least annually by the Bank, is to help increase work motivation and employee's loyalty to Bank Victoria and refinement or improvement on existing systems.

The Guidelines and Procedures must be based on the Company Regulations, the Board of Directors' Circular Letter, the Board of Directors' Decree Letter and the general rules on employees valuation and existing practices at the Bank

Bank Victoria periodically executed the performance assessment based on Employee Performance Appraisal System established by the Board of Directors' Decision Letter No.007/SK-DIR/04/14. All the performance appraisal results will be considered in remuneration increase and annual bonus decision.

The scheme of employee performance appraisal system applied by Bank Victoria is as follows:



PENGHARGAAN KARYAWAN

Setiap tahun, Bank Victoria memberikan beberapa bentuk penghargaan sebagai apresiasi terhadap karyawan yang berprestasi dalam mendukung pencapaian target bisnis. *Reward* yang diberikan kepada karyawan berupa uang tunai untuk pencapaian target *asset* berdasarkan pembagian Cabang *Retail* dan Cabang *Hybrid*, pencapaian *New To Bank* terbanyak,

EMPLOYEE RECOGNITION

Every year, Bank Victoria provides some form of recognition as an appreciation for top employees who supported the Company in achieving the business targets. Reward given to the employees was in the form of cash for the Asset target achievement for every Retail Branch and Hybrid Branch, biggest New To Bank achievement, best Key Performance Indicators achievement for

pencapaian *Key Performance Indicator* terbaik untuk jabatan Kepala Operasional dan pencapaian terbaik *Customer Service* dalam program *Community Banking*.

COMPENSATION AND INDUSTRIAL RELATION

KESEJAHTERAAN KARYAWAN

Komponen kompensasi yang diterima oleh karyawan sebagai bentuk kesejahteraan antara lain berupa remunerasi karyawan, kesehatan, bonus dan program pensiun. Hal ini merupakan bentuk tanggung jawab perusahaan terhadap pemenuhan hak karyawan yang kemudian dicatat sebagai beban usaha karyawan.

REMUNERASI KARYAWAN

Bank menindaklanjuti peningkatan kompetensi SDM dan promosi jabatannya seimbang dengan peningkatan kompetensi dan penilaian kinerja. Proses penilaian kinerja ini berlangsung melalui siklus manajemen kinerja, mulai dari penyusunan rencana, *performance review* secara kontinyu dan penilaian kinerja secara berkala.

Untuk menentukan kinerja seluruh karyawan Bank, Bank menetapkan *Key Performance Indicator* (KPI) yang direncanakan dan ditetapkan mulai level perusahaan, tingkat divisi/tim sampai dengan tingkat individu. Selanjutnya Bank menetapkan proses pemantauan atas keseluruhan capaian kinerja masing-masing individu maupun grup/kelompok. Pemantauan dilakukan melalui *coaching, counseling,* dan *controlling*. Bank selanjutnya melakukan evaluasi atas kinerja seluruh insan Bank, baik pada tingkat individual, *team* maupun pada tingkat perusahaan secara periodik.

Hasil evaluasi ini kemudian digunakan untuk beberapa tujuan, yakni:

1. Menjadi *feedback* bagi pengembangan kompetensi SDM bersangkutan;
2. Memberikan penghargaan untuk yang memiliki kinerja sama atau melebihi target sesuai kesepakatan KPI sebelumnya;
3. Penentuan program pembinaan bagi yang kurang atau tidak dapat mencapai ukuran kinerja yang ditetapkan.

Bank telah menerapkan standar penggajian berdasarkan pemeringkatan karyawan dan jenjang jabatan. Untuk memberikan remunerasi yang kompetitif, Bank mengikuti *remuneration survey* pada industri sejenis. Proses tersebut merupakan upaya standarisasi sistem kompensasi dan imbal jasa Bank yang diarahkan untuk meningkatkan motivasi karyawan dalam meningkatkan kompetensi dan kinerjanya.

Sistem Remunerasi Bank dibangun dengan mempertimbangkan prinsip 3 P, yakni:

- *Person*, berdasarkan kemampuan yang dimiliki seseorang dengan mempertimbangkan pendidikan dan masa kerja

Head of Operations and best Customer Service achievement on the Community Banking program.

COMPENSATION AND INDUSTRIAL RELATION

EMPLOYEE BENEFITS

The compensation components received by the employees as a form of welfare among others are employee remuneration, health benefit, bonus and pension plan. This is the embodiment of corporate responsibility towards the fulfillment of the employees rights and recorded as operating expenses.

EMPLOYEE REMUNERATION

The Bank conducts a follow-up improvement in HR competency and job promotion which was equal with the improvement in competency and performance evaluation. The process of such performance evaluation undergoes through the performance management cycle starting from setting out a plan, continuous performance review and periodic performance evaluation.

To assess performance of all company's employees, the Bank has set Key Performance Indicator (KPI) which is planned and determined from the company's level, division/team level, to the individual level. Furthermore, the bank determines the monitoring process of the whole performance achievement of each individual and group. The monitoring process is carried out through : coaching, counseling and controlling. The Bank further carries out the periodic evaluation of all individual performance of the company's, at the individual level, team level and also at the company level.

The evaluation result is further applied for the several purposes as follows :

1. To become a feedback for improving HR competency of particular employee;
2. To give reward for those who have achieved the same performance target or above target inaccordance with the previous agreement of KPI;
3. To establish coaching programs for those who have lacked orhave not achieved the performance target as previously set out.

The Bank has implemented the remuneration standard based on employee ranking and job level. To provide competitive remuneration,the Bank conducts remuneration survey on similar industry. Such process is an attempt to standardize the compensation and benefit system of the Bank aimed at strengthening the motivation for improving competency and performance.

The Bank's remuneration system is developed by considering the 3 P principles as the following :

- Person - this is based on the capability of an individual considering the background of education and period of

Karyawan, tercermin dari peringkat karyawan;
- *Position* (Jabatan), dimana remunerasi juga didasarkan pada nilai dan tanggung jawab jabatan yang bobotnya ditentukan berdasarkan evaluasi jabatan;
- *Performance* (Kinerja), remunerasi juga diberikan berdasarkan kinerja.

Selain remunerasi yang sejalan dengan perkembangan industri maupun kinerja, Bank memberikan tunjangan lain kepada karyawan dalam bentuk Tunjangan Hari Raya (THR), jaminan kesehatan, uang pensiun dan hak cuti yang ditentukan sesuai dengan peraturan yang berlaku.

PROGRAM PENSIUN

Bank Victoria telah mengatur dalam SK Direksi No.020/SK-DIR/09/10 tentang Usia Pensiun bagi Karyawan yaitu karyawan yang berusia di atas 55 tahun dikategorikan sebagai usia pensiun. Karyawan dapat dipekerjakan kembali dengan status sebagai Karyawan Kontrak dan menerima uang pensiun sesuai ketentuan perundangan yang berlaku.

BIAYA SDM

Selama 2014, Bank Victoria telah mengalokasikan dana sebesar Rp8.410 juta atau rata-rata sebesar Rp6,4 juta per karyawan untuk pelaksanaan program pelatihan dan pendidikan. Sedangkan besarnya biaya SDM untuk penggajian dan kesejahteraan karyawan (THR, Imbalan pasca kerja dan lainnya) tahun 2014 sebesar Rp157.494 juta.

Besarnya biaya SDM khususnya biaya pendidikan dan pelatihan bagi Karyawan Bank Victoria telah mengalami peningkatan setiap tahunnya, hal ini menunjukkan tingkat komitmen Bank terhadap peningkatan kompetensi karyawan. Biaya pendidikan dan pelatihan yang dikeluarkan oleh Bank Victoria pada 2014 tercatat meningkat sebesar Rp1.567 juta atau 18,63% dibandingkan tahun sebelumnya.

Biaya Pendidikan dan Pelatihan periode 2011-2014 sebagai berikut

employment reflected on the ranking of an employee;
- Position - the remuneration is based on the grade and job responsibility whose weight is determined based on the job evaluation;
- Performance - the remuneration is provided based on performance.

The remuneration is in line with the growth of industry and performance. In addition to this, the Bank also provides other benefits for employees in the form of Tunjangan Hari Raya allowance, health insurance, retirement allowance and leave entitlement.

RETIREMENT PLAN

Bank Victoria has issued the Board of Directors' Decree Letter No.020/SK-DIR/09/10 which regulate Employee Retirement Age. It stated that employees over 55 years are categorized as entering retirement age group. Upon the employee's retirement, the employee may be rehired with an Employee Contracts status and received a pension in accordance with the prevailing legislation.

HR EXPENDITURES

During 2014, Bank Victoria has allocated Rp8.410 million or an average of Rp6.4 million per employee for training and education programs implementation. While the HR cost for payroll and employee benefits (THR, and other post-retirement benefits) in 2014 amounted to Rp157.494 million.

The amount of the HR cost, especially the cost of education and training for Bank Victoria's employees has increased every year, this shows the level of the Bank's commitment to improve the employee's competence. Education and training costs incurred by Bank Victoria in 2014 recorded an increase of Rp1.567 million or 18.63% compared to the previous year

Cost of Education and Training for period 2011-2014 are as follows:

Tabel Biaya Pendidikan dan Pelatihan Karyawan periode 2011-2014
Table of Cost of Education and Training for period 2011-2014

Tahun Year	Biaya Yang Dikeluarkan Expenditure	Pertumbuhan (dalam Rupiah) Increase (in Rupiah)	Pertumbuhan (dalam Persen) Increase (in Percentage)
2011	3.805.835.362	-	-
2012	4.985.043.919	1.179.208.557	23,65
2013	6.842.675.155	1.857.631.236	27,15
2014	8.409.546.955	1.566.871.800	18,63

KNOWLEDGE MANAGEMENT

Bank Victoria menyadari bahwa proses penyebaran ilmu pengetahuan harus dikelola serta terstruktur dan menyeluruh. Untuk mendukung proses penyebaran ilmu pengetahuan tersebut perusahaan melaksanakan *Project Knowledge Management* (KM) melalui implementasi KM pada 2014.

KNOWLEDGE MANAGEMENT

Bank Victoria realizes that the process of knowledge dissemination should be well structured and thorough. To support the knowledge dissemination, the Company executed the Knowledge Management (KM) project through the implementation of KM in 2014.

Program ini bertujuan untuk menghimpun seluruh pengetahuan, keterampilan dan pengalaman kerja karyawan menjadi sumber informasi yang dapat diakses oleh seluruh karyawan untuk meningkatkan kompetensinya. Bank Victoria telah melakukan implementasi *Knowledge Management* Karyawan melalui beberapa sarana seperti, *e-learning,* intranet dan *vic-news.*

This program aims to gather all the employees' knowledge, skills and experience into a resource that can be accessed by all employees to improve their competence. Bank Victoria has implemented Knowledge Management project through several means such as e-learning, intranet and vic-news.

PERENCANAAN KEBUTUHAN SDM

Pada 2014, Bank telah menyusun perencanaan kebutuhan SDM *(man power planning)* untuk 2015 dengan mempertimbangkan kinerja dan potensi di tahun 2015.

HR MANPOWER PLANNING

In 2014, the Bank has developed manpower planning for 2015 by taking into account the performance and potential in 2015.

PENGEMBANGAN KARIR

Pengembangan karir merupakan bagian utama dari proses pembinaan karyawan di Bank Victoria yang harus dijalankan secara konsisten dan berkesinambungan guna mendapatkan karyawan yang profesional agar mampu memberikan nilai tambah bagi Bank. Pengembangan karir ditujukan untuk memberikan manfaat sebesar-besarnya bagi karyawan dan Bank. Pengembangan karir bagi karyawan bermanfaat sebagai sarana pengembangan diri, peluang menyatakan eksistensi, penumbuhan motivasi, dan untuk pengukuran kelebihan dan kekurangan dirinya dalam rangka meningkatkan kemampuan.

Sedangkan, bagi Bank VIctoria, pengembangan karir bermanfaat sebagai media dalam upaya menyediakan karyawan yang sesuai dengan strategi Bank, mengatur agar Bank memiliki dan mengaplikasikan sistem pengembangan karir yang jelas dan terukur, mengidentifikasikan karyawan yang potensial, menciptakan iklim kompetisi yang sehat, dan menyediakan standar kompetensi karyawan yang dibutuhkan pada setiap jabatan di Bank.

CAREER DEVELOPMENT

Career development is a major part of the employee development at Bank Victoria which to be executed consistently and continuously in order to retain professional employees that can provide added value to the Bank. Career development is intended to provide maximum benefit to the employee and the Bank. Employee career development also can be a means of self-development, opportunity to state their existence, to grow motivation, and measuring self advantages and disadvantages in order to improve.

Meanwhile, for Bank VIctoria, career development is useful as a media to provide employees in accordance with the Bank's strategy. It encourages the Bank to have and applies a clear and measurable career development system, identify potential employees, creating a healthy competition climate, and provides the employees competence standard needed at each position in the Bank.

TINGKAT *TURNOVER* KARYAWAN

Dengan berbagai upaya pengelolaan SDM yang dilakukan secara *fair,* transparan dan berimbang, Bank berhasil menciptakan lingkungan kerja yang baik bagi segenap karyawan.

Pada tahun 2014 tercatat 365 karyawan Bank Victoria yang berhenti, atau mencapai 28,10% dari total karyawan akhir tahun yang mencapai 1.299 karyawan.

Tingkat *turnover* karyawan komparatif dua tahun disajikan dalam tabel berikut:

EMPLOYEE TURNOVER RATE

Having carried out considerable efforts of fair, transparent and balanced HR management, the Bank has successfully created a good work atmosphere for all employees.

In 2014, it was recorded that 365 employees of Bank Victoria has resigned or 28.10% of the total employees which was 1,299 employees at the end of the year.

Comparative employee turnover in two year is presented in the table below.

Tabel *Turnover* Karyawan 2012-2014
Table of Employee Turnover in 2012-2014

No.	Tahun Year	Karyawan *Resign* Resigned Employees	Jumlah Karyawan Total Employees	*Turn Over* Karyawan (%) Employees Turn Over (%)
1	2012	293	1,094	26.78
2	2013	294	1,281	22.95
3	2014	365	1,299	28.10

PROFIL SDM

Untuk mendukung pertumbuhan Bank Victoria yang berkelanjutan, saat ini Bank berusaha mengoptimalisasi pendayagunaan SDM yang ada. Jumlah karyawan pada 2014 mencapai 1.299 orang meningkat 1,08% dibandingkan dengan jumlah karyawan pada 2013 mencapai 1.285 orang.

Komposisi SDM Bank Victoria berdasarkan status karyawan sebagai berikut:

HR PROFILE

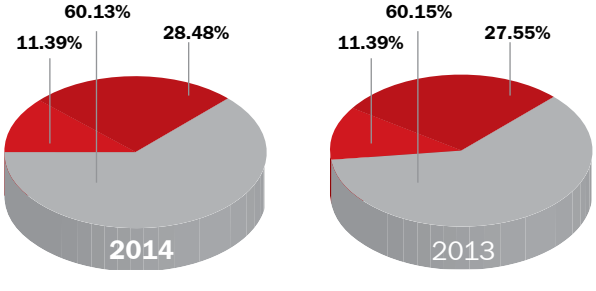
To support Bank Victoria sustainable growth, the Bank seeked to optimize the utilization of available human resources. The number of employees in 2014 reached 1,299 people increased by 1.08% compared to 2013 of 1,285 people.

Bank Victoria HR Composition based on the employees status are as follows:

Tabel Komposisi SDM Berdasarkan Status Kepegawaian
Chart of Composition Based on Employee Status

Status Kepegawaian Employee Status	Jumlah SDM (Orang) Total (People)				Perubahan (%) Change (%)
	2014	%	2013	%	
Karyawan Tetap Permanent Employee	781	60,13	773	60,15	1,02
Karyawan Tidak Tetap Non Permanent Employee	148	11,39	158	12,30	(6,76)
Outsourcing	370	28,48	354	27,55	4,32
Total	**1.299**	**100,00**	**1.285**	**100,00**	**1,08**

Grafik Komposisi SDM Berdasarkan Status Kepegawaian
Chart of HR Composition Based on Employment Status



Status Kepegawaian Employee Status	2014	2013
Karyawan Tetap Permanent Employee	781 orang (people)	773 orang (people)
Karyawan Tidak Tetap Non Permanent Employee	148 orang (people)	158 orang (people)
Outsourcing	370 orang (people)	354 orang (people)
TOTAL **TOTAL**	**1.299 orang** **(people)**	**1.285 orang** **(people)**

Komposisi karyawan Bank Victoria berdasarkan status kepegawaian didominasi oleh Karyawan Tetap yaitu sebanyak 781 orang atau 60,13%, jumlah karyawan di 2014 meningkat 1,06% dibandingkan 2013 yang berjumlah 773 orang. Jumlah Karyawan Tidak Tetap menurun sebesar 6,36% dari 158 orang di 2013 menjadi 148 orang di 2014. Sedangkan, besarnya jumlah karyawan dengan status *outsourcing* mengalami peningkatan sebesar 4,32% dari 354 orang di 2013 menjadi 370 orang di 2014.

The composition of Bank Victoria's employees based on employment status dominated by Permanent Emoployee as many as 781 people or 60.13% from total employees in 2014 whch increased by 1.06% compared to 2013 of 773 people. Non-Permanent Employees decreased by 6.36% from 158 people in 2013 to 148 in 2014. Meanwhile, the employees with outsourcing status have increased by 4.32% from 354 people in 2013 to 370 in 2014.

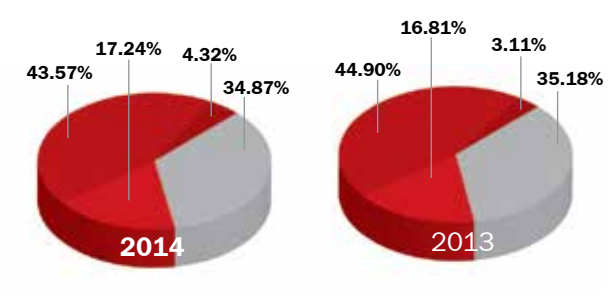
Komposisi SDM berdasarkan tingkat pendidikan sebagai berikut

The HR Composition based on education level are as follows:

Tabel Komposisi SDM Berdasarkan Tingkat Pendidikan
Table of HR Composition Based on Education Level

Tingkat Pendidikan Education Level	Jumlah SDM (Orang) Total (People)				Perubahan (%) Change (%)
	2014	%	2013	%	
< SMA High School	453	34,87	452	35,18	0,22
Diploma Diploma	224	17,24	216	16,81	3,57
Sarjana Bachelor/Graduate	566	43,57	577	44,90	(1,94)
Pasca Sarjana Magister/Post Graduate	56	4,31	40	3,11	28,57
Total	**1.299**	**100,00**	**1.285**	**100,00**	**1,08**

Grafik Komposisi SDM Berdasarkan Tingkat Pendidikan
Chart of The HR Composition Based on Education Level



Tingkat Pendidikan Education Level	2014	2013
< SMA High School	453 orang (people)	452 orang (people)
Diploma Diploma	224 orang (people)	216 orang (people)
Sarjana Bachelor (Graduate)	566 orang (people)	577 orang (people)
Pasca Sarjana Magister (Post Graduate)	56 orang (people)	40 orang (people)
TOTAL **TOTAL**	**1.299 orang** **(people)**	**1.285 orang** **(people)**

Berdasarkan jenjang pendidikan, komposisi karyawan Bank Victoria pada 2014 didominasi oleh lulusan Sarjana yaitu sebesar 43,57% diikuti oleh lulusan setara SMA sebesar 34,87%, kemudian Diploma dan diikuti Pasca Sarjana masing-masing sebesar 17,24% dan 4,31%.

Pada 2014, jumlah karyawan dengan jenjang pendidikan Pasca Sarjana meningkat sebesar 28,57% dibandingkan tahun sebelumnya. Begitu pula dengan jumlah karyawan yang memiliki jenjang pendidikan Diploma dan setara SMA, di 2014 masing-masing meningkat 3,57% dan 0,22%. Sedangkan untuk jumlah karyawan dengan jenjang pendidikan Sarjana, pada 2014 mengalami penurunan sebesar 1,94% dari 577 orang menjadi 566 orang.

Based on the education level, Bank Victoria's employee composition in 2014 was dominated by Bachelor about 43.57% followed by High School equivalent about 34.87%, then Diploma followed by Post Graduate about 17.24% and 4.31% respectively.

In 2014, the total employees with Post Graduate education increased by 28.57% compared to the previous year. The same thing with total employees who has Diploma and High School education increased 3.57% and 0.22% respectively in 2014. As for the total employees with Graduate education decreased by 1.94% in 2014 from 577 to 566 people.

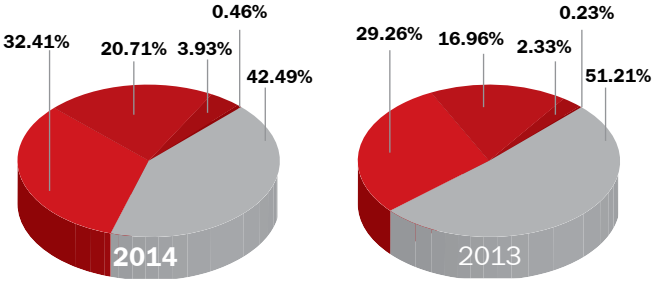
Komposisi SDM berdasarkan kelompok usia sebagai berikut

The HR composition based on age group are as follows:

Tabel Komposisi SDM Berdasarkan Kelompok Usia
Table of HR Composition Based on Age Group

Kelompok Usia Age Group	Jumlah SDM (Orang) Total (People)				Perubahan (%) Change (%)
	2014	%	2013	%	
<30	552	42,49	658	51,22	(19,20)
31 - 40	421	32,41	376	29,26	10,69
41 - 50	269	20,71	218	16,96	18,96
51 - 60	51	3,93	30	2,33	41,18
61 - 70	6	0,46	3	0,23	50,00
Total	**1.299**	**100,00**	**1.285**	**100,00**	**1,08**

Grafik Komposisi SDM Berdasarkan Kelompok Usia
Chart of Total HR Composition Based on Age Group



Kelompok Usia Age Group	2014	2013
<30	552 orang (people)	658 orang (people)
31 - 40	421 orang (people)	376 orang (people)
41 - 50	269 orang (people)	218 orang (people)
51 - 60	51 orang (people)	30 orang (people)
61 - 70	6 orang (people)	3 orang (people)
TOTAL **TOTAL**	**1.299 orang (people)**	**1.285 orang (people)**

Komposisi karyawan Bank Victoria tahun 2014 berdasarkan kelompok usia, didominasi oleh karyawan yang berada dalam usia produktif yaitu kelompok usia di bawah 30 tahun sebesar 42,49% dan kelompok usia 31 sampai 40 tahun sebesar 32,41%. Pada 2014, jumlah karyawan dengan kelompok usia menjelang pensiun yaitu kelompok usia 61-70 tahun dan kelompok usia 51-60 tahun mengalami peningkatan masing-masing sebesar 50,00% dan 41,18%. Karyawan yang berada pada dua kelompok usia tersebut diharapkan dapat menjadi role model atau contoh dalam mentransfer *tacit knowledge* mereka ke generasi di bawahnya.

The composition of Bank Victoria's employees in 2014 based on age group, dominated by the employees who are in the productive age that is the age group below 30 years at 42.49% and the age group 31 to 40 years at 32.41%. In 2014, employees within the retirement age are the age group 61-70 years and 51-60 years increased by 50.00% and 41.18% respectively. Employees who included in the two age groups are expected to be role models or examples in tacit knowledge transfer to the generation below them.

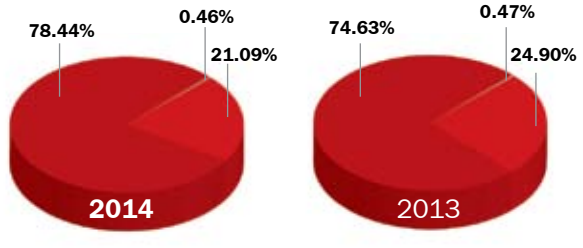
Komposisi SDM berdasarkan level jabatan sebagai berikut:

The HR composition based on position level are as follows:

Tabel Komposisi SDM Berdasarkan Jabatan
Table of HR Composition Based on Position Level

Jabatan Position	Jumlah SDM (Orang) Total (People)				Perubahan (%) Change (%)
	2014	**%**	2013	%	
Direksi Board of Directors	6	0,46	6	0,47	0,00
Manajemen Management	274	21,49	320	24,90	(16,79)
Pelaksana Implementer	1.019	78,44	959	74,63	5,89
Total	**1.299**	**100,00**	**1.285**	**100,00**	**1,08**

Grafik Komposisi SDM Berdasarkan Level Jabatan
Chart of HR Composition Based on Position Level



Jabatan Position	**2014**	2013
Direksi Board of Directors	6 orang (people)	6 orang (people)
Manajemen Management	274 orang (people)	320 orang (people)
Pelaksana Executive	1.019 orang (people)	959 orang (people)
TOTAL **TOTAL**	**1.299 orang** **(people)**	**1.285 orang** **(people)**

Berdasarkan jabatannya, karyawan Bank Victoria didominasi oleh jabatan pelaksana sebesar 78,44% diikuti oleh level jabatan manajemen sebesar 21,09% dan 0,46% adalah Direksi. Pada 2014, karyawan Bank Victoria pada level pelaksana meningkat 5,89% menjadi 1.019 orang dari 959 orang di 2013. Sedangkan, karyawan Bank Victoria pada level manajemen mengalami penurunan sebesar 16,79% atau sebanyak 46 orang dari tahun sebelumnya, penurunan ini dikarenakan sebagian karyawan pada level manajemen mengalami mutasi atau rotasi jabatan ke anak perusahaan dan sebagian lainnya memasuki masa pensiun di 2014.

Based on the position, Bank Victoria's employees dominated by the implementer position of 78.44% followed by management position at 21.09% and 0.46% were the Board of Directors. In 2014, Bank Victoria's employees at implementer level increased by 5.89% to 1,019 people from 959 people in 2013. Meanwhile, Victoria Bank's employees at management level decreased by 16.79% or as many as 46 people from the previous year. The decline is due to part of the employees at management level mutated or rotated to subsidiaries and others retire in 2014.

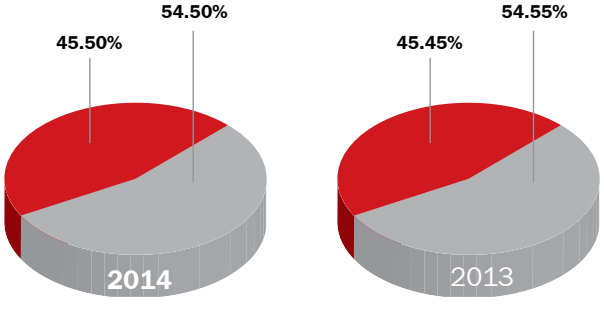
Komposisi SDM berdasarkan jenis kelamin sebagai berikut

The HR composition based on gender are as follows:

Tabel Komposisi SDM Berdasarkan Jenis Kelamin
Table of HR Composition Based on Gender

Jenis Kelamin Gender	Jumlah SDM (Orang) Total (People)				Perubahan (%) Change (%)
	2014	**%**	2013	%	
Pria Male	708	54,50	701	54,55	0.99
Wanita Female	591	45,50	584	45,45	1,18
Total	**1.299**	**100,00**	**1.285**	**100,00**	**1,08**

Grafik Komposisi SDM Berdasarkan Jenis Kelamin
Chart of HR Composition Based on Gender



Jenis Kelamin Gender	2014	2013
Pria Male	708 orang (people)	701 orang (people)
Wanita Female	591 orang (people)	584 orang (people)
TOTAL **TOTAL**	**1.299 orang** **(people)**	**1.285 orang** **(people)**

Komposisi karyawan Bank Victoria berdasarkan jenis kelamin, didominasi oleh para karyawan dengan jenis kelamin pria yaitu sebesar 54,50%. Pada 2014, jumlah karyawan pria meningkat sebesar 0,99%. Hal serupa juga terjadi pada jumlah karyawan dengan jenis kelamin wanita, karyawan Bank dengan jenis kelamin wanita tercatat meningkat sebesar 1,18% di 2014. Komposisi karyawan berdasarkan jenis kelamin yang tidak terlalu jauh berbeda menunjukkan bahwa Bank telah memberikan kesempatan yang sama (*gender equity and equality*) untuk mendapatkan pekerjaan di Bank Victoria.

The composition of Bank Victoria's employees based on gender, dominated by male employees about 54.50%. In 2014, the number of male employees increased by 0.99%. This also happened to female employees, the Bank female employees recorded an increase of 1.18% in 2014. The employees composition based on gender that is not too different showed that the Bank has given the same opportunity (gender equity and equality) to both gender in getting a job at Bank Victoria.

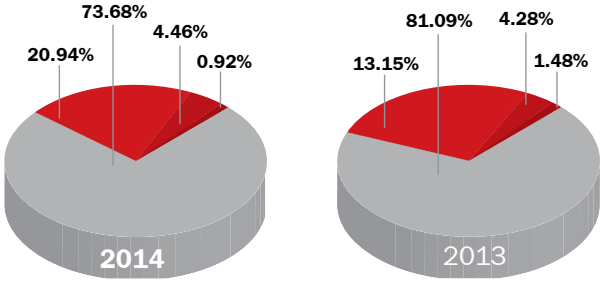
Komposisi SDM berdasarkan masa kerja sebagai berikut:

The HR Composition based on Working Period are as follows:

Tabel Komposisi SDM Berdasarkan Masa Kerja
Table of HR Composition Based on Working Period

Masa Kerja Working Period	Jumlah SDM (Orang) Total (People)				Perubahan (%) Change (%)
	2014	%	2013	%	
0 – 5	957	54,50	701	54,55	(8,88)
6 – 10	272	45,50	584	45,45	37,87
11 – 15	58	4,46	55	4,28	5,17
16 – 20	12	0,92	19	1,48	(58,33)
Total	**1.299**	**100,00**	**1.285**	**100,00**	**1,08**

Grafik Komposisi SDM Berdasarkan Masa Kerja
Chart of HR Composition Based on Working Period



Masa Kerja Working Period	2014	2013
0 - 5	957 orang (people)	701 orang (people)
6 - 10	272 orang (people)	584 orang (people)
11 - 15	58 orang (people)	55 orang (people)
16 - 20	12 orang (people)	19 orang (people)
TOTAL **TOTAL**	**1.299 orang** **(people)**	**1.285 orang** **(people)**

Komposisi SDM Bank Victoria berdasarkan masa kerja didominasi oleh para karyawan dengan masa kerja 0-5 tahun yang mencapai 73,68%. Jumlah karyawan yang didominasi oleh kelompok masa kerja 0-5 tahun, menunjukkan bahwa Bank senantiasa membuka lowongan kerja baru guna memenuhi kebutuhan akan tenaga SDM. Hal tersebut sejalan dengan upaya Bank Victoria dalam mengimbangi laju perkembangan bisnis Bank.

Jumlah SDM dengan kelompok masa kerja 6-10 tahun mengalami peningkatan yang mencapai 37,87% begitu juga halnya dengan kelompok masa kerja 11-15 tahun yang meningkat 5,17%. Peningkatan tersebut menandakan tingkat loyalitas karyawan Bank yang cukup baik.

The composition of Bank Victoria's employees based on Working Period dominated by the employees who has work experiences of 0-5 years that reached 73.68%. The total employees that dominated by a group of 0-5 years working experience indicate that the Bank always opening new jobs to meet HR personnel needs. This is in line with the Bank's efforts to keep pace with the Bank's business development growth.

Total HR with 6-10 years working experiences increased about 37.87%. This also happened to the employees with 11-15 years working experiences which increased by 5.17%. This increase indicated a fairly good employees' loyalty.

MANAJEMEN **RISIKO**

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MANAJEMEN **RISIKO**
Risk Management

A. STRUKTUR PERMODALAN

Untuk mendukung pertumbuhan usaha yang berkesinambungan maupun sebagai penyangga terhadap kemungkinan terjadinya kerugian baik yang disebabkan oleh faktor internal maupun faktor eksternal, maka dibutuhkan struktur permodalan yang kuat.

Tujuan utama dari kebijakan Bank atas pengelolaan modal adalah dalam rangka memastikan bahwa Bank memiliki kecukupan modal untuk mendukung strategi usaha Bank selain untuk memenuhi ketentuan kecukupan permodalan yang ditetapkan oleh Otoritas.

Sesuai Peraturan Bank Indonesia No.14/18/PBI/2012 tanggal 28 November 2012 tentang Kewajiban Penyediaan Modal Minimum Bank Umum, pasal 5 ayat 1 bahwa modal terdiri atas:
1. Modal Inti (Tier 1);
2. Modal Pelengkap (Tier 2); dan
3. Modal Pelengkap Tambahan.

Adapun struktur permodalan Bank Victoria sebagai berikut.

A. CAPITAL STRUCTURE

To support sustainable business growth and as a buffer against possible losses due to internal and external factors, it would take a strong capital structure.

The main objective of the Bank's policy on capital management is to ensure that the Bank has adequate capital to support the Bank's business strategy as well as to comply with capital adequacy set by the Authority.

In accordance to Bank Indonesia Regulation No.14/18/PBI/2012 dated 28 November 2012 concerning the Minimum Capital Adequacy Requirement for Commercial Banks, Article 5, paragraph 1, capital consists of:
1. Core Capital (Tier 1);
2. Supplementary Capital (Tier 2); and
3. Additional Supplementary Capital.

The capital structure of Bank Victoria is as follows.

Tabel 1.a. Permodalan Bank Umum
Table 1.a. Commercial Bank Capital

Lihat Lampiran halaman 353
See attachment page 353

Total modal Bank Victoria secara Individual bulan Desember 2014 sebesar Rp2.318.242 juta atau mengalami pertumbuhan modal sebesar 6,62% dari bulan Desember 2013. Hal ini terjadi karena pertumbuhan modal secara organik dari laba dan modal disetor, sedangkan pertumbuhan modal secara non-organik dari waran di tahun 2014 menjadi sebesar Rp44 Miliar dari Rp70 miliar dan obligasi subordinasi di tahun 2014 menjadi sebesar Rp565 miliar dari Rp600 miliar. Pertumbuhan tersebut menyebabkan komposisi modal inti bulan Desember 2014 menjadi sebesar 71,64% dari 68,37% di bulan Desember 2013, akan tetapi komposisi modal pelengkap mengalami penurunan menjadi sebesar 28,36% dari 31,63%.

Total modal Bank Victoria secara Konsolidasi dengan Perusahaan Anak bulan Desember 2014 sebesar Rp2.476.732 juta atau mengalami pertumbuhan modal sebesar 5,98% dari bulan Desember 2013. Pertumbuhan tersebut menyebabkan komposisi modal inti bulan Desember 2014 bertumbuh menjadi sebesar 70,69% dari 67,83% di bulan Desember 2013, sedangkan komposisi modal pelengkap mengalami penurunan menjadi sebesar 29,31% dari 32,17%.

The total capital of Bank Victoria by individual in December 2014 was Rp2,318,242 million or having a capital increase by 6.62% from December 2013. This was because of the organic capital growth from profit earned and paid in capital. While the growth in non-organic capital from warrants in 2014 was Rp44 billion from Rp70 billion and subordinated bonds in 2014 was Rp565 billion from Rp600 billion. Such growth has led to the composition of tier I capital in December 2014 became 71.64% from 68.37% in December 2013. Meanwhile the composition of tier II capital has decreased to 28.36% from 31.63%.

The total capital of Bank Victoria with its Subsidiary Companies in December 2014 was Rp2,476,732 million or having an increase capital growth by 5.98% from December 2013. Such growth has led to the composition of tier I capital in December 2014 became 70.69% from 67.83% in December 2013. Meanwhile the composition of tier II capital has decreased to 29.31% from 32.17%.

Dalam rangka menunjang rencana ekspansi bisnis serta pemenuhan kecukupan modal sesuai profil risiko Bank, maka strategi yang dilaksanakan Bank dalam pertumbuhan modal adalah melalui strategi organik dan non-organik. Strategi organik dilaksanakan dengan memperkuat struktur permodalan melalui perolehan laba usaha. Di sisi lain, strategi non-organik dilakukan Bank diantaranya melalui.

1. Waran
   Penerbitan instrumen modal yaitu berupa waran merupakan bagian dari modal inti di cadangan tambahan modal sebagai faktor penambah insentif kepada pemegang saham Bank sebesar 50% (lima puluh persen) dan tidak dapat dikonversi ke dalam bentuk selain saham.

   Informasi Tabel Pencatatan Saham Bank Victoria dapat dilihat pada Tabel Kronologi Pencatatan Saham Bank Victoria di halaman 92

2. Obligasi Subordinasi
   Penerbitan instrumen modal yaitu berupa obligasi subordinasi yang diterbitkan oleh Bank telah memenuhi kriteria sebagai modal pelengkap *level* bawah. Tahun 2014 obiligasi subordinasi tersebut masih dalam batas ambang wajar, mengingat rasio Modal Inti *(Tier I Capital)* terhadap Modal Pelengkap *(Tier II Capital)* masih berkisar 252,61%.

   Informasi Tabel Pencatatan Obligasi Subordinasi Bank Victoria dapat dilihat pada Tabel Kronologi Pencatatan Obligasi Bank Victoria di halaman 94.

B. KECUKUPAN PERMODALAN

Sejalan dengan perkembangan kompleksitas usaha dan risiko Bank, maka Bank Victoria melakukan penilaian atas profil risiko yang dimiliki dan tingkat kecukupan modal untuk mengantisipasi potensi kerugian atas eksposur risiko. Bank juga telah memenuhi kewajiban penyediaan modal minimum yang dipersyaratkan sesuai dengan SEBI No.14/37/DPNP tanggal 27 Desember 2012 tentang Kewajiban Penyediaan Modal Minimum (KPMM) sesuai Profil Risiko dan Pemenuhan *Capital Equivalency Maintained Assets* (CEMA). Dalam melakukan pengelolaan modal atas risiko kredit, Bank Victoria menggunakan Pendekatan Standar sesuai dengan SEBI No.13/6/DPNP perihal Pedoman Perhitungan Aset Tertimbang Menurut Risiko (ATMR) untuk Risiko Kredit dengan menggunakan Pendekatan Standar yang dikeluarkan tanggal 18 Februari 2011, sementara untuk pengelolaan modal atas risiko pasar dilakukan dengan menggunakan *standardized approach* sesuai SEBI No.14/21/DPNP Perihal Perubahan

In order to support business expansion plans and compliance with capital adequacy in accordance with the Bank's risk profile, the strategy implemented by the Bank in the capital growth was through both organic and non-organic strategies. Organic strategy implemented by strengthening the capital structure through operating profit. On the other hand, the non-organic strategy implemented by the Bank are the following :

1. Warrants
   The issuance of capital instruments in the form of warrants is part of the tier I capital in capital additional reserve as an incentive adding factor to the Bank's shareholders by 50% (fifty percent) and can not be converted into other form other than shares.

   Information for Bank Victoria's Shares Listing Table can be seen in Table of Chronology of Shares Listing of Bank Victoria on page 92

2. Subordinated Bond
   The issuance of capital instruments in the form of subordinated bonds issued by the Bank has fulfilled the criteria as supplementary capital of lower level The subordinated bond 2014 was still within a reasonable threshold, considering the Core Capital (Tier I Capital) to the Supplementary Capital (Tier II Capital) ratio was still around 252.61%.

   Information for Bank Victoria's Shares Listing Table can be seen in Table of Chronology of Shares Listing of Bank Victoria on page 94.

B. CAPITAL ADEQUACY

In line with the Bank's risk and business complexity development, the Bank assessed the risk profile and the level of capital adequacy to anticipate potential losses from risk exposure. The Bank has met the required minimum capital requirement pursuant to SEBI No.14/37/DPNP dated 27 December 2012 on the Minimum Capital Adequacy Ratio (CAR) in accordance with the Risk Profile and Capital Equivalency Maintained Assets (CEMA). In term of capital management of credit risk, the Bank Victoria applies Standard Approach pursuant to Bank Indonesia Circular Letter (SEBI) No.13/6/DPNP concerning to Guidelines for the Calculation of the Weighted Assets by Risk (RWA) for Credit Risk by applying the Standardized Approach issued on 18 February 2011, while for the capital management of the market risk were conducted by applying the standardized approach according to SEBI No.14/21/DPNP concerning to the Amendment to Bank Indonesia Circular Letter No.9/33/DPNP dated 18 December 2007 concerning the Guidelines

atas Surat Edaran Bank Indonesia No.9/33/DPNP tanggal 18 Desember 2007 perihal Pedoman Penggunaan Metode Standar dalam Perhitungan Kewajiban Penyediaan Modal Minimum Bank Umum dengan memperhitungkan Risiko Pasar. Sedangkan untuk kecukupan modal risiko operasional dengan menggunakan metode Pendekatan Indikator Dasar (PID) sesuai SEBI No.11/3/DPNP perihal Perhitungan Aset Tertimbang Menurut Risiko (ATMR) untuk Risiko Operasional dengan Menggunakan Pendekatan Indikator Dasar (PID).

for Applying the Standardized Methode in the Calculation of the Minimum Capital Adequacy for the Commercial Banks by considering the Market Risk. Meanwhile, capital adequacy of operational risk applies the method of Basic Indicator Approach (PID) pursuant to SEBI No.11/3/DPNP on the Calculation of the Weighted Assets by Risk (ATMR) for Operational Risk using the Basic Indicator Approach (PID).

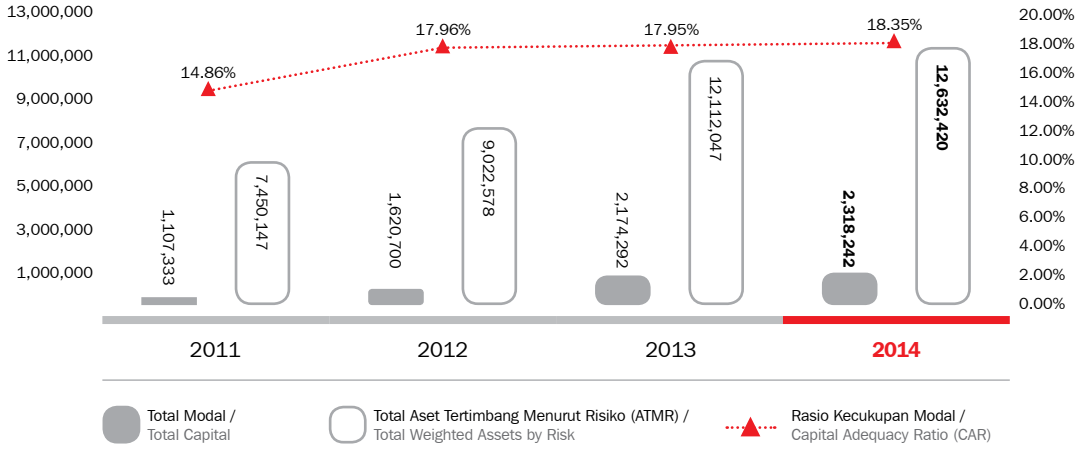
Profil risiko Bank Victoria pada bulan Desember 2014 memperoleh peringkat komposit 2 *(low to moderate)* sedangkan rasio Kecukupan Pemenuhan Modal Minimum Bank Victoria secara individual maupun konsolidasi adalah sebesar 18,35% dan 18,25%. Rasio tersebut telah memenuhi persyaratan minimum rasio Ketentuan Pemenuhan Modal Minimum sesuai profil risiko yaitu sebesar 9% sampai dengan 10%.

The Bank Victoria's risk profile in December 2014 in the rank of composite 2 (low to moderate) Meanwhile, the Minimum Capital Adequacy of Bank Victoria individually or consolidated were 18.35% and 18.25% Such ratios have met the minimum requirement of Capital Adequacy Ration according to the risk profile of 9% until 10%..

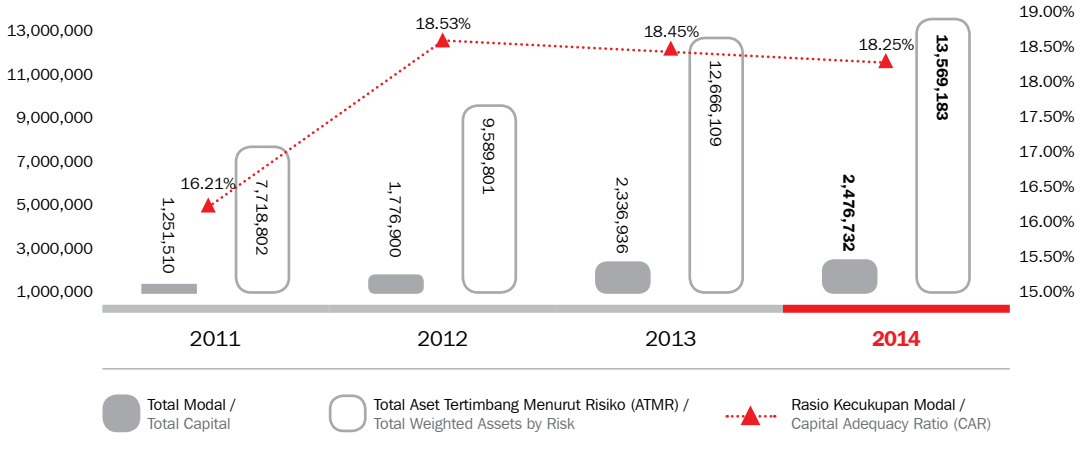
Berikut grafik KPMM Bank Victoria

Below is the graph of Bank Victoria's KPMM

Bank Individual
Individual Bank



Bank Konsolidasi
Consolidated Bank



Manajemen memandang permodalan sebagai sarana dalam mencapai tujuan strategis Bank, sehingga dalam pengelolaan permodalan dilakukan analisis kecukupan modal untuk mendukung rencana strategis Bank di masa yang akan datang. Hal ini ditunjukkan dengan strategi pengelolaan modal melalui pengembangan fungsi manajemen risiko secara berkelanjutan, serta terus mengembangkan dan meningkatkan kerangka sistem pengelolaan risiko dan pengendalian internal yang terpadu dan komprehensif.

Management viewed capital as a means to achieve the Bank's strategic objectives, so in capital management they performed an capital adequacy analysis to support the Bank's strategic plan in the future. This was indicated by the capital management strategy through the development of sustainable risk management function and continued to develop and improve an integrated and comprehensive risk management systems and internal controls framework.

C. EKSPOSUR RISIKO DAN PENERAPAN MANAJEMEN RISIKO

Dalam menjalankan usahanya, Bank tereskpos berbagai jenis risiko baik yang berasal dari internal maupun eksternal Bank, yang dapat menimbulkan kerugian bagi Bank di masa mendatang. Penerapan manajemen risiko di Bank Victoria dilakukan melalui organisasi yang dibentuk, seperti Divisi Manajemen Risiko, Komite Manajemen Risiko (KMR), Komite Pemantau Risiko, *Asset and Liabilties Committee (ALCO)* serta penetapan kebijakan prosedur limit-limit transaksi sebagai panduan Bank untuk mengidentifikasi, memantau dan mengukur sekaligus memitigasi risikonya.

Selama tahun 2014 Bank Victoria telah menerapkan Manajemen Risiko secara terpadu *(enterprise risk management)* untuk mengendalikan 8 jenis risiko yang menyertai kegiatan bisnis, melalui penerapan kerangka pengelolaan risiko yang meliputi penerapan empat pilar pengelolaan risiko sesuai PBI No.11/25/PBI/2009 tentang penerapan manajemen risiko bagi bank umum yang terdiri dari:

1. Pengawasan Aktif Dewan Komisaris dan Direksi;
2. Kecukupan kebijakan, prosedur, dan penetapan limit;
3. Proses manajemen risiko dan sistem informasi manajemen risiko;
4. Sistem pengendalian intern.

Pengawasan Aktif Dewan Komisaris dan Direksi

Dewan Komisaris dan Direksi merupakan organ utama dalam organisasi yang bertanggung jawab atas efektivitas penerapan Manajemen Risiko dan memegang peranan penting dalam mendukung dan mengawasi keberhasilan penerapannya diseluruh unit kerja. Pengawasan Aktif Komisaris, diantaranya meliputi:

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. Memantau dan mengevaluasi kebijakan operasional Bank yang dilakukan oleh Direksi;
3. Menyelenggarakan Rapat Berkala dengan Direksi untuk mengevaluasi pencapaian tindak lanjut setiap rencana kerja *(action plan)*;
4. Memastikan bahwa pendelegasian wewenang dan tanggung jawab berjalan dengan efektif sesuai jenjang organisasi;
5. Memastikan saran/rekomendasi setiap Laporan Hasil Pemeriksaan (LHP) Auditor Internal dan Eksternal telah ditindaklanjuti.

C. RISK EXPOSURE AND IMPLEMENTATION OF RISK MANAGEMENT

In conducting its business, the Bank exposed to various types of risks stemming from both internal and external, which may create significant loss to the Bank in the future. The risk management application at the Bank Victoria was done through established organizations, such as the Risk Management Division, Risk Management Committee (RMC), Risk Monitoring Committee, Asset and Liabilties Committee (ALCO) and the stipulation of transaction limits procedure policy as the Bank's guide in identifying, monitoring, and measuring as well as mitigating the risks.

During 2014, the Bank Victoria has implemented an integrated Risk Management (enterprise risk management) to control the 8 type of risks that accompany the business activities, through the implementation of a risk management framework that includes the four pillars of risk management implementation in accordance with PBI No.11/25/PBI/2009 concerning the application of risk management for commercial banks consisting of:

1. Active Supervision by the Board of Commissioners and Board of Directors;
2. Sufficient policy, procedures, and limit determination;
3. The risk management process and risk management information system;
4. The internal control system.

Active Supervision by the Board of Commissioners and Board of Directors

The Board of Commissioners and Board of Directors are the main organs in the organization that are responsible for the effectiveness of risk management implementation and play an important role in supporting and supervising the successful implementation throughout the working units. Active Supervision by the Board of Commissioners, among others include:

1. Approving the policy in Risk Management including the strategy and the framework of Risk Management determined in accordance with the risk level that will be taken (risk appetite) and risk tolerance of the Bank;
2. Monitoring and evaluating the operational policy of the Bank having been implemented by the Board of Directors;
3. Holding the Regular Meeting with the Board of Directors to evaluate the achievement in follow-up action for each work plan (action plan);
4. Ensuring the effective conduct of delegation authority and responsibility according to the organization level;
5. Ensuring that feedback/recommendation of each Report of Examination (Laporan Hasil Pemeriksaan – LHP) of Internal and External Auditor has been followed up.

Sedangkan Direksi bertugas menentukan arah kebijakan dan strategi manajemen risiko secara komprehensif, termasuk implementasinya, serta memastikan bahwa seluruh risiko yang material dan dampaknya telah ditindaklanjuti. Direksi juga bertanggung jawab untuk menumbuh kembangkan budaya dan kesadaran akan risiko diseluruh 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 dan kunjungan ke jaringan kantor;
3. Memastikan Standar Operasional Prosedur (SOP), Kebijakan dan Prosedur telah dipahami dan dilaksanakan dengan benar oleh seluruh karyawan;
4. Memastikan dan melaksanakan langkah perbaikan atau rekomendasi dari Audit Internal maupun Ekternal telah dilaksanakan dengan efektif;
5. Mengembangkan budaya Manajemen Risiko dan meningkatkan kesadaran risiko pada seluruh jenjang organisasi.

Kecukupan Kebijakan, Prosedur, Dan Penetapan Limit

Seluruh aktivitas Bank, berikut setiap produk dan jasa Bank dilaksanakan berdasarkan kebijakan dan prosedur yang ditetapkan secara jelas dan sejalan dengan visi, misi dan strategi bisnis Bank Victoria.

Bank menyusun kebijakan, prosedur, dan penetapan limit untuk mengidentifikasi, mengukur, memantau, dan mengendalikan berbagai komponen risiko berdasarkan pada strategi Manajemen Risiko yang berorientasi jangka panjang dan untuk memastikan kelangsungan usaha Bank dengan mempertimbangkan kondisi/siklus ekonomi.

Penetapan limit Bank dibuat dan diusulkan oleh unit kerja operasional yang kemudian disampaikan ke Divisi Manajemen Risiko. Selanjutnya usulan tersebut disampaikan kepada Komite Manajemen Risiko untuk direkomendasikan ke Direktur Utama dengan sepengetahuan Dewan Komisaris. Kaji ulang terhadap kebijakan, prosedur dan penetapan limit dilakukan paling kurang sekali dalam setahun.

Proses Manajemen Risiko Dan Sistem Informasi Manajemen Risiko

Bank menerapkan proses pengelolaan risiko melalui tahapan:

1. **Identifikasi**
   Identifikasi dimaksudkan untuk memastikan bahwa risiko-risiko yang terkandung dalam produk dan kegiatan Bank sudah tercakup dalam proses Manajemen Risiko. Identifikasi risiko bersifat proaktif, mencakup seluruh aktivitas bisnis dan dilakukan dalam rangka menganalisis sumber dan kemungkinan timbulnya risiko beserta dampaknya.

Meanwhile, the Board of Directors has a duty to determine the policy direction and the strategy of comprehensive risk management, including the implementation, and to ensures that all material risks and impacts have been followed up. The Board of Directors also responsible for developing the risk culture and awareness throughout the ranks of the working unit. Active Supervision by the Board of Directors, among others include:

1. Formulating policies, strategies and the framework of Risk Management taking into account the risks that will be taken (risk appetite) and risk tolerance of the Bank;
2. Monitoring, evaluating and ensuring the Business Plan of the Bank, Strategy and Action Plan are conducted in accordance with the plan through regular meeting and visiting the office network;
3. Ensuring the Standard Operational Procedure, Policy and Procedure have been understood and carried out correctly by all employees;
4. Ensuring that the remedial actions or recommendation from Internal Auditor or External have been conducted effectively;
5. Developing the Risk Management culture and enhancing the risk awareness in all levels of organization.

Sufficient Policy, Procedures, and Limit Determination

The entire Bank's activities as well as each Bank products and services executed according to the clearly defined and consistent policy and procedures with the scope in line with the Bank Victoria's vision, mission and business strategy.

The Bank developed policies, procedures, and limits determination to identify, measure, monitor, and control various risk components based on long-term oriented Risk Management strategies and to ensure the continuity of the Bank's business by taking into account the conditions/ economic cycle.

The Bank's limits was created and proposed by the operational working units as delivered to the Risk Management Division and subsequently submitted to the Risk Management Committee and to be recommended to the Board of Directors with the knowledge of the Board of Commissioners. Review of these policies, procedures and limits determination was done at least once a year.

The Risk Management Process and Risk Management Information System

The Bank applies the risk management process through the following phases:

1. **Identification**
   Identification intended to ensure that the risks inherent in the Bank's products and activities are included in the Risk Management process. The nature of risk identification is proactive, covering all business activities and conducted in order to analyze the source and potential risks as well as their impact.

2. Pengukuran
Pengukuran risiko dimaksudkan agar Bank mampu menghitung ekposur risiko yang melekat pada kegiatan usahanya, sehingga dapat diperkirakan dampaknya terhadap permodalan yang seharusnya dipelihara dalam rangka mendukung usaha Bank. Pengukuran risiko dilakukan secara berkala baik untuk produk dan portofolio maupun seluruh aktivitas usaha, bersifat kuantitatif atau kualitatif, atau merupakan kombinasi keduanya.

3. Pemantauan
Pemantauan dilakukan dengan mengevaluasi eksposur risiko yang terdapat dalam seluruh portofolio produk dan kegiatan usaha serta efektivitas proses manajemen risiko, misalnya mengevaluasi limit, Indikator Risiko dan sebagainya.

4. Pengendalian
Pengendalian dilakukan antara lain dengan memberikan tindak lanjut atas risiko yang bersifat material dan yang melebihi limit risiko, peningkatan *control* (pengawasan melekat), penambahan modal untuk menyerap potensi kerugian, dan pelaksanaan audit internal secara berkala.

Sistem Informasi Manajemen Risiko diterapkan untuk mendukung pelaksanaan pelaporan kepada pihak Otoritas, serta sebagai dasar pengambilan keputusan oleh Manajemen. Divisi Manajemen Risiko menyusun laporan profil risiko secara berkala kepada Otoritas, Direksi dan Komite Manajemen Risiko, serta Komite Pemantau Risiko dalam rangka mitigasi risiko dan menentukan tindakan yang perlu diambil dalam upaya mitigasi tersebut.

Sistem Pengendalian Intern

Sistem pengendalian intern Bank yang handal dan efektif menjadi tanggung jawab dari seluruh unit kerja operasional dan unit kerja pendukung serta Satuan Kerja Audit Intern. Fungsi yang menjalankan pengawasan dalam pengendalian intern diantaranya:

1. Pengawasan melekat oleh Internal Kontrol untuk pengawasan kepatuhan Bank terhadap ketentuan internal Bank.
2. Pengawasan melekat oleh Bagian Kepatuhan untuk pengawasan kepatuhan Bank terhadap ketentuan eksternal Bank.
3. Divisi Manajemen Risiko melaksanakan kaji ulang secara berkala dengan frekuensi yang disesuaikan kepada kebutuhan Bank untuk memastikan:
   a. Kecukupan kerangka manajemen risiko;
   b. Keakuratan metodologi penilaian risiko;
   c. Kecukupan sistem informasi manajemen risiko.
4. Satuan Kerja Audit Intern melakukan:
   a. Kaji ulang penerapan manajemen risiko secara berkala paling sedikit sekali setiap tahun;
   b. Pemeriksaan sampling secara periodik dan berdasarkan basis risiko.

Untuk mewujudkan keempat pilar penerapan Manajemen Risiko tersebut, Bank Victoria mengimplementasikannya melalui tata kelola risiko, kerangka manajemen risiko, proses

2. Measurement
Measurement of risk is intended to be able to calculate the risk exposure inherent in the business activities so the impact on the capital can be estimated in order to support the Bank's business. Risk measurement done on a regular basis for products and portfolios as well as the entire business activities, quantitative or qualitative, or a combination of both.

3. Monitoring
Monitoring executed by evaluating risk exposures inherent in the entire product portfolios and business activities as well as the effectiveness of the risk management process, such as evaluating the limit, risk indicators and so on.

4. Control
Control was executed, among others, by providing follow up on material risks which exceeds the risk limits, increase control (attached monitoring), capital additional to absorb potential losses, and internal audits implementation on a regular basis.

Risk Management Information System is implemented to support the submission of the report to the Authority and the Management as a basis for decision making. Risk Management Division prepared a risk profile report periodically to be submitted to the Authority, the Board of Directors and Risk Management Committee, as well as Risk Monitoring Committee in order to mitigate risk and to determine the necessary actions that shall be taken in such mitigation efforts.

The Internal Control System

A reliable and effective Bank's internal control system is the responsibility of all operational units and supporting work unit as well as the Internal Audit Working Unit. The functions that involved in internal control monitoring include:

1. Supervision by the Internal Control to monitor the Bank compliance with the Bank's internal regulations.
2. Supervision by the Compliance Section to monitor Bank's compliance with the Bank's external regulations.
3. Risk Management Division executed periodic review with a frequency that is tailored to the needs of the Bank to ensure:
   a. The adequacy of the risk management framework;
   b. The accuracy of risk assessment methodology;
   c. The adequacy of the risk management information system.
4. Internal Audit Working Unit shall:
   a. Review the risk management implementation on a regular basis at least once every year;
   b. Periodic sampling inspection and based on the risk.

To realize the four pillars of risk management, the Bank implemented it through risk governance, risk management framework, risk management processes, HR, MIS and risk

manajemen risiko, SDM, MIS dan pengendalian risiko dalam rangka mendukung terlaksananya Manajemen Risiko yang efektif.

Organisasi Manajemen Risiko

STRUKTUR ORGANISASI MANAJEMEN RISIKO

1. **Komite Pemantau Risiko (KPR)**
   Uraian Komite Pemantau Risiko dapat dilihat pada Bab Tata Kelola Perusahaan di halaman 225.
   Komite Manajemen Risiko (KMR)
   Uraian Komite Manajemen Risiko dapat dilihat pada Bab Tata Kelola Perusahaan di halaman 231.
   ***Asset and Liabilitiy Committee* (ALCO)**
   Uraian *Asset and Liabilitiy Committee* dapat dilihat pada Bab Tata Kelola Perusahaan di halaman 236.

2. **Divisi Manajemen Risiko**
   Divisi Manajemen Risiko berada di bawah Direktur Kepatuhan dan Manajemen Risiko. Divisi Manajemen Risiko merupakan satuan kerja yang independen terhadap satuan kerja bisnis/operasional seperti *treasury*, kredit, pendanaan, dan akuntansi. Divisi Manajemen Risiko melakukan fungsi koordinasi proses manajemen risiko Bank untuk meminimalkan potensi maupun dampak dari berbagai jenis risiko yang dihadapi. Divisi Manajemen Risiko membangun proses yang komprehensif dalam mengidentifikasi, mengukur, memantau dan mengendalikan risiko serta menyampaikan laporan atas tingkat risiko serta membangun sistem pengendalian internal yang handal. Dengan adanya pengembangan ruang lingkup manajemen risiko yang dilakukan oleh Bank, maka struktur organisasi Divisi Manajemen Risiko mengalami pengembangan menjadi unit kerja manajemen risiko yang terdiri dari penerapan manajemen risiko dan unit kerja pengendalian manajemen risiko, dan unit kerja *Assets and Liability Management (ALMA)*.

   Tugas dan Tanggung Jawab Divisi Manajemen Risiko 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. Menerapkan perangkat yang dibutuhkan dalam penerapan Manajemen Risiko;
   d. Melakukan pemantauan implementasi strategi manajemen risiko yang direkomendasikan oleh Komite Manajemen Risiko dan yang telah disetujui oleh Direksi;
   e. Pemantauan posisi/eksposur risiko secara keseluruhan, per jenis risiko maupun per aktivitas fungsional;
   f. Penerapan *stress testing* guna mengetahui dampak dari implementasi kebijakan dan strategi manajemen risiko;
   g. Pengkajian usulan aktivitas dan/atau produk baru yang diajukan atau dikembangkan oleh suatu unit tertentu yang ada pada Bank. Pengkajian difokuskan terutama pada aspek kemampuan Bank untuk melakukan

control in order to support an effective Risk Management implementation.

Risk Management Organization

RISK MANAGEMENT ORGANIZATION STRUCTURE

1. **Risk Control Committee (KPR)**
   The description of Risk Control Committee can be seen in the Good Corporate Governance chapter on page 225.
   Risk Management Committee (RMC)
   The description of Risk Management Committee can be seen in the Good Corporate Governance chapter on page 231.
   Asset and Liabilitiy Committee (ALCO)
   The description of Asset and Liabilitiy Committee can be seen in the Good Corporate Governance chapter on page 236.

2. **Risk Management Division**
   The Risk Management Division is under the Director of Compliance and Risk Management. The Risk Management Division is a working unit independent of the business/operations working units of such as treasury, credit, finance, and accounting. The Risk Management Division performs the function of coordinating the Bank's risk management process to minimize the potential and the impact of various risk types. The Risk Management Division build a comprehensive process to identify, measure, monitor and control risks and to submit a report on the risk level and build a reliable internal control system. With the development of the risk management scope undertaken by the Bank, the Risk Management Division organizational structure expanded into risk management units consisting of the risk management application and the risk management control unit, and the Asset and Liability Management (ALMA) unit.

   The Duties and Responsibilities of the Risk Management Division include:
   a. Providing feedback to the Board of Directors in the development of Risk Management policies, strategies, and framework;
   b. Developing procedures and tools for the Risk identification, measurement, monitoring, and controlling;
   c. Using the necessary tools in the Risk Management implementation;
   d. Taking control over the implementation of risk management strategy recommended by Risk Management Committee and approved by the Board of Directors;
   e. Taking control over overall risk position/exposure, either for each types of risk or each functional activity;
   f. Taking stress testing for the purpose to find out the impacts on the implementation of risk management policy and strategy;
   g. Reviewing proposed activities and/or new products proposed or developed by a particular unit at the Bank. The review is focused mainly on the aspect of the Bank's capability to conduct activities and or new products

aktivitas dan atau produk baru termasuk sistem dan prosedur yang digunakan serta dampaknya terhadap eksposur risiko Bank secara keseluruhan;

h. Melaksanakan kaji ulang secara berkala dengan frekuensi yang disesuaikan kebutuhan Bank;
i. Rekomendasi mengenai besaran atau maksimum eksposur risiko yang wajib dipelihara Bank kepada satuan kerja operasional dan kepada Komite Manajemen Risiko, sesuai dengan kewenangan yang dimiliki Divisi Manajemen Risiko;
j. Evaluasi terhadap akurasi dan validitas data yang digunakan oleh Bank untuk mengukur risiko bagi Bank yang menggunakan model untuk keperluan intern;
k. Menyusun dan menyampaikan laporan profil risiko kepada Direktur Utama, Direktur Kepatuhan dan Manajemen Risiko dan Komite Manajemen Risiko secara berkala atau sekurang-kurangnya secara triwulanan. Apabila kondisi pasar berubah dengan cepat maka frekuensi laporan harus ditingkatkan;
l. Menyusun laporan Tingkat Kesehatan Bank berdasarkan *Risk Based Bank Rating* (RBBR) secara berkala atau sekurang-kurangnya secara triwulanan dan laporan laporan *Internal Capital Adequacy Assessement Process (ICAAP)* secara berkala sekurang-kurangnya secara semesteran. Frekuensi laporan harus ditingkatkan apabila kondisi pasar berubah dengan cepat.

Dalam melaksanakan fungsi pengendalian risiko pasar yaitu di antaranya risiko suku bunga dan risiko likuiditas maka Bank mengembangkan unit kerja ALMA. Unit kerja ALMA berada di dalam struktur Divisi Manajemen Risiko sejak 9 April 2013.

Tugas dan Tanggung Jawab Unit Kerja ALMA meliputi:
a. Melaksanakan fungsi pengendalian risiko suku bunga dan risiko likuiditas terkait dengan pengelolaan *asset and liabilities portfolio* dan pengelolaan likuiditas.
b. Mengidentifikasi risiko suku bunga dan menetapkan sistem pengelolaan dan pengukuran risiko suku bunga.
c. Evaluasi posisi risiko suku bunga Bank dan strategi ALMA guna memastikan bahwa hasil *risk taking position* Bank telah konsisten dengan tujuan.

d. Mengembangkan, kaji ulang dan modifikasi strategi ALMA seperti kaji ulang penetapan harga *(pricing)* aktiva dan pasiva untuk memastikan bahwa *pricing* tersebut dapat mengoptimalkan hasil penanaman dana, meminimumkan biaya dana, dan memelihara struktur neraca Bank, sesuai dengan strategi ALMA Bank.

e. Menyampaikan informasi dan melakukan kaji ulang deviasi antara hasil aktual dengan proyeksi anggaran dan Rencana Bisnis Bank.
f. Menyusun, mengkinikan dan mendokumentasikan kebijakan, prosedur dan penetapan limit yang terkait dengan ALMA.

including the system and procedures applied as well as their impacts on the overall of the Bank's risk exposure;

h. Conducts review periodically with a frequency tailored to the Bank's needs;
i. Providing recommendation about the extent or maximum risk exposure that shall be maintained by the Bank, to the operational units and the Risk Management Committee, according to the authority of Risk Management Division;

j. Evaluation of the data accuracy and validity used by the Bank to measure risk for banks using the model for internal purposes;
k. Preparing and submitting a report on risk profile to the President Director, Compliance and Risk Management Director and Risk Management Committee regularly or at least quarterly. In the event that the market condition changes rapidly the frequency of the report shall be increased;
l. Preparing a report on the Bank's Rating by Risk Based Bank Rating (RBBB) regulary and quarterly, and a report on Internal Capital Adequacy Assessment Process (ICAAP) regularly or by semester. The frequency of the report shall be increased if the market condition changes rapidly.

In performing its control function to the market risk such as: interest rate risk and liquidity risk, the Bank has established ALMA Unit. ALMA unit is in the structure of Risk Management Division since 9 April 2013.

The Duties and Responsibilities ALMA Unit include:
a. Performing the control function to the interest rate risk and liquidity risk relating to the portfolio of assets and liabilities management and liquidity management.
b. Identifying risk of the interest rate and establishing a system of managing and measuring the interest rate risk
c. Taking evaluation on the position of interest rate risk of the Bank and ALMA strategy for the purpose of ensuring the result of risk taking position of the Bank is consistent with the objective.
d. Developing a re-examination and modifying ALMA strategy such as re-examination on the price setting (pricing), assets and liabilities to ensure that such pricing can optimize the yield of fund investments, and minimize cost of fund, and maintain the structure of Balance Sheet of the Bank according to ALMA strategy of the Bank.
e. Submitting information and performing re-examination on deviation between the actual result with the budget projection and The Bank Business Plan.
f. Formulating, updating and making documentation about the policy, procedure and setting limit relating to ALMA.

D. Eksposur Risiko dan Penerapan Manajemen Risiko Bank Secara Khusus

1. Risiko Kredit

Pengelolaan risiko kredit bank terutama diarahkan untuk mengantisipasi akibat kegagalan pasangan usaha *(counterparty)* dalam memenuhi kewajibannya. Di industri perbankan, risiko kredit dapat timbul dari berbagai aktivitas fungsional perbankan, seperti risiko yang timbul dari penyaluran pinjaman kepada nasabah, maupun dari aktivitas *treasury* dan investasi. Kegagalan dalam mengelola risiko ini dapat berdampak pada posisi keuangan Bank.

Dalam rangka meningkatkan pengendalian terhadap risiko kredit, maka proses kredit dan pengelolaan risiko kredit dilakukan secara terintegrasi yang melibatkan beberapa unit kerja yang terpisah dalam organisasi manajemen risiko kredit. Untuk meningkatkan proses pengendalian tersebut, maka dilakukan pemisahan wewenang dan tanggung jawab, sebagai berikut:

- Divisi Bisnis adalah Unit bisnis yang melaksanakan aktivitas pemberian kredit atau penyediaan dana,
- Divisi *Credit Analyst* adalah Unit yang melakukan *review*/ analisis terhadap setiap penyediaan dana dalam jumlah tertentu.
- Divisi Biro Hukum, Remedial dan *Anti Fraud* adalah Unit pemulihan kredit yang melakukan penanganan kredit bermasalah,
- Divisi Manajemen Risiko dan Divisi Kepatuhan adalah Unit independen yang memantau risiko kredit dalam menilai, menguji dan mengkaji risiko tanpa mengabaikan prinsip kehati-hatian, dan
- Komite Kredit yang memutuskan pemberian kredit dalam jumlah tertentu sesuai dengan kebijakan Bank.

a. Strategi manajemen risiko kredit untuk aktivitas yang memiliki eksposur risiko kredit yang signifikan.

Strategi manajemen risiko Bank disesuaikan dengan Rencana Bisnis *(business plan)* Bank yang disusun secara realistis, komprehensif serta mempertimbangkan hal-hal sebagai berikut.

(a) Berpedoman pada ketentuan Bank Indonesia tentang Rencana Bisnis Bank;

(b) Memperhatikan faktor eksternal dan faktor internal yang mempengaruhi kelangsungan usaha Bank;

(c) Memperhatikan prinsip kehati-hatian serta prinsip perbankan yang sehat.

b. Kebijakan pengelolaan risiko konsentrasi kredit.

Dalam melaksanakan pengelolaan risiko konsentrasi kredit, Bank Victoria telah memiliki limit penyaluran kredit pada sektor-sektor ekonomi tertentu sesuai dengan rencana penyaluran kredit. Hal ini bertujuan untuk mengurangi risiko yang mungkin timbul melalui penetapan limit yang dituangkan dalam Rencana Bisnis Bank.

D. Risk Exposure and the Implementation of Special Risk Management of the Bank

1. Credit Risk

Credit risk management of the bank is mainly focused on anticipating the impacts on the failure of the counterparty of the bank to meet its obligation. In the banking industry, credit risk can arise from a variety of banking functional activity, such as the risks arising from customer lending, as well as treasury and investment activities. Failure to manage these risks can have an impact on the Bank's financial position.

In order to increase the control on credit risk, the credit process and credit risk management executed in integrated fashion involving several units in the credit risk management organization. To improve such control process, the separation of authorities and responsibilities are conducted as the following:

- Business Division is a business unit conducting activities in granting credit or providing funds,
- Credit Analyst Division is a Unit undertaking review/ analysis on each fund provision at the specific amount.
- Legal Bureau, Remedial and Anti Fraud Division is a Unit of credit recovery handling non-performing loan.
- Risk Management Division and Compliance Division are Independent Units taking control over credit risk in assessing, examining and reviewing risk without neglecting the prudent principles.
- Credit Committee is to decide the credit grant at the specific amount according to the policy of the Bank.

a. Risk management strategy for activities entailing significant credit risk exposure.

The Bank's risk management strategy established according to the Bank's Business Plan that has been realistically and comprehensively prepared as well as taking into account the following.

(a) Applying the guideline in accordance with the provision of the Regulator concerning the Business Plan of the Bank;

(b) Considering the external and internal factors that influence the sustainability of the business of the Bank;

(c) Considering the prudent principles and healthy bank principles.

b. The policy concentration of credit risk management.

In carrying out the credit concentration risk management, Bank Victoria has a lending limit to certain economic sectors in accordance with the lending plan which aims to reduce the risks that may arise through the limits set forth in the Bank's Business Plan.

c. Mekanisme pengukuran dan pengendalian risiko kredit.

Pengelolaan risiko kredit dilakukan oleh Bank Victoria secara terus-menerus dan berkesinambungan melalui pengkinian secara berkala terhadap kebijakan, sistem dan prosedur mengenai penyediaan dana.

Bank juga telah melakukan pemisahan wewenang dan tanggung jawab dalam rangka pengendalian risiko kredit, yaitu pemisahan antara fungsi pemutus penyaluran kredit dengan fungsi penyelesaian kredit bermasalah, hal tersebut tercantum dalam kebijakan dan tercermin dalam struktur organisasi Bank.

d. Definisi tagihan yang telah jatuh tempo dan tagihan yang mengalami penurunan nilai/*impairment*.

(a) Tagihan yang telah jatuh tempo adalah tagihan yang telah jatuh tempo lebih dari 90 (sembilan puluh) hari, baik atas pembayaran pokok dan/atau pembayaran bunga;

(b) Tagihan yang mengalami penurunan nilai adalah adalah suatu kondisi ditemukannya bukti obyektif terjadinya peristiwa yang merugikan sebagai akibat dari satu atau lebih peristiwa yang terjadi setelah pengakuan awal kredit tersebut, dan peristiwa yang merugikan tersebut berdampak pada estimasi arus kas masa datang atas aset keuangan atau kelompok aset keuangan yang dapat diestimasi secara andal.

e. Penjelasan mengenai pendekatan yang digunakan untuk pembentukan Cadangan Kerugian Penurunan Nilai (CKPN) individual dan kolektif, serta metode statistic yang digunakan dalam perhitungan CKPN.

(a) CKPN Individual adalah penyisihan yang dibentuk untuk aset keuangan yang penurunan nilainya dievaluasi secara individual (CKPN dihitung dari selisih antara nilai wajar kini dan nilai wajar sebelum *impair*).

(b) CKPN Kolektif adalah penyisihan yang dibentuk untuk aset keuangan yang penurunan nilainya dievaluasi secara kolektif, yaitu aset keuangan yang penurunan nilainya tidak dievaluasi secara individual atau dievaluasi secara individual namun tidak terdapat bukti obyektif penurunan nilai (CKPN dihitung dari % POD BIC).

(c) Penentuan CKPN secara individual/kolektif akan ditentukan jenis evaluasi yang akan digunakan berdasarkan parameter nilai signifikansi (= atau >), tetapi jika yang dievaluasi secara individual tidak dievaluasi secara kolektif namun jika tidak ada bukti obyektif (dalam hal ini tunggakan/perubahan kolektibilitas ke NPL), maka akan dievaluasi secara kolektif.

c. The mechanism of measuring and controlling credit risk

Credit risk management was Conducted by the Bank Victoaria continuously and sustainably through periodic updating of the policies, systems and procedures regarding the provision of funds.

The Bank also conducted separation of authorities and responsibilities in order to control credit risk by separating the functions between the decision function in credit disbursement and the function of non-performing loan settlement. This is all contained in the policy and shown in the Bank's organization structure.

d. The definition of overdue payment and impairment payment

(a) Payment which has been due is the payment with more than 90 (ninety days maturity, either for the principal and or/interest payment;

(b) Impairment Payment is the condition in which objective evidence shows an adverse event resulting from one or more events occurring after such initial recognition. And such adverse event affects the estimation of the future cash flow on the financial assets or financial group of assets which can be estimated accurately.

e. Description about the approach employed in creating the Collective Impairment Losses Allowance (*Cadangan Kerugian Penurunan Nilai* - CKPN) individually and collectively, as well as the statistic method applied in CKPN calculation.

(a) Individual CKPN is a allowance made for financial assets in which the decreasing value is calculated individually (CKPN is calculated from the difference between the current reasonable value and the reasonable value before the impair).

(b) Collective CKPN is a allowance created for financial assets in which its decreasing value is evaluated collectively, which is the financial assets with the decreasing value is not evaluated individually or evaluated individually, however, there is no objective evidence of decreasing value (CKPN is calculated from % POD BIC).

(c) The individual/collective CKPN will determine the type of evaluation that will be applied based on parameter significant value (= or >). If the evaluation is taken individually and is not taken collectively, and further there is objective evidence, in this case the arrears/a change in collectability to NPL, so the evaluation will be taken collectively.

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Tabel 2.3.b. Pengungkapan Tagihan Bersih Berdasarkan Sektor Ekonomi - Bank secara Kondolidasi dengan Perusahaan Anak **Table 2.3.b. Net Receivables by Economic Sector - Bank, Consolidated with Subsidiaries**	Lihat Lampiran halaman 360 See attachment page 360
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f. Risiko Kredit dengan Pendekatan Standar.

Bank Victoria dalam menghitung aset tertimbang menurut risiko (ATMR) khusus risiko kredit menggunakan metode perhitungan pendekatan standar *(standardized approach)* sesuai dengan SEBI No.13/6/DPNP perihal Pedoman Perhitungan Aset Tertimbang Menurut Risiko (ATMR) untuk Risiko Kredit dengan menggunakan Pendekatan Standar.

f. Credit Risk with Standardized Approach

In calculating the weighted assets based on risk (ATMR) specially for credit risk Bank Victoria applies the standardized approach) according to SE BI No.13/6/DPNP concerning the Guidelines on Measuring Weighted Assets based on Risk (ATMR) for Credit Risk by applying the Standardized Approach.

Tabel 3.1.a. Pengungkapan Tagihan Bersih Berdasarkan Kategori Portofolio dan Skala Peringkat - Bank secara Individual **Table 3.1.a. Net Receivables by Portfolio Category and Ranking - Bank, Individually**	Lihat Lampiran halaman 369 See attachment page 369

Tabel 3.1.b. Pengungkapan Tagihan Bersih Berdasarkan Kategori Portofolio dan Skala Peringkat - Bank secara Kondolidasi dengan Perusahaan Anak **Table 3.1.b. Net Receivables by Portfolio Category and Ranking - Bank, Consolidated with Subsidiaries**	Lihat Lampiran halaman 371 See attachment page 371

g. Mitigasi Risiko Kredit dengan menggunakan Pendekatan Standar.

Pada prinsipnya setiap pemberian kredit harus disertai dengan jaminan. Jaminan yang dimaksud adalah keyakinan dari Bank bahwa Debitur akan mampu mengembalikan semua kewajibannya. Dalam prakteknya diperlukan agunan sebagai *second way out*, dalam hal Debitur tidak mampu mengembalikan kewajibannya.

a. Kebijakan, prosedur, dan proses untuk menilai dan mengelola agunan.

   Kebijakan, prosedur, dan proses untuk menilai dan mengelola agunan Bank sesuai dengan ketentuan/ Peraturan Bank Indonesia yang berlaku dan telah dituangkan kedalam kebijakan dan prosedur penilaian *(appraisal)* internal Bank.

b. Pihak-pihak utama pemberi jaminan/garansi dan kelayakan kredit *(credit worthiness)* dari pihak-pihak tersebut.

   Kelayakan kredit *(credit worthiness)* adalah kemampuan perusahaan untuk memenuhi kewajiban kreditnya. Fokus utama analisis kredit terletak pada risiko, bukan profitabilitas. Analisis kredit berfokus pada sisi buruk risiko, bukan sisi baik potensi. Hal ini meliputi analisis likuiditas maupun solvabilitas. Alat analisis kredit dan kriterianya untuk penilaian beragam ketentuan (tanggal jatuh tempo), jenis, dan tujuan kontrak utangnya.

c. Informasi tingkat konsentrasi yang ditimbulkan dari penggunaan teknik mitigasi risiko kredit.

   Pengungkapan konsentrasi berdasarkan penggunaan teknik mitigasi risiko kredit adalah Bank memiliki konsentrasi pada tagihan kepada korporasi. Bank melakukan pengelolaan risiko konsentrasi kredit dengan menentukan limit untuk sektor industri untuk mengoptimalisasi alokasi modal Bank pada suatu tingkat risiko/*risk appetite* dan *risk tolerance* yang bisa diterima.

g. Credit Risk Mitigation applying the Standardized Approach.

In principle each credit granted shall include guarantee. Such guarantee means the Bank's confidence that the Debtor will be able to pay back all obligations. As a matter of fact, it shall require collateral as a second way out. In the event that the Debtor fails to meet its obligation. Such collateral shall mean all tangible or intangible assets.

a. The policy, procedure and process of valuing and managing collateral.

   The policy, procedure and process of valuing and managing collateral, the Bank shall conduct in accordance with the prevailing regulation of Bank Indonesia and having been specified in the policy and procedure of internal Bank appraisal.

b. The main parties providing guarantee and creditworthiness from such parties.

   The credit worthiness is the capability of the company to meet its credit obligation. The main focus of credit analysis lies on the risk not profitability. The credit analysis focuses on the bad view of the risk, not on the good potential. This includes liquidity analysis and solvability. The credit analysis tool and its criteria are used to evaluate the various provisions (maturity date), types and purpose of credit agreement.

c. Information on the concentrated credit arising from the use of credit risk mitigation technique.

   Disclosing the concentrated credit based on the use of credit risk mitigation technique means the Bank has a concentration on the payments to the corporate. The Bank conducts concentrated risk management by determining the limit for the industrial sector to make the capital allocation of the Bank optimum at the risk level/risk appetite and acceptable risk tolerance.

Tabel 4.1.a. Pengungkapan Tagihan Bersih Berdasarkan Bobot Risiko Setelah Memeperhitungkan Dampak Mitigasi Risiko Kredit - Bank secara Individual **Table 4.1.a. Net Receivables based on Risk Weighting, taking into account the Credit Risk Mitigation Impact - Bank, Individually**	Lihat Lampiran halaman 373 See attachment page 373
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Tabel 6.1.1. Pengungkapan Eksposur Aset di Neraca (Perhitungan ATMR Risiko Kredit Pendekatan Standar – Bank secara Individual) **Table 6.1.1 Exposure to Assets in the Balance Sheet**	Lihat Lampiran halaman 384 See attachment page 384
Tabel 6.1.2. Pengungkapan Eksposur Kewajiban Komitemen Kontinjensi pada Transaksi Rekening Administrasi **Tabel 6.1.2. Exposure to Commitment/Contingencies Liabilities in Administrative Account Transactions**	Lihat Lampiran halaman 386 See attachment page 386
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Tabel 6.1.7. Pengungkapan Total Pengukuran Risiko Kredit **Table 6.1.7. Total Credit Risk Measurement**	Lihat Lampiran halaman 388 See attachment page 388
Tabel 6.2.1. Pengungkapan eksposur Aset di Neraca (Perhitungan ATMR Risiko Kredit Pendekatan Standar – Bank secara Konsolidasian dengan Perusahaan Anak) **Table 6.2.1. Exposure to Assets in the Balance Sheet (Risk Credit ATMR Calculation Standard Approach - Bank, Consolidated with Subsidiaries**	Lihat Lampiran halaman 389 See attachment page 389
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Tabel 6.2.5. Pengungkapan Eksposur Sekuritisasi **Table 6.2.5. Exposure to Securitization**	Lihat Lampiran halaman 391 See attachment page 391
Tabel 6.2.7. Pengungkapan Total Pengukuran Risiko Kredit **Table 6.1.7. Total Credit Risk Measurement**	Lihat Lampiran halaman 388 See attachment page 388

2. Risiko Pasar

Dalam pengelolaan manajemen risiko pasar, Bank Victoria memberlakukan pemisahan tanggung jawab yang jelas antara unit pengambil risiko (bisnis) dengan unit pemantau risiko (Divisi Manajemen Risiko). Divisi Manajemen Risiko sebagai unit independen pemantau risiko pasar terlibat dalam analisis dan kontrol risiko pasar. Divisi Manajemen Risiko memiliki fungsi dan tanggung jawab untuk mengembangkan proses manajemen risiko dalam rangka efektivitas fungsi identifikasi, pengukuran, pemantauan, dan pengendalian risiko pasar melalui formulasi kebijakan dan limit, serta penerapan pelaporan risiko. Sedangkan Satuan Kerja Audit Internal berperan dalam memberikan pendapat independen atas kecukupan dan efektivitas tata kelola risiko serta pengendalian intenal, serta memastikan kepatuhan sesuai kebijakan yang ditetapkan oleh Dewan Komisaris.

a. Pengelolaan *portofolio trading book* dan *banking book* serta metodologi valuasi yang digunakan.

Trading Book adalah seluruh posisi instrumen keuangan dalam neraca dan rekening *administrative* termasuk transaksi derivatif yang dimiliki untuk:

(1) Tujuan diperdagangkan dan dapat dipindah tangankan dengan bebas atau dapat dilindung nilai secara keseluruhan, baik dari transaksi untuk kepentingan sendiri *(proprietary positions)*, atas permintaan nasabah maupun kegiatan perantaraan *(brokering)*, dan dalam rangka pembentukan pasar *(market making)*, yang meliputi:
   (a) Posisi yang dimiliki untuk dijual kembali dalam jangka pendek;
   (b) Posisi yang dimiliki untuk tujuan memperoleh keuntungan jangka pendek secara aktual dan/ atau potensial dari pergerakan harga *(price movement)*; atau
   (c) Posisi yang dimiliki untuk tujuan mempertahankan keuntungan arbitrase *(locking in arbitrage profits)*;

(2) Tujuan lindung nilai atas posisi lainnya dalam *Trading Book*.

Banking book adalah semua posisi lainnya yang tidak termasuk dalam *trading book*, terkait dengan hal tersebut maka Bank dalam melakukan pengelolaan *portofolio trading book* dan *banking book* didasarkan atas pemenuhan/pengelolaan dari risiko likuiditas dan optimalisasi *idle fund*. Pengelolaan likuiditas yang dimaksud adalah pengelolaan atas likuidtas harian sebagaimana diatur pada PBI No.12/19/ PBI/2010 tentang Giro Wajib Minimum Bank Umum Pada Bank Indonesia Dalam Rupiah dan Valuta Asing dan Pengelolaan atas Rasio Total Aset Likuid Primer dan Sekunder dibandingkan dengan Total Aset minimal 22%.

b. Mekanisme pengukuran risiko pasar untuk keperluan pemantauan risiko secara periodik maupun untuk perhitungan kecukupan modal, baik pada *banking book* maupun *trading book*.

2. Market Risk

In managing the market risk management, Bank Victoria imposed a clear separation of responsibilities between risk taker unit (business) with a monitoring unit risk (Risk Management Division). Risk Management Division as an independent unit monitors the market risk involved in the market risk analysis and control. Risk Management Division has the function and responsibility for developing the risk management process to create an effective market risk identification, measurement, monitoring, and control functions through the formulation of policies and limits, as well as the risk reporting implementation. Meanwhile, an Internal Auditing Working Unit playing its role by providing an independent opinion on the risk governance and internal control adequacy and effectiveness, and ensures compliance to the policies established by the Board of Commissioners.

a. Trading book and banking book portfolio management and the valuation methodology applied.

Trading book is all position of financial instruments in balance sheet and administrative account including derivative transaction made for the following purposes:

(1) The purpose for trading and can be freely transferred or its value can be fully protected either for transaction for individual interest (proprietary positions), upon the request by the client or the brokering activities, and in order to market making including:

   (a) The position is for the short-tem resale.

   (b) The position is for the purpose of earning short-term actual and / or potential profit from the price movement; or

   (c) The position is for the purpose of maintaining arbitrage profits (locking in arbitrage profits).

(2) The purpose of hedging value on other positions in trading book.

Banking book is all other positions excluding in trading book, relating to such matters, the Bank in conduction the portfolio management of trading book portfolio and banking book based on the fulfilling/ managing liquidity risk and managing optimum idle fund. The liquidity management mentioned means managing daily liquidity as set out in PBI No.12/19/ PBI/2010 concerning the Commercial Bank Reserves Requirement at Bank Indonesia in Rupiah and Foreign Exchange and the Management of the Total Primary Liquid Asset Ratio to Secondary compared with the Total Asset at the minimum of 22%.

b. The mechanism for measuring market risk for the purpose of monitoring periodic risk, and also for calculating the capital adequacy, either at the banking book or trading book.

Bank telah menerapkan beberapa metode untuk memitigasi kerugian yang dapat timbul dari risiko pasar, diantaranya seperti penetapan limit-limit kegiatan *treasury* untuk menjaga tingkat eksposur agar tetap sesuai dengan *risk appetite* Bank dan *stress test* ketahanan modal terhadap pergerakan faktor pasar yang sangat signifikan dan mempersiapkan strategi yang diperlukan jika kondisi krisis tersebut terjadi.

Terkait dengan pentingnya pengelolaan terhadap risiko pasar dan hal tersebut sangat dipahami oleh Bank, oleh karena itu Bank terus meningkatkan peranan dari rapat *Asset and Liability Committee (ALCO)* yang dilakukan awal bulan setiap bulannya dan dapat dilakukan sewaktu-waktu. Hal tersebut dilakukan agar Bank dapat melakukan pemantauan terhadap risiko ini secara rutin dan/atau berkala.

c. Cakupan portofolio (*trading* dan *banking book*) yang diperhitungkan dalam Kewajiban Penyediaan Modal Minimum (KPMM).
Untuk risiko suku bunga, mengikutsertakan portfolio dalam *trading book*. Risiko suku bunga dapat timbul dari transaksi surat berharga.

d. Langkah-langkah dan rencana dalam mengantisipasi risiko pasar atas fluktuasi suku bunga, termasuk penjelasan mengenai semua penyediaan dana serta utang yang suku bunganya berfluktuasi atau yang tidak ditentukan terlebih dahulu.

Langkah-langkah dan rencana yang dilakukan untuk mengantisipasi risiko pasar atas transaksi yang terkait dengan suku bunga adalah dengan melakukan penetapan dan kontrol limit risiko pasar. Adapun terhadap produk baru, Bank Victoria akan melakukan *assessment* berupa identifikasi dan mitigasi risiko yang terkait dengan risiko pasar.

The Bank has applied several methods to mitigate losses that may incur from market risks, such as limit determination on treasury activities to keep exposure levels in accordance with the Bank's risk appetite and applied stress test on capital resistance to a very significant market factor movement and prepare strategies required if a crisis occurs.

In line with the importance of managing market risk, the Bank has fully understood upon such matters. Therefore, the Bank continually improves the role of Asset and Liability Committee (ALCO) meeting conducted in the beginning of each month, and it may be conducted at any time. This is to enable the Bank to monitor the risk routinely and/or periodically.

c. The coverage of portfolio (trading and banking book) calculated in Minimum Capital Adequacy Requirement.

The interest rate risk involves the portfolio in the trading book. The interest rate risk can incur from the security transactions.

d. Steps and plans in anticipating market risk on the fluctuation of interest rate, including the explanation about all provision of funds as well as loans with fluctuated interest rate or without being specified in advance.

Steps and plans in anticipating market risk on the transactions related to interest rate will be conducted by determining and controlling the limit of market riks. Meanwhile for the new products, Bank Victoria will undertake the assessment in the forms of identification and risk mitigation relating to the market risk.

Tabel 7.1. Pengungkapan Risiko Pasar dengan Menggunakan Metode Standar
Table 7.1. Market Risk using the Standardized Method

Lihat Lampiran halaman 392
See attachment page 392

3. Risiko Operasional

Risiko Operasional adalah risiko timbulnya kerugian yang disebabkan oleh ketidakcukupan atau kegagalan proses internal, kesalahan manusia, kegagalan sistem, atau kejadian eksternal.

Pengelolaan risiko operasional yang efektif dapat menekan kerugian akibat risiko operasional. Pada saat ini, Bank Victoria telah mengimplemetasikan perangkat Manajemen Risiko Operasional (ORM) yang mengacu pada Basel II dan ketentuan internal Bank yang berlaku. ORM *Tools* yang dipergunakan untuk pelaksanaan ORM adalah sebagai berikut.

a. Risk and Control Self Assessment (RCSA)

RCSA merupakan sarana yang digunakan oleh unit kerja yang bersangkutan secara mandiri untuk mengidentifikasi dan mengukur risiko operasional.

3. Operational Risk

Operational Risk is the risk of loss resulting from inadequate or failed internal processes, human error, system failure, or external events.

An effective operational risk management can reduce losses caused by operational risk. At this time, Bank Victoriahas implemented the Operational Risk Management (ORM) tool which refers to the Basel II and the Bank's internal regulations. ORM Tools used for implementation of the ORM are as follows.

a. Risk and Control Self Assessment (RCSA)

RCSA is a means used by the unit in question independently to identify and measure operational risk. This device is also used as a means to improve employee

Perangkat ini juga digunakan sebagai sarana untuk memperbaiki pemahaman kepada karyawan akan pentingnya manajemen risiko.

*b. **Key Risk Indicator (KRI)***
KRI merupakan serangkaian parameter pengukuran kuantitatif untuk mengindikasikan tingkat risiko pada suatu fungsi/proses/bisnis.

*c. **Loss Event Database (LED)***
LED merupakan sarana yang digunakan untuk mengadministrasikan kejadian atau kerugian yang disebabkan oleh risiko operasional dan merupakan sumber utama yang digunakan untuk analisis data kerugian dan pelaporannya.

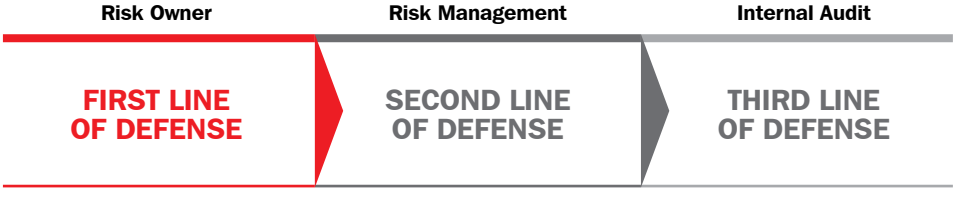
Dalam hal pengelolaan risiko operasional, Manajemen Risiko berperan sebagai *second line of defense* dan Internal Audit sebagai *third line of defense*. Sedangkan Unit kerja sebagai *risk owner* merupakan *first line of defense* yang bertanggung jawab terhadap pengelolaan risiko operasional dari masing-masing unit kerja Bank.

understanding of the importance of risk management.

b. **Key Risk Indicators (KRI)**
KRI is a series of quantitative measurement parameters to indicate the level of risk at a certain function/process/business.

c. **Loss Event Database (LED)**
LED is the tool used to administer events or losses caused by operational risk and the main source used for data analysis and reporting losses.

In managing the operational risk, Risk Management has the role as second line of defense and Internal Audit as the third line of defense. Meanwhile, the risk owner unit is the first line of defense and responsible for managing operational risk in each working unit.



Three Line of Defense

Adapun uraian dari langkah-langkah yang telah dilakukan sebagai berikut.

a. Penerapan manajemen risiko, budaya kepatuhan, dan pengawasan internal yang komperhensif sehingga dapat meminimalisir risiko, kesalahan-kesalahan maupun penyimpangan-penyimpangan diseluruh kegiatan operasional dan bisnis Bank.

b. Peningkatan pengawasan atas aset *(asset monitoring)* serta menciptakan mekanisme *early warning system*.

The description of steps having been taken are the following:

a. Implementation of risk management, compliance and comprehensive internal control, so that it can minimize the risks, mistakes or deviation in all operational and business activities of the Bank.

b. Improved asset monitoring and creating the mechanism for early warning system.

Tabel 8.1.a. Pengungkapan Kuantitatif Risiko Operasional – Bank secara Individual **Table 8.1.a. Operational Risk – Bank, Individually**	Lihat Lampiran halaman 393 See attachment page 393
Tabel 8.1.b. Pengungkapan Kuantitatif Risiko Operasional – Bank secara Konsolidasi dengan Perusahaan Anak **Table 8.1.b. Operational Risk – Bank, Consolidated with Subsidiaries**	Lihat Lampiran halaman 393 See attachment page 393

4. Risiko Likuiditas
Risiko Likuiditas adalah risiko yang terjadi karena ketidakmampuan Bank dalam memenuhi kewajibannya yang jatuh tempo. Risiko likuditas timbul karena adanya ketidaksesuaian antara periode pendanaan dan penyaluran dana pada kegiatan bisnis Bank. Pengelolaan likuiditas yang sehat dapat mengurangi kemungkinan Bank menghadapi masalah likuiditas yang serius yang dapat mempengaruhi kelangsungan usaha Bank. Risiko likuiditas dikategorikan menjadi:

4. Liquidity Risk
Liquidity Risk is the risk that may incur as a result of the inability of the Bank to meet its due obligations. Liquidity risk arises because of the discrepancy between the funding and disbursement of funds period to the Bank's business activities. A healthy liquidity management can reduce the likelihood of banks facing serious liquidity problems that can affect the survival of a bank. Liquidity Risks are categorized as the following:

a. Risiko Likuiditas Pasar, yaitu risiko yang timbul karena Bank tidak mampu melakukan *off setting* posisi tertentu dengan harga pasar karena kondisi likuiditas pasar yang tidak memadai atau gangguan pasar *(market disruption)*.
b. Risiko likuiditas pendanaan, yaitu risiko yang timbul karena Bank tidak mampu mencairkan asetnya atau memperoleh pendanaan dari sumber dana lain.

Bank telah memiliki kebijakan dan prosedur yang memadai dalam manajemen risiko likuiditas. Kebijakan dan prosedur tersebut menjadi pedoman Bank dalam mengelola risiko likuiditas. Bank menetapkan limit dan parameter risiko likuiditas sesuai dengan *level risk appetite*.

Dalam menghadapi kondisi krisis likuiditas, Bank telah menyusun dokumen *Contingency Funding Plan*. *Contingency Funding Plan* mencakup kebijakan, strategi, prosedur dan rencana tindak *(action plan)* untuk memastikan kemampuan Bank memperoleh sumber pendanaan yang diperlukan secara tepat waktu dan dengan biaya yang wajar. Dokumen tersebut disosialisasikan kepada unit-unit terkait agar masing-masing dapat memahami tugas dan tanggung jawabnya masing-masing.

Selain itu, Bank juga melakukan pemantauan likuiditas diantaranya tercermin dari rasio-rasio likuiditas yang merupakan bagian integral dari alat manajemen risiko likuiditas yang berfungsi sebagai alat ukur tambahan selain posisi *cashflow mismatch/gap* likuiditas. Rasio-rasio pengamatan likuiditas antara lain: rasio *Loan to Deposit Ratio* (LDR), rasio konsentrasi pendanaan, rasio kecukupan aktiva lancar.

a. Market Liquidity Risk. This is the risk incurring from the inability of the Bank to make specific off setting position at a reasonable price, due to insufficient market liquidity risk or the market disruption.

b. Funding Liquidity Risk. This is the risk incurring from the inability of the Bank to disburse its assets or to obtain fund from other source of funds.

The Bank has sufficient policy and procedure for managing liquidity risk. Such policy and procedure has become the guideline for the Company to manage liquidity risk. The Company has determined the limit and parameter of liquidity risk according to the level or risk appetite.

In the face of a liquidity crisis, the Bank has prepared a Contingency Funding Plan document. The Contingency Funding Plan includes policies, strategies, procedures and action plans to ensure the Bank's ability to obtain the necessary funding sources in a timely manner and at a reasonable cost. The document is disseminated to the relevant units so that every unit can understand its duties and responsibilities.

In addition, the Bank also conducts the liquidity control represented in liquidity ratios which is an integral part of the liquidity management risk having the function as the additional measures tools, beside the position of mismatch cashflow/liquidity gap. The ratios of liquidity observation are among others : Loan to Deposit Ratio (LDR), concentrated fund ratio, current asset adequacy ratio

Tabel 9.1.a. Pengungkapan Profil Maturitas Rupiah – Bank secara Individual
Table 9.1.a. Maturity Profile in Rupiah – Bank, Individually
Lihat Lampiran halaman 394
See attachment page 394

Tabel 9.1.b. Pengungkapan Profil Maturitas Rupiah – Bank secara Konsolidasi dengan Perusahaan Anak
Table 9.1.b. Maturity Profile in Rupiah – Bank, Consolidated with Subsidiaries
Lihat Lampiran halaman 396
See attachment page 396

5. Risiko Hukum

Pelaksanaan identifikasi, pengukuran, dan pemantauan terhadap potensi risiko hukum dilaksanakan terhadap seluruh aktivitas Bank, terutama kegiatan operasional Bank dengan melibatkan pihak ketiga yang memiliki potensi benturan kepentingan atau gugatan hukum. Bank Victoria selalu memastikan apakah semua kegiatan dan hubungan antara Bank dengan pihak ketiga telah sesuai dengan ketentuan peraturan perundang-undangan yang berlaku serta tetap melindungi kepentingan Bank dari segi hukum.

Pengelolaan risiko hukum di Bank Victoria dilaksanakan di bawah koordinasi unit kerja Biro Hukum yang menjalankan fungsi hukum atau *corporate legal*. Unit kerja Biro Hukum bertindak sebagai *"legal advisor"* yang bertanggungjawab memberikan pendapat hukum sesuai dengan kebutuhan dan permintaan dari unit-unit kerja, berdasarkan ketentuan hukum dan peraturan yang berlaku. Selain memberikan

5. Legal Risk

The implementation of identification, measurement, and monitoring process of potential legal risks undertaken on all of the Bank activities, especially the Bank's operations involving third parties who have a potential conflict of interest or a lawsuit. Bank Victoria always ensures that all activities and the relationship between the Bank and third parties was in accordance with prevailing regulation and continue to protect the interests of the Bank in face of the law.

The legal risk management in Bank Victoria carried out under the coordination of the Legal Bureau working unit that ran the corporate legal function. Legal Bureau working units act as "legal advisor" responsible for providing legal opinions in accordance with the needs and demands of the working units, based on the prevailing laws and regulations. In addition to providing legal opinions to the relevant

pendapat hukum kepada unit-unit terkait, Unit kerja Biro Hukum juga membantu mempersiapkan dokumen-dokumen yang berkaitan dengan perjanjian antara Bank dan nasabahnya dan memastikan agar dokumen-dokumen tersebut mengikat dengan sempurna.

Untuk memitigasi risiko hukum tersebut, selama tahun 2014, Biro Hukum telah melakukan pengkajian atas dokumen-dokumen atau perjanjian-perjanjian yang akan ditandatangani, membuat atau memperbaharui standar dokumen/perjanjian, meningkatkan kemampuan dan pengetahuan sumber daya manusia serta pengkajian atas perkara litigasi yang telah terjadi. Selain itu, Biro Hukum juga memberikan mitigasi risiko hukum terhadap permasalahan-permasalahan yang disampaikan oleh unit-unit terkait sehubungan dengan perjanjian yang sedang atau akan dijalankan.

6. Risiko Stratejik

Bank selalu mengevaluasi kinerja bisnis dari waktu ke waktu baik secara triwulanan maupun secara tahunan yang disesuaikan dengan perubahan internal maupun eksternal Bank. Evaluasi dan penyempurnaan ini mencakup perubahan proses bisnis, struktur organisasi, dan struktur wewenang. Secara keseluruhan terangkum dalam Rencana Bisnis Bank yang penerapannya dipantau setiap waktu dan ditujukan untuk memperkecil risiko stratejik Bank.

Dalam hal ini, Bank telah menyusun kebijakan umum yang menjadi pedoman dalam melaksanakan strategi dan fokus bisnis Bank. Dalam rangka untuk proses identifikasi atas risiko dan merespon perubahan lingkungan bisnis, baik eksternal maupun internal, Bank melakukan analisis atas lingkungan industri yang dapat mempengaruhi pendapatan dan keberlangsungan bisnis Bank, baik dari sisi makro maupun mikro ekonomi secara berkala untuk semua lini bisnis.

Kebijakan umum atau arahan strategis yang dirumuskan Bank dilakukan dalam perspektif jangka pendek maupun jangka menengah. Salah satu bentuk penerapannya adalah dengan menyusun Rencana Bisnis Bank (RBB), RBB tersebut merupakan perencanaan strategis Bank untuk jangka waktu 3 (tiga) tahun, yang dikaji ulang secara berkala minimal 1 (satu) tahun sekali. Sementara untuk pemantauan atas realisasi atas rencana strategis Bank dilakukan minimal 1 (satu) bulan sekali yang memungkinkan Bank untuk mengidentifikasi dan merespon perubahan lingkungan bisnis, baik eksternal maupun internal dengan cepat sesuai perkembangan industri.

Bank Victoria memiliki sistem pengendalian internal untuk manajemen risiko stratejik mencakup pengawasan secara berkala atas kinerja Bank yang berdampak pada pendapatan usaha dan budaya pengendalian risiko stratejik yang melibatkan seluruh lini bisnis Bank. Dewan Komisaris dan Direksi mengadopsi dan mendukung pengendalian internal yang kuat serta memastikan bahwa manajemen menerapkan dan melakukan komunikasi atas pengendalian internal yang kuat ke seluruh organisasi. Proses ini dipantau oleh Dewan Komisaris dan Direksi secara langsung dan

units, Legal Bureau working unit also helped preparing the documents relating to the agreement made between the Bank and its customers and ensure that these documents are binding perfectly.

To mitigate the legal risk during 2014, the Legal Bureau has conducted a review of the documents or agreements to be signed, create or updated the document/agreement standard, improved the human resources ability and knowledge as well as the assessed case litigation that has occurred. In addition, the Legal Bureau also provides legal risk mitigation to the problems presented by the relevant units in connection with the agreement that is ongoing or will be executed.

6. Strategic Risk

The Bank continually evaluates the business performance from time to time, quarterly and annually which will be adjusted with the internal and external changes in the Bank. Such evaluation and improvement will cover the change in business process, organization structure and the authority structure. Overall this all contain in the Bank's Business Plan which its implementation will be controlled at any time with the purpose of minimizing the Bank's strategic risk.

The Bank formulates the general policy which becomes the guidelines for implementing the strategy and business focus of the Bank. In order to conduct the identification process on risk and to respond the change in internal and external business environment, the Bank makes periodic analysis in the industrial environment that may influence the income and business sustainability of the Bank, either in macro or microeconomic, for all line of business.

The general policy or strategic direction formulated by the Bank has been formulated in the short-term or medium-term perspectives. One form of its implementation is by preparing the Business Plan of the Bank (Rencana Bisnis Bank – RBB). This is a strategic plan of the Bank for the period of 3 (three) years which will be re-examined regularly minimum one time in 1 (one) year. Meanwhile, to control on the realization against the strategic plan, the Bank conducts minimum one time in 1 (one) month which will enable Bank to identify and respond to the change in either external or internal business environment rapidly according to the industrial development.

Bank Victoria has internal control system for strategic risk management covering regular control on the Bank's performance that may affect to the business income and the culture of strategic risk control involving all business lines of the Bank. The Board of Commissioners and Board of Directors adopt and support the strong internal control, and ensure that the management has applied and conducts good communication on the internal to all levels of organization. This process is controlled directly by the Board of Commissioners and Board of Directors, and the

Bank telah memiliki sistem untuk identifikasi dan penilaian risiko stratejik, serta kegiatan pengendalian yang dipantau oleh satuan kerja manajemen risiko dan Satuan Kerja Audit Internal.

7. Risiko Kepatuhan

Dalam rangka penerapan manajemen risiko kepatuhan yang efektif, Bank Victoria melakukan identifikasi dan analisis terhadap faktor-faktor yang dapat menyebabkan meningkatnya eksposur risiko kepatuhan, antara lain:

(a) Melakukan pemantauan terhadap setiap perubahan ketentuan peraturan dan perundang-undangan yang berlaku serta memastikan penerapannya di lingkungan Bank;

(b) Melakukan penilaian secara aktif dan berkala terhadap kecukupan kebijakan Pedoman dan Prosedur Internal yang dimiliki oleh Bank untuk memastikan kesesuaiannya terhadap peraturan dan perundang-undangan yang berlaku;

(c) Melakukan identifikasi dan analisis kepatuhan *(compliance analysis)* atas rencana dan pengembangan produk dan aktivitas baru guna memastikan kepatuhannya terhadap peraturan dan perundang-undangan yang berlaku;

(d) Melakukan pemantauan terhadap terlaksananya prinsip kehati-hatian perbankan *(prudential banking)*.

8. Risiko Reputasi

Untuk meminimalisir risiko reputasi, yaitu untuk melindungi Bank terhadap pemberitaan dan persepsi negatif, Bank Victoria melalui Divisi *Corporate Secretary* melakukan pemantauan terhadap setiap berita yang berkaitan dengan Bank di media massa. Selain itu, optimalisasi fungsi unit *customer complaint*, merupakan salah satu usaha yang dilakukan Bank untuk meningkatkan pengelolaan risiko reputasi. Unit ini berfungsi untuk menerima dan menyelesaikan keluhan dari nasabah Bank terkait dengan produk dan pelayanan Bank.

Pengelolaan risiko reputasi juga diterapkan kepada seluruh unit bisnis seperti *front-line officer* sebagai garda depan bagi Bank dalam melayani kebutuhan nasabah dan memberikan informasi perbankan.

Bank has a system to identify and evaluate strategic risk, as well as control activities that will be monitored by risk management unit and Internal Audit Unit.

7. Compliance Risk

In order to implement compliance risk management effectively, Bank Victoria makes identification and analysis in the factors that may cause an increase in compliance risk exposure, such as the following:

(a) Monitoring each change in prevailing rules and regulation and ensuring its implementation at work environment of the Bank.

(b) Taking the evaluation actively and regularly on the adequate policy, Guidelines and Internal Procedure of the Bank and ensuring its conformity with the prevailing rules and regulations.

(c) Making identification and compliance analysis of the plan and the product development and new activities for the purpose of ensure its compliance with the applicable rules and regulations.

(d) Taking control over the implementation of prudential banking principles.

8. Reputation Risk

To minimize reputation risk, which is to protect the Bank from the negative news and negative perception, Bank Victoria through the Corporate Secretary Division takes control over news about the Bank in mass media. In addition to this, the Bank makes the optimum use of the customer complaint unit. This is one effort taken by the Bank to increase reputation risk management. This unit performs the function to receive and resolve the complaints from the Bank's customers concerning the products and the service provided by the Bank.

The reputation risk management is also applied in all business units such as: front-line officer as the front liners in serving the customers' needs and providing banking information.

Tabel 1.a. Permodalan Bank Umum
Table 1.a. Comercial Bank Capital

(dalam Juta Rp) (in million Rp)

KOMPONEN MODAL			31 Desember 2014 / December 31, 2014		31 Desember 2013 / December 31, 2013		COMPONENT OF CAPITAL		
			Bank / Bank	Konsolidasi / Consolidated	Bank / Bank	Konsolidasi / Consolidated			
(1)	(2)		(3)	(4)	(5)	(6)	(1)	(2)	
I	**KOMPONEN MODAL**						I	**COMPONENT OF CAPITAL**	
	A	**Modal Inti**	1,660,781	1,750,747	1,486,668	1,585,247	A	Tier I Capital	
		1. Modal disetor	601,962	601,962	601,962	601,962		1. Paid Up Capital	
		2. Cadangan Tambahan Modal	1,116,176	1,148,758	942,063	983,256		2. Additional Capital Reserves	
		3. Modal Inovatif	-	-	-	-		3. Innovative Capital	
		4. Faktor Pengurang Modal Inti	57,357	-	57,357			4. Tier I Capital Impairment	
		5. Kepentingan Non Pengendali	-	27		29		5. Non-controlling Interest	
	B	**Modal Pelengkap**	657,461	725,985	687,624	751,689	B	Tier II Capital	
		1. Level Atas (Upper Tier 2)	149,818	160,985	144,981	151,689		1. Upper Tier II	
		2. Level Bawah (Lower Tier 2) maksimum 50% Modal Inti	565,000	565,000	600,000	600,000		2. Lower Tier II max. 50% of Tier I Capital	
		3. Faktor Pengurang Modal Pelengkap	57,357	-	57,357	-		3. Tier II Capital Impairment	
	C	Faktor Pengurang Modal Inti dan Modal Pelengkap	-	-	-	-	C	Tier I and Tier II Capital Impairments	
		Eksposur Sekuritisasi	-	-	-	-		Exposure to Securitization	
	D	Modal Pelengkap Tambahan Yang Memenuhi Persyaratan (Tier 3)	-	-	-	-	D	Tier III Capital	
	E	MODAL PELENGKAP TAMBAHAN YANG DIALOKASIKAN UNTUK MENGANTISIPASI RISIKO PASAR	-	-	-	-	E	Additional Tier III Capital Allocated in Anticipation of Market Risk	
II	**TOTAL MODAL INTI DAN MODAL PELENGKAP (A + B - C)**		2,318,242	2,476,732	2,174,292	2,336,936	II	**TOTAL TIER I AND TIER II CAPITAL (A + B - C)**	
III	**TOTAL MODAL INTI, MODAL PELENGKAP,DAN MODAL PELENGKAP TAMBAHAN YANG DIALOKASIKAN UNTUK MENGANTISIPASI RISIKO PASAR (A + B - C + E)**		2,318,242	2,476,732	2,174,292	2,336,936	III	**TOTAL TIER I AND TIER II CAPITAL AND TIER III CAPITAL ALLOCATED IN ANTICIPATION OF MARKET RISK (A + B - C + E)**	
IV	**ASET TERTIMBANG MENURUT RISIKO (ATMR) UNTUK RISIKO KREDIT**		11,985,406	12,878,837	11,598,512	12,135,084	IV	**RISK WEIGHTED ASSETS FOR CREDIT RISK**	
V	**ASET TERTIMBANG MENURUT RISIKO (ATMR) UNTUK RISIKO OPERASIONAL**		647,014	690,346	481,359	500,371	V	**RISK WEIGHTED ASSETS FOR OPERATIONAL RISK**	
VI	**ASET TERTIMBANG MENURUT RISIKO (ATMR) UNTUK RISIKO PASAR**		-	-	32,176	30,654	VI	**ARISK WEIGHTED ASSETS FOR MARKET RISK**	
	A	**Metode Standar**	-	-	-	-	A	**Standard Method**	
	B	**Model Internal**	-	-	-	-	B	**Internal Model**	
VII	**RASIO KEWAJIBAN PENYEDIAAN MODAL MINIMUM UNTUK RISIKO KREDIT, RISIKO OPERASIONAL [II : (IV+ V)]**		18.35%	18.25%	18.00%	18.50%	VII	**CAPITAL ADEQUACY RATIO TAKING INTO ACCOUNT CREDIT, OPERATIONAL [II : (IV+ V)]**	
VIII	**RASIO KEWAJIBAN PENYEDIAAN MODAL MINIMUM UNTUK RISIKO KREDIT, RISIKO OPERASIONAL DAN RISIKO PASAR [III : (IV + V + VI)]**		18.35%	18.25%	17.95%	18.45%	VIII	**CAPITAL ADEQUACY RATIO TAKING INTO ACCOUNT CREDIT, OPERATIONAL AND MARKET RISKS [III: (IV + V + VI)]**	

Tabel 2.1.a Pengungkapan Tagihan Bersih Berdasarkan Wilayah – Bank secara Individual
Table 2.1.a. Net Receivables by Area – Bank, Individually

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	31 Desember 2014 / Desember 31, 2014					31 Desember 2013 / Desember 31, 2013					Portfolio Category
		Tagihan Bersih Berdasarkan Wilayah / Net Receivables by Region					Tagihan Bersih Berdasarkan Wilayah / Net Receivables by Region					
		Zona Indonesia Barat Indonesia Zone West	Zona Indonesia Tengah Indonesia Zone Center	Zona Indonesia Timur Indonesia Zone East	Diluar Indonesia Indonesia Outside	Total Total	Zona Indonesia Barat Indonesia Zone West	Zona Indonesia Tengah Indonesia Zone Center	Zona Indonesia Timur Indonesia Zone East	Diluar Indonesia Indonesia Outside	Total Total	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(3)	(4)	(5)	(6)	(7)	(2)
1	Tagihan Kepada Pemerintah	4,107,359	-	-	-	4,107,359	3,360,200	-	-	-	3,360,200	Receivables from Government
2	Tagihan Kepada Entitas Sektor Publik	324,279	-	-	-	324,279	339,834	-	-	-	339,834	Receivables from Public Sector Entities
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional	-	-	-	-	-	-	-	-	-	-	Receivables from Multilateral Development Banks and International Institutions
4	Tagihan Kepada Bank	2,117,956	-	-	-	2,117,956	1,287,500	-	-	-	1,287,500	Receivables from Banks
5	Kredit Beragun Rumah Tinggal	500,114	15,202	-	-	515,316	426,956	17,695	-	-	444,651	Residential Property Collateralized Loans
6	Kredit Beragun Properti Komersial	2,088,035	164,327	541	917	2,253,820	1,779,533	100,701	588	-	1,880,823	Commercial Property Collateralized Loans
7	Kredit Pegawai/Pensiunan	-	-	-	-	-	-	-	-	-	-	Employee/Retirement Loans
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel	1,592,886	84,194	107	-	1,677,187	2,153,106	117,520	1,726	-	2,272,352	Receivables from Microbusiness, Small Business, and Retail Portfolio
9	Tagihan kepada Korporasi	7,890,459	453,055	-	-	8,343,514	7,392,581	474,061	-	-	7,866,642	Receivables from Corporations
10	Tagihan yang Telah Jatuh Tempo	290,294	4,313	1,568	-	296,175	21,143	1,229	-	-	22,372	Due Receivables
11	Aset Lainnya	347,230	-	-	-	347,230	286,307	-	-	-	286,307	Other Assets
12	Eksposur di Unit Usaha Syariah (apabila ada)	-	-	-	-	-	-	-	-	-	-	Exposure in Sharia Business Unit (if any)
	Total	**19,258,612**	**721,092**	**2,215**	**917**	**19,982,837**	**17,047,161**	**711,207**	**2,314**	**-**	**17,760,682**	**TOTAL**

Tabel 2.1.b Pengungkapan Tagihan Bersih Berdasarkan Wilayah – Bank secara Konsolidasi dengan Perusahaan Anak
Table 2.1.b. Net Receivables by Area – Bank, Consolidated with Subsidiaries

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	31 Desember 2014 / Desember 31, 2014					31 Desember 2013 / Desember 31, 2013					Portfolio Category
		Tagihan Bersih Berdasarkan Wilayah / Net Receivables by Region					Tagihan Bersih Berdasarkan Wilayah / Net Receivables by Region					
		Zona Indonesia Barat Indonesia Zone West	Zona Indonesia Tengah Indonesia Zone Center	Zona Indonesia Timur Indonesia Zone East	Diluar Indonesia Indonesia Outside	Total Total	Zona Indonesia Barat Indonesia Zone West	Zona Indonesia Tengah Indonesia Zone Center	Zona Indonesia Timur Indonesia Zone East	Diluar Indonesia Indonesia Outside	Total Total	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(3)	(4)	(5)	(6)	(7)	(2)
1	Tagihan Kepada Pemerintah	4,389,805	-	-	-	4,389,805	3,747,782	-	-	-	3,747,782	Receivables from Government
2	Tagihan Kepada Entitas Sektor Publik	324,279	-	-	-	324,279	339,834	-	-	-	339,834	Receivables from Public Sector Entities
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional	-	-	-	-	-	-	-	-	-	-	Receivables from Multilateral Development Banks and International Institutions
4	Tagihan Kepada Bank	2,074,684	-	-	-	2,074,684	1,292,444	-	-	-	1,292,444	Receivables from Banks
5	Kredit Beragun Rumah Tinggal	774,505	59,889	-	-	834,394	474,797	31,312	-	-	506,109	Residential Property Collateralized Loans
6	Kredit Beragun Properti Komersial	2,089,281	172,899	541	917	2,263,637	2,037,112	114,902	588	-	2,152,602	Commercial Property Collateralized Loans
7	Kredit Pegawai/Pensiunan	-	-	-	-	-	2,563	-	-	-	2,563	Employee/Retirement Loans
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel	1,623,928	85,647	107	-	1,709,681	2,424,294	162,705	1,726	-	2,588,725	Receivables from Microbusiness, Small Business, and Retail Portfolio
9	Tagihan kepada Korporasi	8,486,281	479,551	-	-	8,965,833	7,440,066	474,061	-	-	7,914,128	Receivables from Corporations
10	Tagihan yang Telah Jatuh Tempo	401,555	7,642	1,568	-	410,764	50,506	1,364	-	-	51,870	Due Receivables
11	Aset Lainnya	350,951	-	-	-	350,951	318,791	-	-	-	318,791	Other Assets
12	Eksposur di Unit Usaha Syariah (apabila ada)	-	-	-	-	-	-	-	-	-	-	Exposure in Sharia Business Unit (if any)
	Total	**20,515,268**	**805,628**	**2,215**	**917**	**21,324,028**	**18,128,189**	**784,344**	**2,314**	**-**	**18,914,847**	**TOTAL**

Tabel 2.2.a. Pengungkapan Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak - Bank secara Individual
Table 2.2.a. Net Receivables by Remaining Contract Period - Bank, Individually

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	31 Desember 2014 / Desember 31, 2014						31 Desember 2013 / Desember 31, 2013						Portfolio Category
		Tagihan bersih berdasarkan sisa jangka waktu kontrak Net Receivables by Remaining Contract Period						Tagihan bersih berdasarkan sisa jangka waktu kontrak Net Receivables by Remaining Contract Period						
		< 1 tahun < 1 year	>1 thn s.d. 3 thn >1 to 3 years	>3 thn s.d. 5 thn >3 to 5 years	> 5 thn > 5 years	Non-Kontraktual Non-Contractual	Total Total	< 1 tahun < 1 year	>1 thn s.d. 3 thn >1 to 3 years	>3 thn s.d. 5 thn >3 to 5 years	> 5 thn > 5 years	Non-Kontraktual Non-Contractual	Total Total	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(3)	(4)	(5)	(6)	(7)	(8)	(2)
1	Tagihan Kepada Pemerintah	3,672,600	39,483	-	395,276	-	4,107,359	3,062,546	38,291	-	259,363	-	3,360,200	Receivables from Government
2	Tagihan Kepada Entitas Sektor Publik	220,454	31,787	4,765	67,273	-	324,279	129,457	140,747	-	69,629	-	339,834	Receivables from Public Sector Entities
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional	-	-	-	-	-	-	-	-	-	-	-	-	Receivables from Multilateral Development Banks and International Institutions
4	Tagihan Kepada Bank	1,885,229	200,641	22,604	9,481	-	2,117,956	911,152	346,869	21,145	8,333	-	1,287,500	Receivables from Banks
5	Kredit Beragun Rumah Tinggal	3,289	29,417	66,900	415,711	-	515,316	1,843	40,769	61,192	340,847	-	444,651	Residential Property Collateralized Loans
6	Kredit Beragun Properti Komersial	1,133,729	261,281	402,417	456,393	-	2,253,820	821,389	256,537	498,475	304,421	-	1,880,823	Commercial Property Collateralized Loans
7	Kredit Pegawai/ Pensiunan	-	-	-	-	-	-	-	-	-	-	-	-	Employee/Retirement Loans
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel	1,033,212	81,000	254,896	308,079	-	1,677,187	1,104,203	159,768	350,500	657,881	-	2,272,352	Receivables from Microbusiness, Small Business, and Retail Portfolio
9	Tagihan kepada Korporasi	4,975,661	1,363,385	1,317,936	686,532	-	8,343,514	4,339,954	1,747,399	1,175,802	603,488	-	7,866,642	Receivables from Corporations
10	Tagihan yang Telah Jatuh Tempo	130,922	46,486	66,446	52,321	-	296,175	1,703	-	20,670	-	-	22,372	Due Receivables
11	Aset Lainnya	347,230	-	-	-	-	347,230	286,307	-	-	-	-	286,307	Other Assets
12	Eksposur di Unit Usaha Syariah (apabila ada)	-	-	-	-	-	-	-	-	-	-	-	-	Exposure in Sharia Business Unit (if any)
	Total	**13,402,327**	**2,053,480**	**2,135,963**	**2,391,066**	**-**	**19,982,836**	**10,658,555**	**2,730,380**	**2,127,784**	**2,243,963**	**-**	**17,760,682**	**TOTAL**

Tabel 2.2.b. Pengungkapan Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak - Bank secara Konsolidasi dengan Perusahaan Anak
Table 2.2.b. Net Receivables by Remaining Contract Period - Bank, Consolidated with Subsidiaries

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	31 Desember 2014 / Desember 31, 2014						31 Desember 2013 / Desember 31, 2013						Portfolio Category
		Tagihan bersih berdasarkan sisa jangka waktu kontrak Net Receivables by Remaining Contract Period						Tagihan bersih berdasarkan sisa jangka waktu kontrak Net Receivables by Remaining Contract Period						
		< 1 tahun < 1 year	>1 thn s.d. 3 thn >1 to 3 years	>3 thn s.d. 5 thn >3 to 5 years	> 5 thn > 5 years	Non-Kontraktual Non-Contractual	Total Total	< 1 tahun < 1 year	>1 thn s.d. 3 thn >1 to 3 years	>3 thn s.d. 5 thn >3 to 5 years	> 5 thn > 5 years	Non-Kontraktual Non-Contractual	Total Total	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(3)	(4)	(5)	(6)	(7)	(8)	(2)
1	Tagihan Kepada Pemerintah	3,810,627	60,053	38,937	480,188	-	4,389,805	3,450,128	38,291	-	259,363	-	3,747,782	Receivables from Government
2	Tagihan Kepada Entitas Sektor Pub!ik	220,454	31,787	4,765	67,273	-	324,279	129,457	140,747	-	69,629	-	339,834	Receivables from Public Sector Entities
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional	-	-	-	-	-	-	-	-	-	-	-	-	Receivables from Multilateral Development Banks and International Institutions
4	Tagihan Kepada Bank	1,835,176	207,422	22,604	9,481	-	2,074,684	916,096	346,869	21,145	8,333	-	1,292,444	Receivables from Banks
5	Kredit Beragun Rumah Tinggal	3,289	119,480	277,725	433,900	-	834,394	1,930	41,216	63,630	399,333	-	506,109	Residential Property Collateralized Loans
6	Kredit Beragun Properti Komersial	1,133,729	261,337	412,179	456,393	-	2,263,637	903,393	351,816	553,481	343,912	-	2,152,602	Commercial Property Collateralized Loans
7	Kredit Pegawai/ Pensiunan	-	-	-	-	-	-	427	860	549	726	-	2,563	Employee/Retirement Loans
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel	1,033,212	86,915	280,533	309,021	-	1,709,681	978,758	342,327	468,285	799,355	-	2,588,725	Receivables from Microbusiness, Small Business, and Retail Portfolio
9	Tagihan kepada Korporasi	5,021,158	1,448,086	1,798,161	698,427	-	8,965,832	4,341,633	1,764,179	1,200,019	608,296	-	7,914,128	Receivables from Corporations
10	Tagihan yang Telah Jatuh Tempo	130,922	45,049	180,463	54,330	-	410,764	7,036	10,454	30,382	3,999	-	51,870	Due Receivables
11	Aset Lainnya	347,230	3,721	-	-	-	350,951	318,791	-	-	-	-	318,791	Other Assets
12	Eksposur di Unit Usaha Syariah (apabila ada)	-	-	-	-	-	-	-	-	-	-	-	-	Exposure in Sharia Business Unit (if any)
	Total	**13,535,798**	**2,263,850**	**3,015,368**	**2,509,013**	**-**	**21,324,028**	**11,047,650**	**3,036,758**	**2,337,491**	**2,492,947**	**-**	**18,914,847**	**TOTAL**

Tabel 2.3.a Pengungkapan Tagihan Bersih Berdasarkan Sektor Ekonomi – Bank secara Individual
Table 2.3.a. Net Receivables by Economic Sector – Bank, Individually

(dalam Juta Rp) (in million Rp)

No.	Sektor Ekonomi	Tagihan Kepada Pemerintah Receivables from Government	Tagihan Kepada Entitas Sektor Publik Receivables from Public Sector Entities	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables from Multilateral Development Banks and International Institutions	Tagihan Kepada Bank Receivables from Banks	Kredit Beragun Rumah Tinggal Residential Property Collateralized Loans	Kredit Beragun Properti Komersial Commercial Property Collateralized Loans	Kredit Pegawai/ Pensiun Employee/ Retirement Loans	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Receivables from Microbusiness, Small Business, and Retail Portfolio	Tagihan kepada Korporasi Receivables from Corporations	Tagihan yang Telah Jatuh Tempo Due Receivables	Aset Lainnya Other Assets	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)	Economi Sector
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)
	31 Desember 2014													Desember 31, 2014
1	Pertanian, perburuan dan Kehutanan	-	101,779	-	-	-	-	-	60,859	143,046	4,007	-	-	Agriculture, hunting and forestry
2	Perikanan	-	-	-	-	-	-	-	17,591	169,682	17,654	-	-	Fishery
3	Pertambangan dan Penggalian	-	43,933	-	-	-	-	-	84,601	505,903	14,225	-	-	Mining and excavation
4	Industri pengolahan	-	-	-	-	-	19,033	-	405,729	1,181,775	97,103	-	-	Processing industry
5	Listrik, Gas dan Air	-	-	-	-	-	-	-	1,856	-	-	-	-	Power, gas and water
6	Konstruksi	-	-	-	-	-	1,003,705	-	-	115,639	15,216	-	-	Construction
7	Perdagangan besar dan eceran	-	-	-	-	-	3,424	-	498,899	704,621	66,811	-	-	Wholesale and retail trading
8	Penyediaan akomodasi dan penyediaan makan minum	-	-	-	-	-	76,013	-	135,782	825,588	18,219	-	-	Provision of accomodation and foods & beverages
9	Transportasi, pergudangan dan komunikasi	-	28,105	-	-	-	-	-	63,690	330,408	26,956	-	-	Transportation, warehousing and communications
10	Perantara keuangan	3,672,600	150,461	-	2,117,956	-	-	-	44,470	3,836,784	-	-	-	FInancial agency
11	Real estate, usaha persewaan dan jasa perusahaan	-	-	-	-	-	1,137,958	-	89,861	352,510	8,361	-	-	Real estate, leasing and corporate services
12	Administrasi Pemerintahan, pertahanan dan jaminan sosial wajib	-	-	-	-	-	-	-	-	-	-	-	-	Government administration, land business and mandatory social service
13	Jasa pendidikan	-	-	-	-	-	-	-	12,827	124,618	-	-	-	Educational services
14	Jasa kesehatan dan kegiatan sosial	-	-	-	-	-	-	-	19,320	-	-	-	-	Health and social services
15	Jasa kemasyarakatan, sosial budaya, hiburan dan perorangan lainnya	-	-	-	-	-	13,686	-	124,228	50,130	1,282	-	-	Societal, sociocultural, entertainment and other individual services
16	Jasa perorangan yang melayani rumah tangga	-	-	-	-	-	-	-	2,191	-	-	-	-	Individual household-related services
17	Badan internasional dan badan ekstra internasional lainnya	-	-	-	-	-	-	-	-	-	-	-	-	International and other extrainternational agencies
18	Kegiatan yang belum jelas batasannya	434,759	-	-	-	-	-	-	-	-	-	-	-	Non-defined activities
19	Bukan Lapangan Usaha	-	-	-	-	515,316	-	-	115,284	2,810	26,341	-	-	Non-business
20	Lainnya	-	-	-	-	-	-	-	-	-	-	347,230	-	Others
	Total	**4,107,359**	**324,279**	**-**	**2,117,956**	**515,316**	**2,253,820**	**-**	**1,677,187**	**8,343,514**	**296,175**	**347,230**	**-**	**Total**

(dalam Juta Rp) (in million Rp)

No.	Sektor Ekonomi	Tagihan Kepada Pemerintah Receivables from Government	Tagihan Kepada Entitas Sektor Publik Receivables from Public Sector Entities	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables from Multilateral Development Banks and International Institutions	Tagihan Kepada Bank Receivables from Banks	Kredit Beragun Rumah Tinggal Residential Property Collateralized Loans	Kredit Beragun Properti Komersial Commercial Property Collateralized Loans	Kredit Pegawai/ Pensiun Employee/ Retirement Loans	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Receivables from Microbusiness, Small Business, and Retail Portfolio	Tagihan kepada Korporasi Receivables from Corporations	Tagihan yang Telah Jatuh Tempo Due Receivables	Aset Lainnya Other Assets	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)	Economi Sector
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)
	31 Desember 2013													Desember 31, 2013
1	Pertanian, perburuan dan Kehutanan	-	101,779	-	-	-	-	-	67,244	121,896	-	-	-	Agriculture, hunting and forestry
2	Perikanan	-	-	-	-	-	-	-	-	152,622	-	-	-	Fishery
3	Pertambangan dan Penggalian	-	42,719	-	-	-	-	-	65,285	704,194	-	-	-	Mining and excavation
4	Industri pengolahan	-	-	-	-	-	39,100	-	703,440	1,005,723	7,965	-	-	Processing industry
5	Listrik, Gas dan Air	-	-	-	-	-	-	-	1,863	-	-	-	-	Power, gas and water
6	Konstruksi	-	-	-	-	-	648,786	-	8,609	71,976	-	-	-	Construction
7	Perdagangan besar dan eceran	-	-	-	-	-	269	-	592,098	636,947	-	-	-	Wholesale and retail trading
8	Penyediaan akomodasi dan penyediaan makan minum	-	-	-	-	-	292,331	-	115,799	610,839	-	-	-	Provision of accomodation and foods & beverages
9	Transportasi, pergudangan dan komunikasi	-	39,962	-	-	-	-	-	163,243	260,606	1,229	-	-	Transportation, warehousing and communications
10	Perantara keuangan	3,030,960	155,373	-	1,287,500	-	-	-	36,672	3,933,222	-	-	-	FInancial agency
11	Real estate, usaha persewaan dan jasa perusahaan	-	-	-	-	-	892,193	-	233,015	217,736	-	-	-	Real estate, leasing and corporate services
12	Administrasi Pemerintahan, pertahanan dan jaminan sosial wajib	-	-	-	-	-	-	-	-	-	-	-	-	Government administration, land business and mandatory social service
13	Jasa pendidikan	-	-	-	-	-	-	-	31,325	95,390	-	-	-	Educational services
14	Jasa kesehatan dan kegiatan sosial	-	-	-	-	-	195	-	31,661	-	-	-	-	Health and social services
15	Jasa kemasyarakatan, sosial budaya, hiburan dan perorangan lainnya	-	-	-	-	-	7,949	-	84,701	45,906	-	-	-	Societal, sociocultural, entertainment and other individual services
16	Jasa perorangan yang melayani rumah tangga	-	-	-	-	-	-	-	6,634	-	-	-	-	Individual household-related services
17	Badan internasional dan badan ekstra internasional lainnya	-	-	-	-	-	-	-	-	-	-	-	-	International and other extrainternational agencies
18	Kegiatan yang belum jelas batasannya	329,240	-	-	-	-	-	-	9,999	-	-	-	-	Non-defined activities
19	Bukan Lapangan Usaha	-	-	-	-	444,651	-	-	120,765	9,587	13,178	-	-	Non-business
20	Lainnya	-	-	-	-	-	-	-	-	-	-	286,307	-	Others
	Total	**3,360,200**	**339,834**	**-**	**1,287,500**	**444,651**	**1,880,823**	**-**	**2,272,352**	**7,866,642**	**22,372**	**286,307**	**-**	**Total**

Tabel 2.3.b Pengungkapan Tagihan Bersih Berdasarkan Sektor Ekonomi – Bank secara Kondolidasi dengan Perusahaan Anak
Table 2.3.b. Net Receivables by Economic Sector – Bank, Consolidated with Subsidiaries

(dalam Juta Rp) (in million Rp)

No.	Sektor Ekonomi	Tagihan Kepada Pemerintah Receivables from Government	Tagihan Kepada Entitas Sektor Publik Receivables from Public Sector Entities	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables from Multilateral Development Banks and International Institutions	Tagihan Kepada Bank Receivables from Banks	Kredit Beragun Rumah Tinggal Residential Property Collateralized Loans	Kredit Beragun Properti Komersial Commercial Property Collateralized Loans	Kredit Pegawai/ Pensiun Employee/ Retirement Loans	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Receivables from Microbusiness, Small Business, and Retail Portfolio	Tagihan kepada Korporasi Receivables from Corporations	Tagihan yang Telah Jatuh Tempo Due Receivables	Aset Lainnya Other Assets	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)	Economi Sector
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)
	31 Desember 2014													Desember 31, 2014
1	Pertanian, perburuan dan Kehutanan	-	101,779	-	-	-	-	-	60,859	143,246	4,007	-	-	Agriculture, hunting and forestry
2	Perikanan	-	-	-	-	-	-	-	17,591	169,682	17,654	-	-	Fishery
3	Pertambangan dan Penggalian	-	43,933	-	-	-	-	-	84,601	514,947	17,782	-	-	Mining and excavation
4	Industri pengolahan	-	-	-	-	1,080	19,033	-	406,193	1,256,379	128,058	-	-	Processing industry
5	Listrik, Gas dan Air	-	-	-	-	-	-	-	1,856	-	-	-	-	Power, gas and water
6	Konstruksi	-	-	-	-	700	1,011,173	-	-	115,639	15,720	-	-	Construction
7	Perdagangan besar dan eceran	-	-	-	-	116,889	3,480	-	525,548	878,934	87,818	-	-	Wholesale and retail trading
8	Penyediaan akomodasi dan penyediaan makan minum	-	-	-	-	14,148	76,013	-	136,410	825,588	30,931	-	-	Provision of accomodation and foods & beverages
9	Transportasi, pergudangan dan komunikasi	-	28,105	-	-	-	-	-	63,690	330,883	29,593	-	-	Transportation, warehousing and communications
10	Perantara keuangan	3,672,600	150,461	-	2,074,684	39,367	-	-	48,356	4,088,833	14,956	-	-	FInancial agency
11	Real estate, usaha persewaan dan jasa perusahaan	-	-	-	-	56,100	1,140,253	-	89,861	386,188	18,639	-	-	Real estate, leasing and corporate services
12	Administrasi Pemerintahan, pertahanan dan jaminan sosial wajib	-	-	-	-	-	-	-	-	-	-	-	-	Government administration, land business and mandatory social service
13	Jasa pendidikan	-	-	-	-	-	-	-	12,827	124,618	-	-	-	Educational services
14	Jasa kesehatan dan kegiatan sosial	-	-	-	-	-	-	-	19,320	-	-	-	-	Health and social services
15	Jasa kemasyarakatan, sosial budaya, hiburan dan perorangan lainnya	-	-	-	-	49,832	13,686	-	124,228	68,460	1,282	-	-	Societal, sociocultural, entertainment and other individual services
16	Jasa perorangan yang melayani rumah tangga	-	-	-	-	-	-	-	2,191	-	-	-	-	Individual household-related services
17	Badan internasional dan badan ekstra internasional lainnya	-	-	-	-	-	-	-	-	-	-	-	-	International and other extrainternational agencies
18	Kegiatan yang belum jelas batasannya	434,759	-	-	-	-	-	-	-	-	-	-	-	Non-defined activities
19	Bukan Lapangan Usaha	-	-	-	-	520,736	-	-	115,284	30,099	44,323	-	-	Non-business
20	Lainnya	282,446	-	-	-	35,543	-	-	867	32,337	-	350,951	-	Others
	Total	**4,389,805**	**324,279**	**-**	**2,074,684**	**834,395**	**2,263,637**	**-**	**1,709,681**	**8,965,832**	**410,764**	**350,951**	**-**	**Total**

(dalam Juta Rp)

(in million Rp)

No.	Sektor Ekonomi	Tagihan Kepada Pemerintah Receivables from Government	Tagihan Kepada Entitas Sektor Publik Receivables from Public Sector Entities	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables from Multilateral Development Banks and International Institutions	Tagihan Kepada Bank Receivables from Banks	Kredit Beragun Rumah Tinggal Residential Property Collateralized Loans	Kredit Beragun Properti Komersial Commercial Property Collateralized Loans	Kredit Pegawai/ Pensiun Employee/ Retirement Loans	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Receivables from Microbusiness, Small Business, and Retail Portfolio	Tagihan kepada Korporasi Receivables from Corporations	Tagihan yang Telah Jatuh Tempo Due Receivables	Aset Lainnya Other Assets	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)	Economi Sector
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)
	31 Desember 2013													Desember 31, 2014
1	Pertanian, perburuan dan Kehutanan	-	101,779	-	-	-	-	-	67,244	121,896	76	-	-	Agriculture, hunting and forestry
2	Perikanan	-	-	-	-	-	-	-	7	152,622	-	-	-	Fishery
3	Pertambangan dan Penggalian	-	42,719	-	-	-	-	-	66,114	721,631	-	-	-	Mining and excavation
4	Industri pengolahan	-	-	-	-	-	59,295	-	741,011	1,011,848	8,692	-	-	Processing industry
5	Listrik, Gas dan Air	-	-	-	-	158	-	-	1,863	-	-	-	-	Power, gas and water
6	Konstruksi	-	-	-	-	219	650,888	-	8,609	71,976	-	-	-	Construction
7	Perdagangan besar dan eceran	-	-	-	-	20,174	45,353	-	750,258	636,947	21,581	-	-	Wholesale and retail trading
8	Penyediaan akomodasi dan penyediaan makan minum	-	-	-	-	-	292,331	-	115,799	610,839	-	-	-	Provision of accomodation and foods & beverages
9	Transportasi, pergudangan dan komunikasi	-	39,962	-	-	-	-	-	163,913	266,418	1,704	-	-	Transportation, warehousing and communications
10	Perantara keuangan	3,030,960	155,373	-	1,292,444	798	189,376	-	42,608	3,949,654	-	-	-	FInancial agency
11	Real estate, usaha persewaan dan jasa perusahaan	-	-	-	-	-	907,216	-	233,015	217,736	-	-	-	Real estate, leasing and corporate services
12	Administrasi Pemerintahan, pertahanan dan jaminan sosial wajib	-	-	-	-	-	-	-	-	-	-	-	-	Government administration, land business and mandatory social service
13	Jasa pendidikan	-	-	-	-	-	-	-	31,537	95,390	-	-	-	Educational services
14	Jasa kesehatan dan kegiatan sosial	-	-	-	-	1,182	195	-	36,842	-	-	-	-	Health and social services
15	Jasa kemasyarakatan, sosial budaya, hiburan dan perorangan lainnya	-	-	-	-	38,927	7,949	-	307,928	45,906	6,625	-	-	Societal, sociocultural, entertainment and other individual services
16	Jasa perorangan yang melayani rumah tangga	-	-	-	-	-	-	-	6,634	-	-	-	-	Individual household-related services
17	Badan internasional dan badan ekstra internasional lainnya	-	-	-	-	-	-	-	-	-	-	-	-	International and other extrainternational agencies
18	Kegiatan yang belum jelas batasannya	329,240	-	-	-	-	-	-	9,999	-	-	-	-	Non-defined activities
19	Bukan Lapangan Usaha	-	-	-	-	444,651	-	2,563	183,870	9,587	13,178	-	-	Non-business
20	Lainnya	207,731	-	-	-	-	-	-	1,326	1,679	14	318,791	-	Others
	Total	**3,567,932**	**339,834**	**-**	**1,292,444**	**506,109**	**2,152,602**	**2,563**	**2,768,575**	**7,914,128**	**51,870**	**318,791**	**-**	**Total**

Tabel 2.4.a Pengungkapan Tagihan dan Pencadangan Berdasarkan Wilayah – Bank secara Individual
Table 2.4.a. Receivables and Allowances by Area – Bank, Individually

(dalam Juta Rp) (in million Rp)

No	Keterangan	31 Desember 2014 / Desember 31, 2014					31 Desember 2013 / Desember 31, 2013					Portfolio Category
		Tagihan Bersih Berdasarkan Wilayah / Net Receivables by Region					Tagihan Bersih Berdasarkan Wilayah / Net Receivables by Region					
		Zona Indonesia Barat Indonesia Zone West	Zona Indonesia Tengah Indonesia Zone Center	Zona Indonesia Timur Indonesia Zone East	Diluar Indonesia Indonesia Outside	Total Total	Zona Indonesia Barat Indonesia Zone West	Zona Indonesia Tengah Indonesia Zone Center	Zona Indonesia Timur Indonesia Zone East	Diluar Indonesia Indonesia Outside	Total Total	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(3)	(4)	(5)	(6)	(7)	(2)
1	Tagihan	18,839,500	718,368	653	919	19,559,440	16,968,584	709,978	2,314	-	17,680,876	Receivables
2	Tagihan yang mengalami penurunan nilai (impaired)	464,747	4,498	1,568	-	470,812	127,812	2,382	-	-	130,193	Impaired Receivables
	a. Belum jatuh tempo	71,339	-	-	-	71,339	57,434	-	-		57,434	a. Not Due
	b.Telah jatuh tempo	393,408	4,498	1,568	-	399,474	70,378	2,382	-		72,760	b. Due
3	Cadangan kerugian penurunan nilai (CKPN) - Individual	45,635	1,773	5	2	47,416	49,235	1,153	-	-	50,387	Individual Impairment Losses Allowance (ILA)
4	Cadangan kerugian penurunan nilai (CKPN) - Kolektif	103,114	184	-	-	103,298	94,600	6,527	40	-	101,166	Collective Impairment Losses Allowance (ILA)
5	Tagihan yang dihapus buku	(27,752)	-	-	-	(27,752)	(23,568)	-	-	-	(23,568)	Receivables Written Off
		19,127,746	**720,908**	**2,215**	**917**	**19,851,787**	**16,928,993**	**704,680**	**2,274**	**-**	**17,635,947**	**TOTAL**

Tabel 2.4.b Pengungkapan Tagihan dan Pencadangan Berdasarkan Wilayah – Bank secara Kondolidasi dengan Perusahaan Anak
Table 2.4.b. Receivables and Allowances by Area – Bank, Consolidated with Subsidiaries

(dalam Juta Rp) (in million Rp)

No	Keterangan	31 Desember 2014 / Desember 31, 2014					31 Desember 2013 / Desember 31, 2013					Portfolio Category
		Tagihan Bersih Berdasarkan Wilayah / Net Receivables by Region					Tagihan Bersih Berdasarkan Wilayah / Net Receivables by Region					
		Zona Indonesia Barat Indonesia Zone West	Zona Indonesia Tengah Indonesia Zone Center	Zona Indonesia Timur Indonesia Zone East	Diluar Indonesia Indonesia Outside	Total Total	Zona Indonesia Barat Indonesia Zone West	Zona Indonesia Tengah Indonesia Zone Center	Zona Indonesia Timur Indonesia Zone East	Diluar Indonesia Indonesia Outside	Total Total	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(3)	(4)	(5)	(6)	(7)	(2)
1	Tagihan	20,046,031	802,903	653	919	20,850,506	18,148,803	759,484	2,338	-	18,910,624	Receivables
2	Tagihan yang mengalami penurunan nilai (impaired)	541,233	4,498	1,568	-	547,298	164,442	2,382	-	-	166,823	Impaired Receivables
	a. Belum jatuh tempo	147,825	-	-	-	147,825	94,064	-	-		94,064	a. Not Due
	b.Telah jatuh tempo	393,408	4,498	1,568	-	399,474	70,378	2,382	-		72,760	b. Due
3	Cadangan kerugian penurunan nilai (CKPN) - Individual	71,995	1,773	5	2	73,776	73,450	1,765	-	-	75,215	Individual Impairment Losses Allowance (ILA)
4	Cadangan kerugian penurunan nilai (CKPN) - Kolektif	110,753	184	-	-	110,937	82,329	5,026	31	-	87,385	Collective Impairment Losses Allowance (ILA)
5	Tagihan yang dihapus buku	(27,752)	-	-	-	(27,752)	(25,466)	-	-	-	(25,466)	Receivables Written Off
		20,742,260	**805,444**	**2,215**	**917**	**21,185,339**	**18,607,998**	**771,038**	**2,368**	**-**	**19,381,404**	**TOTAL**

Tabel 2.5.a Pengungkapan Tagihan dan Pencadangan Berdasarkan Sektor Ekonomi – Bank secara Individual
Table 2.5.a. Receivables and Allowances by Economic Sector – Bank, Individually

(dalam Juta Rp) (in million Rp)

No	Sektor Ekonomi	Tagihan Receivables	Tagihan yang Mengalami Penurunan Nilai Impaired Receivables		Cadangan kerugian penurunan nilai (CKPN) - Individual Individual Impairment Losses Allowance (ILA)	Cadangan kerugian penurunan nilai (CKPN) - Kolektif Collective Impairment Losses Allowance (ILA)	Tagihan yang dihapus buku Receivables Written Off	Economic Sector
			Belum Jatuh Tempo Not Due	Telah jatuh tempo Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(2)
	31 Desember 2014							**December 31, 2014**
1	Pertanian, perburuan dan Kehutanan	306,197	-	4,007	513	-	-	Agriculture, hunting and forestry
2	Perikanan	187,317	-	17,654	43	-	-	Fishery
3	Pertambangan dan Penggalian	635,895	-	14,225	1,458	-	-	Mining and excavation
4	Industri pengolahan	1,531,275	34,103	141,872	3,610	44,768	16,686	Processing industry
5	Listrik, Gas dan Air	1,861	-	-	5	-	-	Power, gas and water
6	Konstruksi	1,121,286	-	15,776	2,501	560	-	Construction
7	Perdagangan besar dan eceran	1,189,479	10,022	77,260	3,004	10,449	6,658	Wholesale and retail trading
8	Penyediaan akomodasi dan penyediaan makan minum	1,012,858	450	44,858	2,563	26,639	-	Provision of accomodation and foods & beverages
9	Transportasi, pergudangan dan komunikasi	423,180	-	26,956	977	-	3,109	Transportation, warehousing and communications
10	Perantara keuangan	9,828,663	-	-	6,392	-	-	FInancial agency
11	Real estate, usaha persewaan dan jasa perusahaan	1,568,679	14,857	29,060	23,905	20,698	426	Real estate, leasing and corporate services
12	Administrasi Pemerintahan, pertahanan dan jaminan sosial wajib	-	-	-	-	-	-	Government administration, land business and mandatory social service
13	Jasa pendidikan	137,783	-	-	338	-	-	Educational services
14	Jasa kesehatan dan kegiatan sosial	19,367	-	-	48	-	-	Health and social services
15	Jasa kemasyarakatan, sosial budaya, hiburan dan perorangan lainnya	187,107	1,402	1,282	466	-	-	Societal, sociocultural, entertainment and other individual services
16	Jasa perorangan yang melayani rumah tangga	2,196	-	-	5	-	-	Individual household-related services
17	Badan internasional dan badan ekstra internasional lainnya	-	-	-	-	-	-	International and other extrainternational agencies
18	Kegiatan yang belum jelas batasannya	434,759	-	-	-	-	-	Non-defined activities
19	Bukan Lapangan Usaha	624,307	10,505	26,525	1,586	184	874	Non-business
20	Lainnya	347,230	-	-	-	-	-	Others
	Total	**19,559,440**	**71,339**	**399,474**	**47,416**	**103,298**	**27,752**	**Total**

(dalam Juta Rp) (in million Rp)

No	Sektor Ekonomi	Tagihan Receivables	Tagihan yang Mengalami Penurunan Nilai Impaired Receivables		Cadangan kerugian penurunan nilai (CKPN) - Individual Individual Impairment Losses Allowance (ILA)	Cadangan kerugian penurunan nilai (CKPN) - Kolektif Collective Impairment Losses Allowance (ILA)	Tagihan yang dihapus buku Receivables Written Off	Economic Sector
			Belum Jatuh Tempo Not Due	Telah jatuh tempo Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(2)
	31 Desember 2014							**December 31, 2014**
1	Pertanian, perburuan dan Kehutanan	292,607	-	-	-	1,688	-	Agriculture, hunting and forestry
2	Perikanan	152,673	-	-	-	52	-	Fishery
3	Pertambangan dan Penggalian	819,311	-	-	-	7,112	76	Mining and excavation
4	Industri pengolahan	1,730,904	34,695	49,590	41,625	17,337	-	Processing industry
5	Listrik, Gas dan Air	1,879	-	-	-	17	-	Power, gas and water
6	Konstruksi	735,794	-	-	-	6,423	11,669	Construction
7	Perdagangan besar dan eceran	1,237,094	4,520	7,023	7,023	12,301	3,987	Wholesale and retail trading
8	Penyediaan akomodasi dan penyediaan makan minum	1,028,263	-	-	-	9,295	176	Provision of accomodation and foods & beverages
9	Transportasi, pergudangan dan komunikasi	470,126	-	2,382	1,153	6,315	-	Transportation, warehousing and communications
10	Perantara keuangan	8,464,109	-	-	-	20,383	-	FInancial agency
11	Real estate, usaha persewaan dan jasa perusahaan	1,344,275	10,728	571	571	12,059	460	Real estate, leasing and corporate services
12	Administrasi Pemerintahan, pertahanan dan jaminan sosial wajib	-	-	-	-	-	-	Government administration, land business and mandatory social service
13	Jasa pendidikan	127,843	-	-	-	1,128	-	Educational services
14	Jasa kesehatan dan kegiatan sosial	32,140	-	-	-	284	-	Health and social services
15	Jasa kemasyarakatan, sosial budaya, hiburan dan perorangan lainnya	139,788	-	-	-	1,232	-	Societal, sociocultural, entertainment and other individual services
16	Jasa perorangan yang melayani rumah tangga	6,693	-	-	-	59	-	Individual household-related services
17	Badan internasional dan badan ekstra internasional lainnya	-	-	-	-	-	-	International and other extrainternational agencies
18	Kegiatan yang belum jelas batasannya	337,616	1,771	-	-	148	-	Non-defined activities
19	Bukan Lapangan Usaha	574,618	5,719	13,193	15	5,333	7,199	Non-business
20	Lainnya	286,307	-	-	-	-	-	Others
	Total	**17,782,042**	**57,434**	**72,760**	**50,387**	**101,166**	**23,567**	**Total**

Tabel 2.5.b Pengungkapan Tagihan dan Pencadangan Berdasarkan Sektor Ekonomi – Bank secara Kondolidasi dengan Perusahaan Anak
Table 2.5.b. Receivables and Allowances by Economic Sector – Bank, Consolidated with Subsidiaries

(dalam Juta Rp) (in million Rp)

No	Sektor Ekonomi	Tagihan Receivables	Tagihan yang Mengalami Penurunan Nilai Impaired Receivables		Cadangan kerugian penurunan nilai (CKPN) - Individual Individual Impairment Losses Allowance (ILA)	Cadangan kerugian penurunan nilai (CKPN) - Kolektif Collective Impairment Losses Allowance (ILA)	Tagihan yang dihapus buku Receivables Written Off	Economic Sector
			Belum Jatuh Tempo Not Due	Telah jatuh tempo Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(2)
	31 Desember 2014							**December 31, 2014**
1	Pertanian, perburuan dan Kehutanan	306,397	-	4,007	513	-	-	Agriculture, hunting and forestry
2	Perikanan	187,317	-	17,654	43	-	-	Fishery
3	Pertambangan dan Penggalian	644,597	5,989	14,225	3,547	-	-	Mining and excavation
4	Industri pengolahan	1,638,379	34,103	141,872	3,610	45,517	16,686	Processing industry
5	Listrik, Gas dan Air	1,861	-	-	5	-	-	Power, gas and water
6	Konstruksi	1,127,662	7,467	15,776	7,673	586	-	Construction
7	Perdagangan besar dan eceran	1,499,732	49,528	77,260	13,850	13,161	6,658	Wholesale and retail trading
8	Penyediaan akomodasi dan penyediaan makan minum	1,032,695	13,161	44,858	7,624	26,797	-	Provision of accomodation and foods & beverages
9	Transportasi, pergudangan dan komunikasi	426,351	-	26,956	1,035	-	3,109	Transportation, warehousing and communications
10	Perantara keuangan	10,096,021	1,286	-	6,485	2,727	-	FInancial agency
11	Real estate, usaha persewaan dan jasa perusahaan	1,670,042	17,559	29,060	25,620	21,678	426	Real estate, leasing and corporate services
12	Administrasi Pemerintahan, pertahanan dan jaminan sosial wajib	-	-	-	-	-	-	Government administration, land business and mandatory social service
13	Jasa pendidikan	137,106	-	-	338	-	-	Educational services
14	Jasa kesehatan dan kegiatan sosial	19,367	-	-	48	-	-	Health and social services
15	Jasa kemasyarakatan, sosial budaya, hiburan dan perorangan lainnya	255,269	1,402	1,282	466	386	-	Societal, sociocultural, entertainment and other individual services
16	Jasa perorangan yang melayani rumah tangga	2,196	-	-	5	-	-	Individual household-related services
17	Badan internasional dan badan ekstra internasional lainnya	-	-	-	-	-	-	International and other extrainternational agencies
18	Kegiatan yang belum jelas batasannya	434,759	-	-	-	-	-	Non-defined activities
19	Bukan Lapangan Usaha	674,945	10,749	26,525	1,777	437	874	Non-business
20	Lainnya	695,811	6,580	-	248	537	-	Others
	Total	**20,850,506**	**147,825**	**399,474**	**72,887**	**111,826**	**27,752**	**Total**

(dalam Juta Rp) (in million Rp)

No	Sektor Ekonomi	Tagihan Receivables	Tagihan yang Mengalami Penurunan Nilai Impaired Receivables		Cadangan kerugian penurunan nilai (CKPN) - Individual Individual Impairment Losses Allowance (ILA)	Cadangan kerugian penurunan nilai (CKPN) - Kolektif Collective Impairment Losses Allowance (ILA)	Tagihan yang dihapus buku Receivables Written Off	Economic Sector
			Belum Jatuh Tempo Not Due	Telah jatuh tempo Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(2)
	31 Desember 2014							**December 31, 2014**
1	Pertanian, perburuan dan Kehutanan	292,693	-	-	-	1,307	-	Agriculture, hunting and forestry
2	Perikanan	152,681	-	-	-	40	-	Fishery
3	Pertambangan dan Penggalian	837,761	-	-	-	5,619	76	Mining and excavation
4	Industri pengolahan	1,796,096	34,695	49,590	63,747	13,792	-	Processing industry
5	Listrik, Gas dan Air	2,038	-	-	-	14	-	Power, gas and water
6	Konstruksi	738,121	-	-	-	4,951	11,670	Construction
7	Perdagangan besar dan eceran	1,451,706	40,124	7,023	8,804	14,469	5,885	Wholesale and retail trading
8	Penyediaan akomodasi dan penyediaan makan minum	1,028,263	-	-	-	7,157	176	Provision of accomodation and foods & beverages
9	Transportasi, pergudangan dan komunikasi	477,349	-	2,382	1,765	5,068	-	Transportation, warehousing and communications
10	Perantara keuangan	8,682,322	77	-	-	16,313	-	FInancial agency
11	Real estate, usaha persewaan dan jasa perusahaan	1,359,326	10,728	571	875	9,307	460	Real estate, leasing and corporate services
12	Administrasi Pemerintahan, pertahanan dan jaminan sosial wajib	-	-	-	-	-	-	Government administration, land business and mandatory social service
13	Jasa pendidikan	128,057	-	-	-	871	-	Educational services
14	Jasa kesehatan dan kegiatan sosial	38,525	-	-	-	236	-	Health and social services
15	Jasa kemasyarakatan, sosial budaya, hiburan dan perorangan lainnya	412,182	70	-	-	3,787	-	Societal, sociocultural, entertainment and other individual services
16	Jasa perorangan yang melayani rumah tangga	6,693	-	-	-	46	-	Individual household-related services
17	Badan internasional dan badan ekstra internasional lainnya	-	-	-	-	-	-	International and other extrainternational agencies
18	Kegiatan yang belum jelas batasannya	337,616	1,771	-	-	114	-	Non-defined activities
19	Bukan Lapangan Usaha	460,510	5,875	13,193	24	4,284	7,199	Non-business
20	Lainnya	708,686	723	-	-	13	-	Others
	Total	**18,910,624**	**94,064**	**72,760**	**75,215**	**87,385**	**25,466**	**Total**

Tabel 2.6.a Pengungkapan Rincian Mutasi Cadangan Kerugian Penurunan Nilai – Bank secara Individual
Table 2.6.a. Changes in Allowances for Impairment Losses – Bank, Individually

(dalam Juta Rp) (in million Rp)

NO	KETERANGAN	31 Desember 2014 December 31, 2014		31 Desember 2013 December 31, 2013		COMPONENT OF CAPITAL
		CKPN Individual Individual ILA	CKPN Kolektif Collective ILA	CKPN Individual Individual ILA	CKPN Kolektif Collective ILA	
(1)	(2)	(3)	(4)	(5)	(6)	(2)
1	Saldo awal CKPN	50,387	101,166	25,692	208,967	ILA - Starting Balance
2	Pembentukan (pemulihan) CKPN pada periode berjalan (Net)	24,780	2,132	48,263	(107,801)	Establishment (Recovery) of ILA in current period (Net)
	2.a Pembentukan CKPN pada periode berjalan	19,636	2,132	47,511	(107,801)	2.a. Establishment of ILA in current period
	2.b Pemulihan CKPN pada periode berjalan	5,144	-	752	-	2.b. Recovery of ILA in current period
3	CKPN yang digunakan untuk melakukan hapus buku atas tagihan pada periode berjalan	(27,752)	-	(23,568)	-	ILA used for writing off receivables in current period
4	Pembentukan (pemulihan) lainnya pada periode berjalan	-	-	-	-	Other Establishment (Recovery) in current period
	Saldo akhir CKPN	**47,416**	**103,298**	**50,387**	**101,166**	ILA - Ending Balance

Tabel 2.6.b Pengungkapan Rincian Mutasi Cadangan Kerugian Penurunan Nilai – Bank secara Kondolidasi dengan Perusahaan Anak
Table 2.6.b. Changes in Allowances for Impairment Losses – Bank, Consolidatedwith Subsidiaries

(dalam Juta Rp) (in million Rp)

NO	KETERANGAN	31 Desember 2014 December 31, 2014		31 Desember 2013 December 31, 2013		COMPONENT OF CAPITAL
		CKPN Individual Individual ILA	CKPN Kolektif Collective ILA	CKPN Individual Individual ILA	CKPN Kolektif Collective ILA	
(1)	(2)	(3)	(4)	(5)	(6)	(2)
1	Saldo awal CKPN	75,215	87,385	28,822	214,089	ILA - Starting Balance
2	Pembentukan (pemulihan) CKPN pada periode berjalan (Net)	47,733	2,132	71,859	(126,704)	Establishment (Recovery) of ILA in current period (Net)
	2.a Pembentukan CKPN pada periode berjalan	42,589	2,132	71,107	(126,704)	2.a. Establishment of ILA in current period
	2.b Pemulihan CKPN pada periode berjalan	5,144	-	752	-	2.b. Recovery of ILA in current period
3	CKPN yang digunakan untuk melakukan hapus buku atas tagihan pada periode berjalan	(27,752)	-	(25,466)	-	ILA used for writing off receivables in current period
4	Pembentukan (pemulihan) lainnya pada periode berjalan	-	-	-	-	Other Establishment (Recovery) in current period
	Saldo akhir CKPN	**95,196**	**89,517**	**75,215**	**87,385**	ILA - Ending Balance

Tabel 3.1.a Pengungkapan Tagihan Bersih Berdasarkan Kategori Portofolio dan Skala Peringkat – Bank secara Individual
Table 3.1.a Net Receivables by Portfolio Category and Ranking – Bank, Individually

(dalam Juta Rp) (in million Rp)

31 Desember 2014 / Desember 31, 2014

No	Kategori Portofolio	Lembaga Pemeringkat / Rating Agency	Tagihan Bersih / Net Receivables											Tanpa Peringkat / Not Ratedw	Total / Total	Portfolio Category
			Peringkat Jangka panjang / Long Term Rating							Peringkat Jangka Pendek / Short Term Rating						
		Standard and Poor's	AAA AAA	AA+ s.d AA- AA+ to AA-	A+ s.d A- A+ to A-	BBB+ s.d BBB- BBB+ to BBB-	BB+ s.d BB- BB+ to BB-	B+ s.d B- B+ to B-	Kurang dari B- Lower than B-	A-1 A-1	A-2 A-2	A-3 A-3	Kurang dari A-3 Lower than A-3			
		Fitch Rating	AAA AAA	AA+ s.d AA- AA+ to AA-	A+ s.d A- A+ to A-	BBB+ s.d BBB- BBB+ s.d BBB-	BB+ s.d BB- BB+ to BB-	B+ s.d B- B+ to B-	Kurang dari B- Lower than B-	F1+ s.d F1 F1+ s.d F1	F2 F2	F3 F3	Kurang dari F3 Lower than F3			
		Moody's	Aaa Aaa	Aa1 s.d Aa3 Aa1 to Aa3	A1 s.d A3 A1 to A3	Baa1 s.d Baa3 Baa1 s.d Baa3	Ba1 s.d Ba3 Ba1 to Ba3	B1 s.d B3 B1 to B3	Kurang dari B3 Lower than B3	P-1 P-1	P-2 P-2	P-3 P-3	Kurang dari P-3 Lower than P-3			
		PT. Fitch Ratings Indonesia	AAA (idn) AAA (idn)	AA+(idn) s.d AA-(idn) AA+(idn) to AA-(idn)	A+(idn) s.d. A-(idn) A+(idn) to A-(idn)	BBB+(idn) s.d BBB-(idn) BBB+(idn) s.d BBB-(idn)	BB+(idn) s.d BB-(idn) BB+(idn) to BB-(idn)	B+(idn) s.d B-(idn) B+(idn) to B-(idn)	Kurang dari B-(idn) Lower than B-(idn)	F1+(idn) s.d F1(idn) F1+(idn) toF1(idn)	F2(idn) F2(idn)	F3(idn) F3(idn)	Kurang dari F3(idn) Lower than F3(idn)			
		PT ICRA Indonesia	[Idr]AAA [Idr]AAA	[Idr]AA+ s.d [Idr] AA- [Idr]AA+ to [Idr]AA-	[Idr]A+ s.d [Idr] A- [Idr]A+ to [Idr]A-	[Idr]BBB+ s.d [Idr] BBB- [Idr]BBB+ to [Idr] BBB-	[Idr]BB+ s.d [Idr] BB- [Idr]BB+ to [Idr] BB-	[Idr]B+ s.d [Idr] B- [Idr]B+ to [Idr]B-	Kurang dari [Idr] B- Lower than [Idr] B-	[Idr]A1+ s.d [Idr] A1 [Idr]A1+ to [Idr]A1	[Idr]A2+ s.d [Idr] A2 [Idr]A2+ to [Idr]A2	[Idr]A3+ s.d [Idr] A3 [Idr]A3+ to [Idr] A3	Kurang dari [Idr] A3 Lower than [Idr] A3			
		PT Pemeringkat Efek Indonesia	idAAA idAAA	idAA+ s.d idAA- idAA+ to idAA-	idA+ s.d id A- idA+ to id A-	id BBB+ s.d id BBB- id BBB+ to id BBB-	id BB+ s.d id BB- id BB+ to id BB-	id B+ s.d id B- id B+ to id B-	Kurang dari id B- Lower than id B-	idA1 idA1	idA2 idA2	idA3 s.d id A4 idA3 s.d id A4	Kurang dari id A4 Lower than id A4			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(2)
1	Tagihan Kepada Pemerintah		-	-	-	-	-	-	-	-	-	-	-	4,107,359	4,107,359	Receivables from Government
2	Tagihan Kepada Entitas Sektor Publik		28,105	7,097	75,720	101,779	-	-	-	-	-	-	-	111,577	324,279	Receivables from Public Sector Entities
3	Tagihan Kpd Bank Pembang Multilateral & Lembaga Internasional		-	-	-	-	-	-	-	-	-	-	-	-	-	Receivables from Multilateral Development Banks and International Institutions
4	Tagihan Kpd Bank		4,035	241,470	121,965	1,687,335	-	270	-	113	-	1,186	-	18,310	2,074,684	Receivables from Banks
5	Krd Beragunan Rmh Tinggal		-	-	-	-	-	-	-	-	-	-	-	515,316	515,316	Residential Property Collateralized Loans
6	Kredit Beragunan Properti Komersial		-	-	-	-	-	-	-	-	-	-	-	2,253,820	2,253,820	Commercial Property Collateralized Loans
7	Kredit Pegawai/Pensiun		-	-	-	-	-	-	-	-	-	-	-	-	-	Employee/Retirement Loans
8	Tagihan kepada Usaha Mikro Usaha Kecil dan Portofolio Ritel.		-	-	-	-	-	-	-	-	-	-	-	1,677,187	1,677,187	Receivables from Microbusiness, Small Business, and Retail Portfolio
9	Tagihan Kpd Korporasi		35,429	114,727	328,150	309,978	-	-	-	-	-	-	-	7,598,502	8,386,786	Receivables from Corporations
10	Tagihan yg tlh jt tmp		-	-	-	-	-	-	-	-	-	-	-	296,175	296,175	Due Receivables
11	Aset Lainnya		-	-	-	-	-	-	-	-	-	-	-	347,230	347,230	Other Assets
12	Eksposure diunit kerja Syariah (apabila ada)		-	-	-	-	-	-	-	-	-	-	-	-	-	Exposure in Sharia Business Unit (if any)
	TOTAL		**67,569**	**363,295**	**525,834**	**2,099,092**	**-**	**270**	**-**	**113**	**-**	**1,186**	**-**	**16,925,478**	**19,982,836**	**TOTAL**

(dalam Juta Rp) (in million Rp)

31 Desember 2013 / Desember 31, 2013

No	Kategori Portofolio	Lembaga Pemeringkat Rating Agency	Tagihan Bersih Net Receivables											Tanpa Peringkat Not Ratedw	Total Total	Portfolio Category
			Peringkat Jangka panjang Long Term Rating							Peringkat Jangka Pendek Short Term Rating						
		Standard and Poor's	AAA AAA	AA+ s.d AA- AA+ to AA-	A+ s.d A- A+ to A-	BBB+ s.d BBB- BBB+ to BBB-	BB+ s.d BB- BB+ to BB-	B+ s.d B- B+ to B-	Kurang dari B- Lower than B-	A-1 A-1	A-2 A-2	A-3 A-3	Kurang dari A-3 Lower than A-3			
		Fitch Rating	AAA AAA	AA+ s.d AA- AA+ to AA-	A+ s.d A- A+ to A-	BBB+ s.d BBB- BBB+ s.d BBB-	BB+ s.d BB- BB+ to BB-	B+ s.d B- B+ to B-	Kurang dari B- Lower than B-	F1+ s.d F1 F1+ s.d F1	F2 F2	F3 F3	Kurang dari F3 Lower than F3			
		Moody's	Aaa Aaa	Aa1 s.d Aa3 Aa1 to Aa3	A1 s.d A3 A1 to A3	Baa1 s.d Baa3 Baa1 s.d Baa3	Ba1 s.d Ba3 Ba1 to Ba3	B1 s.d B3 B1 to B3	Kurang dari B3 Lower than B3	P-1 P-1	P-2 P-2	P-3 P-3	Kurang dari P-3 Lower than P-3			
		PT. Fitch Ratings Indonesia	AAA (idn) AAA (idn)	AA+(idn) s.d AA-(idn) AA+(idn) to AA-(idn)	A+(idn) s.d. A-(idn) A+(idn) to A-(idn)	BBB+(idn) s.d BBB-(idn) BBB+(idn) s.d BBB-(idn)	BB+(idn) s.d BB-(idn) BB+(idn) to BB-(idn)	B+(idn) s.d B-(idn) B+(idn) to B-(idn)	Kurang dari B-(idn) Lower than B-(idn)	F1+(idn) s.d F1(idn) F1+(idn) toF1(idn)	F2(idn) F2(idn)	F3(idn) F3(idn)	Kurang dari F3(idn) Lower than F3(idn)			
		PT ICRA Indonesia	[Idr]AAA [Idr]AAA	[Idr]AA+ s.d [Idr] AA- [Idr]AA+ to [Idr]AA-	[Idr]A+ s.d [Idr] A- [Idr]A+ to [Idr]A-	[Idr]BBB+ s.d [Idr] BBB- [Idr]BBB+ to [Idr] BBB-	[Idr]BB+ s.d [Idr] BB- [Idr]BB+ to [Idr] BB-	[Idr]B+ s.d [Idr] B- [Idr]B+ to [Idr]B-	Kurang dari [Idr] B- Lower than [Idr] B-	[Idr]A1+ s.d [Idr] A1 [Idr]A1+ to [Idr]A1	[Idr]A2+ s.d [Idr] A2 [Idr]A2+ to [Idr]A2	[Idr]A3+ s.d [Idr] A3 [Idr]A3+ to [Idr] A3	Kurang dari [Idr] A3 Lower than [Idr] A3			
		PT Pemeringkat Efek Indonesia	idAAA idAAA	idAA+ s.d idAA- idAA+ to idAA-	idA+ s.d id A- idA+ to id A-	id BBB+ s.d id BBB- id BBB+ to id BBB-	id BB+ s.d id BB- id BB+ to id BB-	id B+ s.d id B- id B+ to id B-	Kurang dari id B- Lower than id B-	idA1 idA1	idA2 idA2	idA3 s.d id A4 idA3 s.d id A4	Kurang dari id A4 Lower than id A4			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(2)
1	Tagihan Kepada Pemerintah		-	-	-	-	-	-	-	-	-	-	-	3,360,200	3,360,200	Receivables from Government
2	Tagihan Kepada Entitas Sektor Publik		-	94,820	31,862	101,779	-	-	-	-	-	-	-	111,372	339,834	Receivables from Public Sector Entities
3	Tagihan Kpd Bank Pembang Multilateral & Lembaga Internasional		-	-	-	-	-	-	-	-	-	-	-	-	-	Receivables from Multilateral Development Banks and International Institutions
4	Tagihan Kpd Bank		100,325	280,764	120,768	106,062	-	-	-	-	-	5,138	-	674,444	1,287,500	Receivables from Banks
5	Krd Beragunan Rmh Tinggal		-	-	-	-	-	-	-	-	-	-	-	444,651	444,651	Residential Property Collateralized Loans
6	Kredit Beragunan Properti Komersial		-	-	-	-	-	-	-	-	-	-	-	1,880,823	1,880,823	Commercial Property Collateralized Loans
7	Kredit Pegawai/Pensiun		-	-	-	-	-	-	-	-	-	-	-	-	-	Employee/Retirement Loans
8	Tagihan kepada Usaha Mikro Usaha Kecil dan Portofolio Ritel.		-	-	-	-	-	-	-	-	-	-	-	2,272,352	2,272,352	Receivables from Microbusiness, Small Business, and Retail Portfolio
9	Tagihan Kpd Korporasi		5,028	300,351	382,343	233,782	-	-	-	-	-	-	-	6,945,138	7,866,642	Receivables from Corporations
10	Tagihan yg tlh jt tmp		-	-	-	-	-	-	-	-	-	-	-	22,372	22,372	Due Receivables
11	Aset Lainnya		-	-	-	-	-	-	-	-	-	-	-	286,307	286,307	Other Assets
12	Eksposure diunit kerja Syariah (apabila ada)		-	-	-	-	-	-	-	-	-	-	-	-	-	Exposure in Sharia Business Unit (if any)
	TOTAL		**105,352**	**675,935**	**534,973**	**441,623**	**-**	**-**	**-**	**-**	**-**	**5,138**	**-**	**15,997,660**	**17,760,682**	**TOTAL**

Tabel 3.1.b Pengungkapan Tagihan Bersih Berdasarkan Kategori Portofolio dan Skala Peringkat – Bank secara Kondolidasi dengan Perusahaan Anak

Table 3.1.b Net Receivables by Portfolio Category and Ranking – Bank, Consolidated with Subsidiaries

(dalam Juta Rp) (in million Rp)

31 Desember 2014 / Desember 31, 2014

No	Kategori Portofolio	Lembaga Pemeringkat Rating Agency	Tagihan Bersih Net Receivables											Tanpa Peringkat Not Ratedw	Total Total	Portfolio Category
			Peringkat Jangka panjang Long Term Rating							Peringkat Jangka Pendek Short Term Rating						
		Standard and Poor's	AAA AAA	AA+ s.d AA- AA+ to AA-	A+ s.d A- A+ to A-	BBB+ s.d BBB- BBB+ to BBB-	BB+ s.d BB- BB+ to BB-	B+ s.d B- B+ to B-	Kurang dari B- Lower than B-	A-1 A-1	A-2 A-2	A-3 A-3	Kurang dari A-3 Lower than A-3			
		Fitch Rating	AAA AAA	AA+ s.d AA- AA+ to AA-	A+ s.d A- A+ to A-	BBB+ s.d BBB- BBB+ s.d BBB-	BB+ s.d BB- BB+ to BB-	B+ s.d B- B+ to B-	Kurang dari B- Lower than B-	F1+ s.d F1 F1+ s.d F1	F2 F2	F3 F3	Kurang dari F3 Lower than F3			
		Moody's	Aaa Aaa	Aa1 s.d Aa3 Aa1 to Aa3	A1 s.d A3 A1 to A3	Baa1 s.d Baa3 Baa1 s.d Baa3	Ba1 s.d Ba3 Ba1 to Ba3	B1 s.d B3 B1 to B3	Kurang dari B3 Lower than B3	P-1 P-1	P-2 P-2	P-3 P-3	Kurang dari P-3 Lower than P-3			
		PT. Fitch Ratings Indonesia	AAA (idn) AAA (idn)	AA+(idn) s.d AA-(idn) AA+(idn) to AA-(idn)	A+(idn) s.d. A-(idn) A+(idn) to A-(idn)	BBB+(idn) s.d BBB-(idn) BBB+(idn) s.d BBB-(idn)	BB+(idn) s.d BB-(idn) BB+(idn) to BB-(idn)	B+(idn) s.d B-(idn) B+(idn) to B-(idn)	Kurang dari B-(idn) Lower than B-(idn)	F1+(idn) s.d F1(idn) F1+(idn) toF1(idn)	F2(idn) F2(idn)	F3(idn) F3(idn)	Kurang dari F3(idn) Lower than F3(idn)			
		PT ICRA Indonesia	[Idr]AAA [Idr]AAA	[Idr]AA+ s.d [Idr] AA- [Idr]AA+ to [Idr]AA-	[Idr]A+ s.d [Idr] A- [Idr]A+ to [Idr]A-	[Idr]BBB+ s.d [Idr] BBB- [Idr]BBB+ to [Idr] BBB-	[Idr]BB+ s.d [Idr] BB- [Idr]BB+ to [Idr] BB-	[Idr]B+ s.d [Idr] B- [Idr]B+ to [Idr]B-	Kurang dari [Idr] B- Lower than [Idr] B-	[Idr]A1+ s.d [Idr] A1 [Idr]A1+ to [Idr]A1	[Idr]A2+ s.d [Idr] A2 [Idr]A2+ to [Idr]A2	[Idr]A3+ s.d [Idr] A3 [Idr]A3+ to [Idr] A3	Kurang dari [Idr] A3 Lower than [Idr] A3			
		PT Pemeringkat Efek Indonesia	idAAA idAAA	idAA+ s.d idAA- idAA+ to idAA-	idA+ s.d id A- idA+ to id A-	id BBB+ s.d id BBB- id BBB+ to id BBB-	id BB+ s.d id BB- id BB+ to id BB-	id B+ s.d id B- id B+ to id B-	Kurang dari id B- Lower than id B-	idA1 idA1	idA2 idA2	idA3 s.d id A4 idA3 s.d id A4	Kurang dari id A4 Lower than id A4			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(2)
1	Tagihan Kepada Pemerintah		-	-	-	-	-	-	-	-	-	-	-	4,389,805	4,389,805	Receivables from Government
2	Tagihan Kepada Entitas Sektor Publik		28,105	7,097	75,720	101,779	-	-	-	-	-	-	-	111,577	324,279	Receivables from Public Sector Entities
3	Tagihan Kpd Bank Pembang Multilateral & Lembaga Internasional		-	-	-	-	-	-	-	-	-	-	-	-	-	Receivables from Multilateral Development Banks and International Institutions
4	Tagihan Kpd Bank		4,035	241,470	121,965	1,730,607	-	270	-	113	-	1,186	-	18,310	2,117,956	Receivables from Banks
5	Krd Beragunan Rmh Tinggal		-	-	-	-	-	-	-	-	-	-	-	834,394	834,394	Residential Property Collateralized Loans
6	Kredit Beragunan Properti Komersial		-	-	-	-	-	-	-	-	-	-	-	2,263,638	2,263,638	Commercial Property Collateralized Loans
7	Kredit Pegawai/Pensiun		-	-	-	-	-	-	-	-	-	-	-	-	-	Employee/Retirement Loans
8	Tagihan kepada Usaha Mikro Usaha Kecil dan Portofolio Ritel.		-	-	-	-	-	-	-	-	-	-	-	1,709,681	1,709,681	Receivables from Microbusiness, Small Business, and Retail Portfolio
9	Tagihan Kpd Korporasi		56,366	137,823	328,150	266,706	-	-	-	-	-	-	-	8,133,515	8,922,560	Receivables from Corporations
10	Tagihan yg tlh jt tmp		-	-	-	-	-	-	-	-	-	-	-	410,763	410,763	Due Receivables
11	Aset Lainnya		-	-	-	-	-	-	-	-	-	-	-	350,951	350,951	Other Assets
12	Eksposure diunit kerja Syariah (apabila ada)		-	-	-	-	-	-	-	-	-	-	-	-	-	Exposure in Sharia Business Unit (if any)
	TOTAL		**88,506**	**386,391**	**525,834**	**2,099,092**	**-**	**270**	**-**	**113**	**-**	**1,186**	**-**	**18,222,636**	**21,324,027**	TOTAL

(dalam Juta Rp) (in million Rp)

31 Desember 2013 / Desember 31, 2013

No	Kategori Portofolio	Lembaga Pemeringkat Rating Agency	Tagihan Bersih Net Receivables											Tanpa Peringkat Not Ratedw	Total Total	Portfolio Category
			Peringkat Jangka panjang Long Term Rating							Peringkat Jangka Pendek Short Term Rating						
		Standard and Poor's	AAA AAA	AA+ s.d AA- AA+ to AA-	A+ s.d A- A+ to A-	BBB+ s.d BBB- BBB+ to BBB-	BB+ s.d BB- BB+ to BB-	B+ s.d B- B+ to B-	Kurang dari B- Lower than B-	A-1 A-1	A-2 A-2	A-3 A-3	Kurang dari A-3 Lower than A-3			
		Fitch Rating	AAA AAA	AA+ s.d AA- AA+ to AA-	A+ s.d A- A+ to A-	BBB+ s.d BBB- BBB+ s.d BBB-	BB+ s.d BB- BB+ to BB-	B+ s.d B- B+ to B-	Kurang dari B- Lower than B-	F1+ s.d F1 F1+ s.d F1	F2 F2	F3 F3	Kurang dari F3 Lower than F3			
		Moody's	Aaa Aaa	Aa1 s.d Aa3 Aa1 to Aa3	A1 s.d A3 A1 to A3	Baa1 s.d Baa3 Baa1 s.d Baa3	Ba1 s.d Ba3 Ba1 to Ba3	B1 s.d B3 B1 to B3	Kurang dari B3 Lower than B3	P-1 P-1	P-2 P-2	P-3 P-3	Kurang dari P-3 Lower than P-3			
		PT. Fitch Ratings Indonesia	AAA (idn) AAA (idn)	AA+(idn) s.d AA-(idn) AA+(idn) to AA-(idn)	A+(idn) s.d. A-(idn) A+(idn) to A-(idn)	BBB+(idn) s.d BBB-(idn) BBB+(idn) s.d BBB-(idn)	BB+(idn) s.d BB-(idn) BB+(idn) to BB-(idn)	B+(idn) s.d B-(idn) B+(idn) to B-(idn)	Kurang dari B-(idn) Lower than B-(idn)	F1+(idn) s.d F1(idn) F1+(idn) toF1(idn)	F2(idn) F2(idn)	F3(idn) F3(idn)	Kurang dari F3(idn) Lower than F3(idn)			
		PT ICRA Indonesia	[Idr]AAA [Idr]AAA	[Idr]AA+ s.d [Idr] AA- [Idr]AA+ to [Idr]AA-	[Idr]A+ s.d [Idr] A- [Idr]A+ to [Idr]A-	[Idr]BBB+ s.d [Idr] BBB- [Idr]BBB+ to [Idr] BBB-	[Idr]BB+ s.d [Idr] BB- [Idr]BB+ to [Idr] BB-	[Idr]B+ s.d [Idr] B- [Idr]B+ to [Idr]B-	Kurang dari [Idr] B- Lower than [Idr] B-	[Idr]A1+ s.d [Idr] A1 [Idr]A1+ to [Idr]A1	[Idr]A2+ s.d [Idr] A2 [Idr]A2+ to [Idr]A2	[Idr]A3+ s.d [Idr] A3 [Idr]A3+ to [Idr] A3	Kurang dari [Idr] A3 Lower than [Idr] A3			
		PT Pemeringkat Efek Indonesia	idAAA idAAA	idAA+ s.d idAA- idAA+ to idAA-	idA+ s.d id A- idA+ to id A-	id BBB+ s.d id BBB- id BBB+ to id BBB-	id BB+ s.d id BB- id BB+ to id BB-	id B+ s.d id B- id B+ to id B-	Kurang dari id B- Lower than id B-	idA1 idA1	idA2 idA2	idA3 s.d id A4 idA3 s.d id A4	Kurang dari id A4 Lower than id A4			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(2)
1	Tagihan Kepada Pemerintah		-	-	-	-	-	-	-	-	-	-	-	3,747,782	3,747,782	Receivables from Government
2	Tagihan Kepada Entitas Sektor Publik		-	94,820	31,862	101,779	-	-	-	-	-	-	-	111,372	339,834	Receivables from Public Sector Entities
3	Tagihan Kpd Bank Pembang Multilateral & Lembaga Internasional		-	-	-	-	-	-	-	-	-	-	-	-	-	Receivables from Multilateral Development Banks and International Institutions
4	Tagihan Kpd Bank		100,325	280,764	120,768	106,062	-	-	-	756,887	-	5,138	-	(77,499)	1,292,444	Receivables from Banks
5	Krd Beragunan Rmh Tinggal		-	-	-	-	-	-	-	-	-	-	-	506,109	506,109	Residential Property Collateralized Loans
6	Kredit Beragunan Properti Komersial		-	-	-	-	-	-	-	-	-	-	-	2,152,602	2,152,602	Commercial Property Collateralized Loans
7	Kredit Pegawai/Pensiun		-	-	-	-	-	-	-	-	-	-	-	2,563	2,563	Employee/Retirement Loans
8	Tagihan kepada Usaha Mikro Usaha Kecil dan Portofolio Ritel.		-	-	-	-	-	-	-	-	-	-	-	2,588,725	2,588,725	Receivables from Microbusiness, Small Business, and Retail Portfolio
9	Tagihan Kpd Korporasi		5,028	300,351	382,343	233,782	-	-	-	-	-	-	-	6,992,623	7,914,128	Receivables from Corporations
10	Tagihan yg tlh jt tmp		-	-	-	-	-	-	-	-	-	-	-	51,870	51,870	Due Receivables
11	Aset Lainnya		-	-	-	-	-	-	-	-	-	-	-	318,791	318,791	Other Assets
12	Eksposure diunit kerja Syariah (apabila ada)		-	-	-	-	-	-	-	-	-	-	-	-	-	Exposure in Sharia Business Unit (if any)
	TOTAL		**105,352**	**675,935**	**534,973**	**441,623**	**-**	**-**	**-**	**756,887**	**-**	**5,138**	**-**	**16,394,938**	**18,914,847**	**TOTAL**

Tabel 4.1.a Pengungkapan Tagihan Bersih Berdasarkan Bobot Risiko Setelah Memeperhitungkan Dampak Mitigasi Risiko Kredit – Bank secara Individual

Table 4.1.a. Net Receivables based on Risk Weighting, taking into account the Credit Risk Mitigation Impact – Bank, Individually

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio Portfolio Category	31 Desember 2014 / Desember 31, 2014										ATMR RWA	Beban Modal Capital Expenses	31 Desember 2013 / Desember 31, 2013										ATMR RWA	Beban Modal Capital Expenses
		Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact												Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact											
		0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other			0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)
A	Eksposur Neraca Balance Sheet Exposure																								
1	Tagihan Kepada Pemerintah Receivables from Government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	Tagihan Kepada Entitas Sektor Publik Receivables from Public Sector Entities	-	7,041	-	-	-	144,538	-	-	-	-	151,579	12,126	-	18,964	-	-	-	122,507	-	-	-	-	141,471	11,318
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4	Tagihan Kepada Bank Receivables from Banks	-	395,741	-	-	-	66,321	-	-	-	-	462,062	36,965	-	207,410	-	-	-	122,032	-	-	-	-	329,443	26,355
5	Kredit Beragun Rumah Tinggal Residential Property Collateralized Loans	-	-	150,884	33,096	-	-	-	-	-	-	183,980	14,718	-	-	116,956	43,030	-	-	-	-	-	-	159,987	12,799
6	Kredit Beragun Properti Komersial Employee/Retirement Loans	-	-	-	-	-	-	-	1,658,658	-	-	1,658,658	132,693	-	-	-	-	-	-	-	1,652,660	-	-	1,652,660	132,213
7	Kredit Pegawai/Pensiunan Employee/Retirement Loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Receivables from Microbusiness, Small Business, and Retail Portfolio	-	-	-	-	-	-	1,065,740	-	-	-	1,065,740	85,259	-	-	-	-	-	-	1,288,751	-	-	-	1,288,751	103,100
9	Tagihan kepada Korporasi Receivables from Corporations	-	30,031	-	-	-	164,075	-	7,086,230	-	-	7,280,336	582,427	-	61,076	-	-	-	191,171	-	6,856,829	-	-	7,109,077	568,726
10	Tagihan yang Telah Jatuh Tempo Due Receivables	-	-	-	-	-	-	-	157,291	208,327	-	365,618	29,249	-	-	-	-	-	-	-	21,611	424	-	22,035	1,763
11	Aset Lainnya Other Assets	-	-	-	-	-	-	-	-	-	293,017	293,017	23,441	-	-	-	-	-	-	-	-	-	237,103	237,103	18,968
12	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Eksposur Neraca Total Balance Sheet Exposure	**-**	**432,813**	**150,884**	**33,096**	**-**	**374,934**	**1,065,740**	**8,902,179**	**208,327**	**293,017**	**11,460,991**	**916,879**	**-**	**287,450**	**116,956**	**43,030**	**-**	**435,711**	**1,288,751**	**8,531,100**	**424**	**237,103**	**10,940,526**	**875,242**

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio Portfolio Category	31 Desember 2014 / Desember 31, 2014										ATMR RWA	Beban Modal Capital Expenses	31 Desember 2013 / Desember 31, 2013										ATMR RWA	Beban Modal Capital Expenses
		Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact												Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact											
		0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other			0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)
B	Eksposur Kewajiban Komitmen/ Kontinjensi pd Transaksi Rekening Administratif Commitment Liability Exposure/ Contingencies on Administrative Account Transactions																								
1	Tagihan Kepada Pemerintah Receivables from Government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	Tagihan Kepada Entitas Sektor Publik Receivables from Public Sector Entities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4	Tagihan Kepada Bank Receivables from Banks	-	-	-	-	-	56	-	-	-	-	56	5	-	-	-	-	-	3,964	-	-	-	-	3,964	317
5	Kredit Beragun Rumah Tinggal Residential Property Collateralized Loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6	Kredit Beragun Properti Komersial Employee/Retirement Loans	-	-	-	-	-	-	-	84,091	-	-	84,091	6,727	-	-	-	-	-	-	-	95,935	-	-	95,935	7,675
7	Kredit Pegawai/Pensiunan Employee/Retirement Loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Receivables from Microbusiness, Small Business, and Retail Portfolio	-	-	-	-	-	-	39,706	-	-	-	39,706	3,176	-	-	-	-	-	-	95,814	-	-	-	95,814	7,665
9	Tagihan kepada Korporasi Receivables from Corporations	-	-	-	-	-	-	-	330,703	-	-	330,703	26,456	-	-	-	-	-	-	-	349,132	-	-	349,132	27,931
10	Tagihan yang Telah Jatuh Tempo Due Receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
11	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Eksposur TRA Total Administrative Account Transactions	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**454,556**	**36,364**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**544,844**	**43,588**

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio Portfolio Category	31 Desember 2014 / Desember 31, 2014										ATMR RWA	Beban Modal Capital Expenses	31 Desember 2013 / Desember 31, 2013										ATMR RWA	Beban Modal Capital Expenses
		Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact												Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact											
		0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other			0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)
C	Eksposur akibat Kegagalan Pihak Lawan (Counterparty Credit Risk) Counterparty Credit Risk Exposure																								
1	Tagihan Kepada Pemerintah Receivables from Government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	Tagihan Kepada Entitas Sektor Publik Receivables from Public Sector Entities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4	Tagihan Kepada Bank Receivables from Banks	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Receivables from Microbusiness, Small Business, and Retail Portfolio	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6	Tagihan kepada Korporasi Receivables from Corporations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Eksposur Counterparty Credit Risk Total Counterparty Credit Risk Exposure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Tabel 4.1.b Pengungkapan Tagihan Bersih Berdasarkan Bobot Risiko Setelah Memeperhitungkan Dampak Mitigasi Risiko Kredit – Bank secara Kondolidasi engan Perusahaan Anak

Table 4.1.b. Net Receivables based on Risk Weighting, taking into account the Credit Risk Mitigation Impact – Bank, Consolidated with Subsidiaries

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio Portfolio Category	31 Desember 2014 / Desember 31, 2014												31 Desember 2013 / Desember 31, 2013											
		Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact										ATMR RWA	Beban Modal Capital Expenses	Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact										ATMR RWA	Beban Modal Capital Expenses
		0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other			0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)
A	Eksposur Neraca Balance Sheet Exposure																								
1	Tagihan Kepada Pemerintah Receivables from Government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	Tagihan Kepada Entitas Sektor Publik Receivables from Public Sector Entities	-	7,041	-	-	-	144,538	-	-	-	-	151,579	12,126	-	18,964	-	-	-	122,507	-	-	-	-	141,471	11,318
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4	Tagihan Kepada Bank Receivables from Banks	-	397,098	-	-	-	66,342	-	-	-	-	463,440	37,075	-	207,410	-	-	-	122,032	-	-	-	-	329,443	26,355
5	Kredit Beragun Rumah Tinggal Residential Property Collateralized Loans	-	-	191,751	99,800	16,000	-	-	-	-	-	307,551	24,604	-	-	116,956	43,030	-	-	-	-	-	-	159,987	12,799
6	Kredit Beragun Properti Komersial Employee/Retirement Loans	-	-	-	-	-	-	-	1,668,476	-	-	1,668,476	133,478	-	-	-	-	-	-	-	1,924,439	-	-	1,924,439	153,955
7	Kredit Pegawai/Pensiunan Employee/Retirement Loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,281	-	-	-	-	1,281	103
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Receivables from Microbusiness, Small Business, and Retail Portfolio	-	-	-	-	-	-	1,090,110	-	-	-	1,090,110	87,209	-	-	-	-	-	-	1,481,068	-	-	-	1,481,068	118,485
9	Tagihan kepada Korporasi Receivables from Corporations	-	38,790	-	-	-	164,075	-	7,664,753	-	-	7,867,618	629,409	-	61,076	-	-	-	191,171	-	6,856,829	-	-	7,109,077	568,726
10	Tagihan yang Telah Jatuh Tempo Due Receivables	-	-	-	-	-	-	-	228,579	273,277	-	501,856	40,148	-	-	-	-	-	-	-	24,997	39,593	-	64,589	5,167
11	Aset Lainnya Other Assets	-	-	-	-	-	-	-	-	-	293,017	293,017	23,441	-	-	-	-	-	-	-	-	-	237,103	237,103	18,968
12	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	28,640	28,640	2,291
	Total Eksposur Neraca Total Balance Sheet Exposure	**-**	**442,928**	**191,751**	**99,800**	**16,000**	**374,955**	**1,090,110**	**9,561,808**	**273,277**	**293,017**	**12,343,647**	**987,491.74**	**-**	**287,450**	**116,956**	**43,030**	**-**	**436,992**	**1,481,068**	**8,806,265**	**39,593**	**265,743**	**11,477,098**	**918,168**

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio Portfolio Category	31 Desember 2014 / Desember 31, 2014										ATMR RWA	Beban Modal Capital Expenses	31 Desember 2013 / Desember 31, 2013										ATMR RWA	Beban Modal Capital Expenses
		Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact												Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact											
		0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other			0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)
B	Eksposur Kewajiban Komitmen/ Kontinjensi pd Transaksi Rekening Administratif Commitment Liability Exposure/ Contingencies on Administrative Account Transactions																								
1	Tagihan Kepada Pemerintah Receivables from Government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	Tagihan Kepada Entitas Sektor Publik Receivables from Public Sector Entities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4	Tagihan Kepada Bank Receivables from Banks	-	-	-	-	-	56	-	-	-	-	56	5	-	-	-	-	-	3,964	-	-	-	-	3,964	317
5	Kredit Beragun Rumah Tinggal Residential Property Collateralized Loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6	Kredit Beragun Properti Komersial Employee/Retirement Loans	-	-	-	-	-	-	-	84,091	-	-	84,091	6,727	-	-	-	-	-	-	-	95,935	-	-	95,935	7,675
7	Kredit Pegawai/Pensiunan Employee/Retirement Loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Receivables from Microbusiness, Small Business, and Retail Portfolio	-	-	-	-	-	-	39,706	-	-	-	39,706	3,176	-	-	-	-	-	-	95,814	-	-	-	95,814	7,665
9	Tagihan kepada Korporasi Receivables from Corporations	-	-	-	-	-	-	-	333,235	-	-	333,235	26,659	-	-	-	-	-	-	-	349,132	-	-	349,132	27,931
10	Tagihan yang Telah Jatuh Tempo Due Receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
11	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Eksposur TRA Total Administrative Account Transactions	**-**	**-**	**-**	**-**	**-**	**56**	**39,706**	**417,326**	**-**	**-**	**457,088**	**36,567**	**-**	**-**	**-**	**-**	**-**	**3,964**	**95,814**	**445,066**	**-**	**-**	**544,844**	**43,588**

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio Portfolio Category	31 Desember 2014 / Desember 31, 2014										ATMR RWA	Beban Modal Capital Expenses	31 Desember 2013 / Desember 31, 2013										ATMR RWA	Beban Modal Capital Expenses
		Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact												Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact											
		0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other			0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)
C	Eksposur akibat Kegagalan Pihak Lawan (Counterparty Credit Risk) Counterparty Credit Risk Exposure																								
1	Tagihan Kepada Pemerintah Receivables from Government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	Tagihan Kepada Entitas Sektor Publik Receivables from Public Sector Entities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4	Tagihan Kepada Bank Receivables from Banks	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Receivables from Microbusiness, Small Business, and Retail Portfolio	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6	Tagihan kepada Korporasi Receivables from Corporations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Eksposur Counterparty Credit Risk Total Counterparty Credit Risk Exposure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Tabel 4.2.a Pengungkapan Tagihan Bersih dan Teknik Mitigasi Risiko Kredit – Bank secara Individual
Table 4.2.a. Net Receivables and Credit Risk Mitigation Technique – Bank, Individually

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	31 Desember 2014 / Desember 31, 2014						31 Desember 2013 / Desember 31, 2013						Portfolio Category
		Tagihan Bersih Net Receivables	Bagian Yang Dijamin Dengan Part Guaranteed by				Bagian Yang Tidak Dijamin Part not Guaranteed	Tagihan Bersih Net Receivables	Bagian Yang Dijamin Dengan Part Guaranteed by				Bagian Yang Tidak Dijamin Part not Guaranteed	
			Agunan Collateral	Garansi Guarantee	Asuransi Kredit Loan Insurance	Lainnya Other			Agunan Collateral	Garansi Guarantee	Asuransi Kredit Loan Insurance	Lainnya Other		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3)-[(4)+(5)+(6)+(7)]	(3)	(4)	(5)	(6)	(7)	(8) = (3)-[(4)+(5)+(6)+(7)]	(2)
A	Eksposur Neraca													Balance Sheet Exposure
1	Tagihan Kepada Pemerintah	4,107,359	-	-	-		4,107,359	3,360,200	-	-	-		3,360,200	Receivables from Government
2	Tagihan Kepada Entitas Sektor Publik	324,279	-	-	-		324,279	339,834	-	-	-		339,834	Receivables from Public Sector Entities
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga wInternasional	-	-	-	-		-	-	-	-	-		-	Receivables from Multilateral Development Banks and International Institutions
4	Tagihan Kepada Bank	2,117,956	6,606	-	-		2,111,349	1,287,431	6,314	-	-		1,281,117	Receivables from Banks
5	Kredit Beragun Rumah Tinggal	515,316	1,480	-	-		513,836	443,242	1,504	-	-		441,737	Residential Property Collateralized Loans
6	Kredit Beragun Properti Komersial	2,253,820	595,161	-	-		1,658,658	1,884,930	232,270	-	-		1,652,660	Employee/Retirement Loans
7	Kredit Pegawai/Pensiunan	-	-	-	-		-	-	-	-	-		-	Employee/Retirement Loans
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel	1,677,187	256,201	-	-		1,420,986	2,271,375	553,040	-	-		1,718,335	Receivables from Microbusiness, Small Business, and Retail Portfolio
9	Tagihan kepada Korporasi	8,343,514	778,978	-	-		7,564,536	7,865,470	320,918	-	-		7,544,551	Receivables from Corporations
10	Tagihan yang Telah Jatuh Tempo	296,175	-	-	-		296,175	21,894	-	-	-		21,894	Due Receivables
11	Aset Lainnya	347,230	54,213	-	-		293,017	286,307	49,204	-	-		237,103	Other Assets
12	Eksposur di Unit Usaha Syariah (apabila ada)	-	-	-	-		-	-	-	-	-		-	Exposure in Sharia Business Unit (if any)
	Total Eksposur Neraca	**19,982,836**	**1,692,639**	**-**	**-**	-	**18,290,197**	**17,760,682**	**1,163,250**	**-**	**-**	**-**	**16,597,431**	Total Balance Sheet Exposure

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	31 Desember 2014 / Desember 31, 2014						31 Desember 2013 / Desember 31, 2013						Portfolio Category
		Tagihan Bersih Net Receivables	Bagian Yang Dijamin Dengan Part Guaranteed by				Bagian Yang Tidak Dijamin Part not Guaranteed	Tagihan Bersih Net Receivables	Bagian Yang Dijamin Dengan Part Guaranteed by				Bagian Yang Tidak Dijamin Part not Guaranteed	
			Agunan Collateral	Garansi Guarantee	Asuransi Kredit Loan Insurance	Lainnya Other			Agunan Collateral	Garansi Guarantee	Asuransi Kredit Loan Insurance	Lainnya Other		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3)-[(4)+(5)+(6)+(7)]	(3)	(4)	(5)	(6)	(7)	(8) = (3)-[(4)+(5)+(6)+(7)]	(2)
B	Eksposur Rekening Adminsitratif													Administrative Account Exposure
1	Tagihan Kepada Pemerintah	-	-	-	-		-	-	-	-	-		-	Receivables from Government
2	Tagihan Kepada Entitas Sektor Publik	-	-	-	-		-	-	-	-	-		-	Receivables from Public Sector Entities
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga wInternasional	-	-	-	-		-	-	-	-	-		-	Receivables from Multilateral Development Banks and International Institutions
4	Tagihan Kepada Bank	113	-	-	-		113	7,928	-	-	-		7,928	Receivables from Banks
5	Kredit Beragun Rumah Tinggal	-	-	-	-		-	-	-	-	-		-	Residential Property Collateralized Loans
6	Kredit Beragun Properti Komersial	84,091	-	-	-		84,091	95,935	-	-	-		95,935	Employee/Retirement Loans
7	Kredit Pegawai/Pensiunan	-	-	-	-		-	-	-	-	-		-	Employee/Retirement Loans
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel	52,942	-	-	-		52,942	127,752	-	-	-		127,752	Receivables from Microbusiness, Small Business, and Retail Portfolio
9	Tagihan kepada Korporasi	330,703	-	-	-		330,703	349,132	-	-	-		349,132	Receivables from Corporations
10	Tagihan yang Telah Jatuh Tempo	-	-	-	-		-	-	-	-	-		-	Due Receivables
11	Eksposur di Unit Usaha Syariah (apabila ada)	-	-	-	-		-	-	-	-	-		-	Exposure in Sharia Business Unit (if any)
	Total Eksposur Rekening Administratif	**467,848**	**-**	**-**	**-**	-	**467,848**	**580,746**	**-**	**-**	**-**	**-**	**580,746**	Total Administrative Account Exposure

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	31 Desember 2014 / Desember 31, 2014						31 Desember 2013 / Desember 31, 2013						Portfolio Category
		Tagihan Bersih Net Receivables	Bagian Yang Dijamin Dengan Part Guaranteed by				Bagian Yang Tidak Dijamin Part not Guaranteed	Tagihan Bersih Net Receivables	Bagian Yang Dijamin Dengan Part Guaranteed by				Bagian Yang Tidak Dijamin Part not Guaranteed	
			Agunan Collateral	Garansi Guarantee	Asuransi Kredit Loan Insurance	Lainnya Other			Agunan Collateral	Garansi Guarantee	Asuransi Kredit Loan Insurance	Lainnya Other		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3)-[(4)+(5)+(6)+(7)]	(3)	(4)	(5)	(6)	(7)	(8) = (3)-[(4)+(5)+(6)+(7)]	(2)
C	Eksposur Counterparty Credit Risk													Administrative Account Exposure
1	Tagihan Kepada Pemerintah	-	-	-	-		-	-	-	-	-		-	Receivables from Government
2	Tagihan Kepada Entitas Sektor Publik	-	-	-	-		-	-	-	-	-		-	Receivables from Public Sector Entities
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga wInternasional	-	-	-	-		-	-	-	-	-		-	Receivables from Multilateral Development Banks and International Institutions
4	Tagihan Kepada Bank	-	-	-	-		-	-	-	-	-		-	Receivables from Banks
5	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel	-	-	-	-		-	-	-	-	-		-	Receivables from Microbusiness, Small Business, and Retail Portfolio
6	Tagihan kepada Korporasi	-	-	-	-		-	-	-	-	-		-	Receivables from Corporations
7	Eksposur di Unit Usaha Syariah (apabila ada)	-	-	-	-		-	-	-	-	-		-	Exposure in Sharia Business Unit (if any)
	Total Eksposure Counterparty Credit Risk	**-**	**-**	**-**	**-**	-	**-**	**-**	**-**	**-**	**-**	**-**	**-**	Total Counterparty Credit Risk Exposure
Total (A+B+C)		**20,450,684**	**1,692,639**	**-**	**-**	-	**18,758,045**	**18,341,428**	**1,163,250**	**-**	**-**	**-**	**17,178,177**	**Total (A+B+C)**

Tabel 4.2.b. Pengungkapan Tagihan Bersih dan Teknik Mitigasi Risiko Kredit - Bank secara Konsolidasi dengan Perusahaan Anak
Table 4.2.b. Net Receivables and Credit Risk Mitigation Technique – Bank, Consolidated with Subsidiaries

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	31 Desember 2014 / Desember 31, 2014						31 Desember 2013 / Desember 31, 2013						Portfolio Category
		Tagihan Bersih Net Receivables	Bagian Yang Dijamin Dengan Part Guaranteed by				Bagian Yang Tidak Dijamin Part not Guaranteed	Tagihan Bersih Net Receivables	Bagian Yang Dijamin Dengan Part Guaranteed by				Bagian Yang Tidak Dijamin Part not Guaranteed	
			Agunan Collateral	Garansi Guarantee	Asuransi Kredit Loan Insurance	Lainnya Other			Agunan Collateral	Garansi Guarantee	Asuransi Kredit Loan Insurance	Lainnya Other		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3)-[(4)+(5)+(6)+(7)]	(9)	(10)	(11)	(12)	(13)	(14) = (9)-[(10)+(11)+(12)+(13)]	(2)
A	Eksposur Neraca													Balance Sheet Exposure
1	Tagihan Kepada Pemerintah	4,389,806	-	-	-		4,389,806	-	-	-	-		-	Receivables from Government
2	Tagihan Kepada Entitas Sektor Publik	324,279	-	-	-		324,279	-	-	-	-		-	Receivables from Public Sector Entities
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga wInternasional	-	-	-	-		-	-	-	-	-		-	Receivables from Multilateral Development Banks and International Institutions
4	Tagihan Kepada Bank	2,074,683	6,606	-	-		2,068,077	-	-	-	-		-	Receivables from Banks
5	Kredit Beragun Rumah Tinggal	834,394	1,480	-	-		832,914	-	-	-	-		-	Residential Property Collateralized Loans
6	Kredit Beragun Properti Komersial	2,263,637	595,161	-	-		1,668,476	-	-	-	-		-	Employee/Retirement Loans
7	Kredit Pegawai/Pensiunan	-	-	-	-		-	-	-	-	-		-	Employee/Retirement Loans
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel	1,709,681	256,201	-	-		1,453,480	-	-	-	-		-	Receivables from Microbusiness, Small Business, and Retail Portfolio
9	Tagihan kepada Korporasi	8,965,832	778,978	-	-		8,186,854	-	-	-	-		-	Receivables from Corporations
10	Tagihan yang Telah Jatuh Tempo	410,764	-	-	-		410,764	-	-	-	-		-	Due Receivables
11	Aset Lainnya	350,951	-	-	-		350,951	-	-	-	-		-	Other Assets
12	Eksposur di Unit Usaha Syariah (apabila ada)	-	-	-	-		-	-	-	-	-		-	Exposure in Sharia Business Unit (if any)
	Total Eksposur Neraca	**21,324,027**	**1,638,426**	**-**	**-**	-	**19,685,601**	**-**	**-**	**-**	**-**	**-**	**-**	Total Balance Sheet Exposure

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	31 Desember 2014 / Desember 31, 2014					Bagian Yang Tidak Dijamin Part not Guaranteed	31 Desember 2013 / Desember 31, 2013					Bagian Yang Tidak Dijamin Part not Guaranteed	Portfolio Category
		Tagihan Bersih Net Receivables	Bagian Yang Dijamin Dengan Part Guaranteed by					Tagihan Bersih Net Receivables	Bagian Yang Dijamin Dengan Part Guaranteed by					
			Agunan	Garansi	Asuransi Kredit	Lainnya			Agunan	Garansi	Asuransi Kredit	Lainnya		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3)-[(4)+(5)+(6)+(7)]	(9)	(10)	(11)	(12)	(13)	(14) = (9)-[(10)+(11)+(12)+(13)]	(2)
B	Eksposur Rekening Adminsitratif													Administrative Account Exposure
1	Tagihan Kepada Pemerintah	-	-	-	-		-	-	-	-	-		-	Receivables from Government
2	Tagihan Kepada Entitas Sektor Publik	-	-	-	-		-	-	-	-	-		-	Receivables from Public Sector Entities
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga wInternasional	-	-	-	-		-	-	-	-	-		-	Receivables from Multilateral Development Banks and International Institutions
4	Tagihan Kepada Bank	113	-	-	-		113	-	-	-	-		-	Receivables from Banks
5	Kredit Beragun Rumah Tinggal	-	-	-	-		-	-	-	-	-		-	Residential Property Collateralized Loans
6	Kredit Beragun Properti Komersial	84,091	-	-	-		84,091	-	-	-	-		-	Employee/Retirement Loans
7	Kredit Pegawai/Pensiunan	-	-	-	-		-	-	-	-	-		-	Employee/Retirement Loans
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel	52,942	-	-	-		52,942	-	-	-	-		-	Receivables from Microbusiness, Small Business, and Retail Portfolio
9	Tagihan kepada Korporasi	333,235	-	-	-		333,235	-	-	-	-		-	Receivables from Corporations
10	Tagihan yang Telah Jatuh Tempo	-	-	-	-		-	-	-	-	-		-	Due Receivables
11	Eksposur di Unit Usaha Syariah (apabila ada)	-	-	-	-		-	-	-	-	-		-	Exposure in Sharia Business Unit (if any)
	Total Eksposur Rekening Administratif	**470,380**	**-**	**-**	**-**	-	**470,380**	**-**	**-**	**-**	**-**	**-**	**-**	Total Administrative Account Exposure

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	31 Desember 2014 / Desember 31, 2014						31 Desember 2013 / Desember 31, 2013						Portfolio Category
		Tagihan Bersih Net Receivables	Bagian Yang Dijamin Dengan Part Guaranteed by				Bagian Yang Tidak Dijamin Part not Guaranteed	Tagihan Bersih Net Receivables	Bagian Yang Dijamin Dengan Part Guaranteed by				Bagian Yang Tidak Dijamin Part not Guaranteed	
			Agunan Collateral	Garansi Guarantee	Asuransi Kredit Loan Insurance	Lainnya Other			Agunan Collateral	Garansi Guarantee	Asuransi Kredit Loan Insurance	Lainnya Other		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3)-[(4)+(5)+(6)+(7)]	(9)	(10)	(11)	(12)	(13)	(14) = (9)-[(10)+(11)+(12)+(13)]	(2)
C	Eksposur Counterparty Credit Risk													Administrative Account Exposure
1	Tagihan Kepada Pemerintah	-	-	-	-		-	-	-	-	-		-	Receivables from Government
2	Tagihan Kepada Entitas Sektor Publik	-	-	-	-		-	-	-	-	-		-	Receivables from Public Sector Entities
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga wInternasional	-	-	-	-		-	-	-	-	-		-	Receivables from Multilateral Development Banks and International Institutions
4	Tagihan Kepada Bank	-	-	-	-		-	-	-	-	-		-	Receivables from Banks
5	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel	-	-	-	-		-	-	-	-	-		-	Receivables from Microbusiness, Small Business, and Retail Portfolio
6	Tagihan kepada Korporasi	-	-	-	-		-	-	-	-	-		-	Receivables from Corporations
7	Eksposur di Unit Usaha Syariah (apabila ada)	-	-	-	-		-	-	-	-	-		-	Exposure in Sharia Business Unit (if any)
	Total Eksposure Counterparty Credit Risk	**-**	**-**	**-**	**-**	-	**-**	**-**	**-**	**-**	**-**	**-**	**-**	Total Counterparty Credit Risk Exposure
	Total (A+B+C)	**21,794,407**	**1,638,426**	**-**	**-**	-	**20,155,981**	**-**	**-**	**-**	**-**	**-**	**-**	**Total (A+B+C)**

Tabel 6.1.1 Pengungkapan Eksposur Aset di Neraca (Perhitungan ATMR Risiko Kredit Pendekatan Standar – Bank secara Individual)
Table 6.1.1 Exposure to Assets in the Balance Sheet

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	31 Desember 2014 / Desember 31, 2014			31 Desember 2013 / Desember 31, 2013			Portfolio Category
		Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(2)
1	Tagihan Kepada Pemerintah	4,107,359	-	-	3,360,200	-	-	Receivables from Government
2	Tagihan Kepada Entitas Sektor Publik	324,279	151,579	151,579	339,834	141,471	141,471	Receivables from Public Sector Entities
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga wInternasional	-	-	-	-	-	-	Receivables from Multilateral Development Banks and International Institutions
4	Tagihan Kepada Bank	2,117,956	465,366	462,062	1,287,431	332,600	329,443	Receivables from Banks
5	Kredit Beragun Rumah Tinggal	515,316	184,509	183,980	443,242	160,524	159,987	Residential Property Collateralized Loans
6	Kredit Beragun Properti Komersial	2,253,820	2,253,820	1,658,658	1,884,930	1,884,930	1,652,660	Employee/Retirement Loans
7	Kredit Pegawai/Pensiunan	-	-	-	-	-	-	Employee/Retirement Loans
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel	1,677,187	1,257,890	1,065,740	2,271,375	1,703,531	1,288,751	Receivables from Microbusiness, Small Business, and Retail Portfolio
9	Tagihan kepada Korporasi	8,343,514	8,059,314	7,280,336	7,865,470	7,429,995	7,109,077	Receivables from Corporations
10	Tagihan yang Telah Jatuh Tempo	296,175	365,618	365,618	21,894	22,035	22,035	Due Receivables
11	Aset Lainnya	347,230	-	293,017	286,307	-	237,103	Other Assets
	Total	**19,982,836**	**12,738,095**	**11,460,991**	**17,760,682**	**11,675,085**	**10,940,526**	**Total**

Tabel 6.1.2 Pengungkapan Eksposur Kewajiban Komitemen Kontinjensi pada Transaksi Rekening Administrasi
Tabel 6.1.2. Exposure to Commitment/Contingencies Liabilities in Administrative Account Transactions

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	31 Desember 2014 / Desember 31, 2014			31 Desember 2013 / Desember 31, 2013			Portfolio Category
		Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(2)
1	Tagihan Kepada Pemerintah	-	-	-	-	-	-	Receivables from Government
2	Tagihan Kepada Entitas Sektor Publik	-	-	-	-	-	-	Receivables from Public Sector Entities
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga wInternasional	-	-	-	-	-	-	Receivables from Multilateral Development Banks and International Institutions
4	Tagihan Kepada Bank	113	56	56	7,928	3,964	3,964	Receivables from Banks
5	Kredit Beragun Rumah Tinggal	-	-	-	-	-	-	Residential Property Collateralized Loans
6	Kredit Beragun Properti Komersial	84,091	84,091	84,091	95,935	95,935	95,935	Employee/Retirement Loans
7	Kredit Pegawai/Pensiunan	-	-	-	-	-	-	Employee/Retirement Loans
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel	52,942	39,706	39,706	127,752	95,814	95,814	Receivables from Microbusiness, Small Business, and Retail Portfolio
9	Tagihan kepada Korporasi	330,703	330,703	330,703	349,132	349,132	349,132	Receivables from Corporations
10	Tagihan yang Telah Jatuh Tempo	-	-	-	-	-	-	Due Receivables
	Total	**467,848**	**454,556**	**454,556**	**580,746**	**544,844**	**544,844**	**Total**

Tabel 6.1.5 Pengungkapan Eksposur Sekuritisasi
Table 6.1.5. Exposure to Securitization

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	31 Desember 2014 / Desember 31, 2014		31 Desember 2013 / Desember 31, 2013		Portfolio Category
		Faktor Pengurang Modal Impairment Factor	ATMR RWA	Faktor Pengurang Modal Impairment Factor	ATMR RWA	
(1)	(2)	(3)	(4)	(3)	(4)	(2)
1	Fasilitas Kredit Pendukung yang memenuhi persyaratan	-	-	-	-	Eligible supporting credit facility
2	Fasilitas Kredit Pendukung yang tidak memenuhi persyaratan	-	-	-	-	Ineligible supporting credit facility
3	Fasilitas Likuiditas yang memenuhi persyaratan	-	-	-	-	Eligible liquidity facility
4	Fasilitas Likuiditas yang tidak memenuhi persyaratan	-	-	-	-	Ineligible liquidity facility
5	Pembelian Efek Beragun Aset yang memenuhi persyaratan	-	69,861	-	113,142	Eligible Purchase of Assets
6	Pembelian Efek Beragun Aset yang tidak memenuhi persyaratan	-	-	-	-	Collateralized Securities Ineligible Purchase of Assets Collateralized Securities
7	Eksposur Sekuritisasi yang tidak tercakup dalam ketentuan Bank Indonesia mengenai prinsip-prinsip kehati-hatian dalam aktivitas sekuritisasi aset bagi bank umum.	-	-	-	-	Exposure to Securitizations not included in Bank Indonesia regulations concerning the principle of prudence in asset securitization activities for public banks.
	Total	**-**	**69,861**	**-**	**113,142**	Total

Tabel 6.1.7 Pengungkapan Total Pengukuran Risiko Kredit
Table 6.1.7. Total Credit Risk Measurement

(dalam Juta Rp) (in million Rp)

Kategori Portofolio	31 Desember 2014 / Desember 31, 2014	31 Desember 2013 / Desember 31, 2013	Portfolio Category
TOTAL ATMR RISIKO KREDIT	11,985,408	11,597,385	
TOTAL FAKTOR PENGURANG MODAL	958,833	927,791	TOTAL IMPAIRMENT FACTOR

Tabel 6.2.7. Pengungkapan Total Pengukuran Risiko Kredit
Table 6.2.7. Total Credit Risk Measurement

(dalam Juta Rp) (in million Rp)

Kategori Portofolio	31 Desember 2014 / Desember 31, 2014	31 Desember 2013 / Desember 31, 2013	Portfolio Category
TOTAL ATMR RISIKO KREDIT	12,878,837	12,135,084	
TOTAL FAKTOR PENGURANG MODAL	1,030,307	970,807	TOTAL IMPAIRMENT FACTOR

Tabel 6.2.1 Pengungkapan eksposur Aset di Neraca (Perhitungan ATMR Risiko Kredit Pendekatan Standar – Bank secara Konsolidasian dengan Perusahaan Anak)

Table 6.2.1. Exposure to Assets in the Balance Sheet (Risk Credit ATMR Calculation Standard Approach - Bank, Consolidated with Subsidiaries)

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	31 Desember 2014 / Desember 31, 2014			31 Desember 2013 / Desember 31, 2013			Portfolio Category
		Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(2)
1	Tagihan Kepada Pemerintah	4,389,806	-	-	3,747,782	-	-	Receivables from Government
2	Tagihan Kepada Entitas Sektor Publik	324,279	151,579	151,579	339,834	141,471	141,471	Receivables from Public Sector Entities
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga wInternasional	-	-	-	-	-	-	Receivables from Multilateral Development Banks and International Institutions
4	Tagihan Kepada Bank	2,074,683	456,724	453,430	1,292,375	332,600	329,443	Receivables from Banks
5	Kredit Beragun Rumah Tinggal	834,394	308,079	307,551	504,699	160,524	159,987	Residential Property Collateralized Loans
6	Kredit Beragun Properti Komersial	2,263,637	2,263,637	1,668,476	2,156,709	2,156,709	1,924,439	Employee/Retirement Loans
7	Kredit Pegawai/Pensiunan	-	-	-	2,563	1,281	1,281	Employee/Retirement Loans
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel	1,709,681	1,282,261	1,090,110	2,587,747	1,895,848	1,481,068	Receivables from Microbusiness, Small Business, and Retail Portfolio
9	Tagihan kepada Korporasi	8,965,832	8,646,596	7,867,618	7,912,955	7,429,995	7,109,077	Receivables from Corporations
10	Tagihan yang Telah Jatuh Tempo	410,764	501,867	501,856	51,392	64,589	64,589	Due Receivables
11	Aset Lainnya	350,951	301,258	301,258	318,791	-	265,743	Other Assets
	Total	**21,324,027**	**13,912,001**	**12,341,877**	**18,914,847**	**12,183,017**	**11,477,098**	**Total**

Tabel 6.2.2 Pengungkapan Eksposur Kewajiban Komitemen Kontinjensi pada Transaksi Rekening Administrasi
Table 6.2.2. Exposure to Commitment/Contingencies Liabilities in Administrative Account Transactions

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	31 Desember 2014 / Desember 31, 2014			31 Desember 2013 / Desember 31, 2013			Portfolio Category
		Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(2)
1	Tagihan Kepada Pemerintah	-	-	-	-	-	-	Receivables from Government
2	Tagihan Kepada Entitas Sektor Publik	-	-	-	-	-	-	Receivables from Public Sector Entities
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga wInternasional	-	-	-	-	-	-	Receivables from Multilateral Development Banks and International Institutions
4	Tagihan Kepada Bank	113	56	56	7,928	3,964	3,964	Receivables from Banks
5	Kredit Beragun Rumah Tinggal	-	-	-	-	-	-	Residential Property Collateralized Loans
6	Kredit Beragun Properti Komersial	84,091	84,091	84,091	95,935	95,935	95,935	Employee/Retirement Loans
7	Kredit Pegawai/Pensiunan	-	-	-	-	-	-	Employee/Retirement Loans
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel	52,942	39,706	39,706	127,752	95,814	95,814	Receivables from Microbusiness, Small Business, and Retail Portfolio
9	Tagihan kepada Korporasi	333,235	333,235	333,235	349,132	349,132	349,132	Receivables from Corporations
10	Tagihan yang Telah Jatuh Tempo	-	-	-	-	-	-	Due Receivables
	Total	**470,380**	**457,088**	**457,088**	**580,746**	**544,844**	**544,844**	Total

Tabel 6.2.5. Pengungkapan Eksposur Sekuritisasi
Table 6.2.5. Exposure to Securitization

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	31 Desember 2014 / Desember 31, 2014		31 Desember 2013 / Desember 31, 2013		Portfolio Category
		Faktor Pengurang Modal Impairment Factor	ATMR RWA	Faktor Pengurang Modal Impairment Factor	ATMR RWA	
(1)	(2)	(3)	(4)	(5)	(6)	(2)
1	Fasilitas Kredit Pendukung yang memenuhi persyaratan	-	-	-	-	Eligible supporting credit facility
2	Fasilitas Kredit Pendukung yang tidak memenuhi persyaratan	-	-	-	-	Ineligible supporting credit facility
3	Fasilitas Likuiditas yang memenuhi persyaratan	-	-	-	-	Eligible liquidity facility
4	Fasilitas Likuiditas yang tidak memenuhi persyaratan	-	-	-	-	Ineligible liquidity facility
5	Pembelian Efek Beragun Aset yang memenuhi persyaratan	-	69,861	-	113,142	Eligible Purchase of Assets
6	Pembelian Efek Beragun Aset yang tidak memenuhi persyaratan	-	-	-	-	Collateralized Securities Ineligible Purchase of Assets Collateralized Securities
7	Eksposur Sekuritisasi yang tidak tercakup dalam ketentuan Bank Indonesia mengenai prinsip-prinsip kehati-hatian dalam aktivitas sekuritisasi aset bagi bank umum.	-	-	-	-	Exposure to Securitizations not included in Bank Indonesia regulations concerning the principle of prudence in asset securitization activities for public banks.
	Total	**-**	**69,861**	**-**	**113,142**	Total

Tabel 7.1 Pengungkapan Risiko Pasar dengan Menggunakan Metode Standar
Table 7.1 Market Risk using the Standardized Method

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	31 Desember 2014 / Desember 31, 2014				31 Desember 2013 / Desember 31, 2013				Portfolio Category
		Bank Bank		Konsolidasi Consolidate		Bank Bank		Konsolidasi Consolidate		
		Beban Modal Capital Expenses	ATMR RWA	Beban Modal Capital Expenses	ATMR RWA	Beban Modal Capital Expenses	ATMR RWA	Beban Modal Capital Expenses	ATMR RWA	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(2)
1	Risiko Suku Bunga	-	-	-	-	2,574	32,176	2,452	30,654	Interest Rate Risk
	a. Risiko Spesifik	-	-	-	-	-	-	-	-	a. Specific Risk
	b. Risiko Umum	-	-	-	-	2,574	32,176	2,452	30,654	b. General Risk
2	Risiko Nilai Tukar	-	-	-	-	-	-	-	-	Exchange Rate Risk
3	Risiko Ekuitas *)	-	-	-	-	-	-	-	-	Equity Risk *)
4	Risiko Komoditas *)	-	-	-	-	-	-	-	-	Commodity Risk *)
5	Risiko Option	-	-	-	-	-	-	-	-	Option Risk
	Total	**-**	-	**-**	-	**2,574**	**32,176**	**2,452**	**30,654**	Total

Tabel 8.1.a Pengungkapan Kuantitatif Risiko Operasional – Bank secara Individual
Table 8.1.a. Operational Risk – Bank, Individually

(dalam Juta Rp) (in million Rp)

No	Pendekatan Yang Digunakan	31 Desember 2014 / Desember 31, 2014			31 Desember 2013 / Desember 31, 2013			Approach Used
		Pendapatan Bruto (Rata-rata 3 tahun terakhir) Gross Revenue (Last 3 Years' Average)	Beban Modal Capital Expenses	ATMR RWA	Pendapatan Bruto (Rata-rata 3 tahun terakhir) Gross Revenue (Last 3 Years' Average)	Beban Modal Capital Expenses	ATMR RWA	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(2)
1	Pendekatan Indikator Dasar	242,630	51,761	647,014	256,725	38,509	481,359	Basic Indicator Approach
	Total	**242,630**	**51,761**	**647,014**	**256,725**	**38,509**	**481,359**	Total

Tabel 8.1.b Pengungkapan Kuantitatif Risiko Operasional – Bank secara Konsolidasi dengan Perusahaan Anak
Table 8.1.b. Operational Risk – Bank, Consolidated with Subsidiaries

(dalam Juta Rp) (in million Rp)

No	Pendekatan Yang Digunakan	31 Desember 2014 / Desember 31, 2014			31 Desember 2013 / Desember 31, 2013			Approach Used
		Pendapatan Bruto (Rata-rata 3 tahun terakhir) Gross Revenue (Last 3 Years' Average)	Beban Modal Capital Expenses	ATMR RWA	Pendapatan Bruto (Rata-rata 3 tahun terakhir) Gross Revenue (Last 3 Years' Average)	Beban Modal Capital Expenses	ATMR RWA	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(2)
1	Pendekatan Indikator Dasar	258,880	55,228	690,346	266,865	40,030	500,371	Basic Indicator Approach
	Total	**258,880**	**55,228**	**690,346**	**266,865**	**40,030**	**500,371**	Total

Tabel 9.1.a Pengungkapan Profil Maturitas Rupiah – Bank secara Individual
Table 9.1.a. Maturity Profile in Rupiah – Bank, Individually

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	Saldo Balance	31 Desember 2014 / Desember 31, 2014 – Jatuh Tempo Maturity					Saldo Balance	31 Desember 2013 / Desember 31, 2013 – TJatuh Tempo Maturity					Portfolio Category
			< 1 bulan <1 month	> 1 bln s.d. 3 bln >1 to 3 month	> 3 bln s.d. 6 bln >3 to 6 month	> 6 bln s.d. 12 bln >6 to 12 month	> 12 bulan >12 month		< 1 bulan <1 month	> 1 bln s.d. 3 bln >1 to 3 month	> 3 bln s.d. 6 bln >3 to 6 month	> 6 bln s.d. 12 bln >6 to 12 month	> 12 bulan >12 month	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)
I	**NERACA**													**BALANCE SHEET**
	A. Aset													A. Assets
	1. Kas	54,213	54,213	-	-	-	-	49,204	49,204	-	-	-	-	1. Cash
	2. Penempatan pada Bank Indonesia	2,026,258	2,026,258	-	-	-	-	1,531,032	1,531,032	-	-	-	-	2. Placements with Bank Indonesia
	3. Penempatan pada bank lain	1,730,607	1,730,607	-	-	-	-	756,133	756,133	-	-	-	-	3. Placements with Other Banks
	4. Surat Berharga	4,570,254	1,195,556	64,995	1,875,647	185,235	1,248,821	4,914,441	1,397,648	60,905	291,786	1,536,743	1,627,360	4. Securities
	5. Kredit yang diberikan	11,354,966	1,017,558	998,669	1,292,525	2,563,583	5,482,632	10,360,454	455,483	847,783	1,697,654	1,733,423	5,626,112	5. Loans disbursed
	6. Tagihan lainnya	-	-	-	-	-	-	397	-	-	397	-	-	6. Other receivables
	7. Lain-lain	-	-	-	-	-	-	-	-	-	-	-	-	7. Others
	Total Aset	**19,736,298**	**6,024,191**	**1,063,664**	**3,168,172**	**2,748,818**	**6,731,453**	**17,611,662**	**4,189,500**	**908,687**	**1,989,837**	**3,270,166**	**7,253,472**	Total Assets
	B. Kewajiban													B. Liabilities
	1. Dana Pihak Ketiga	16,162,721	9,444,577	3,693,852	2,518,602	505,690	-	14,116,465	8,602,474	2,774,047	2,236,297	503,647	-	1. Third Party Funds
	2. Kewajiban pada Bank Indonesia	-	-	-	-	-	-	-	-	-	-	-	-	2. Liabilities to Bank Indonesia
	3. Kewajiban pada bank lain	1,067,846	1,028,486	35,010	4,350	-	-	1,087,511	1,025,826	49,435	12,250	-	-	3. Liabilities to other banks
	4. Surat Berharga yang Diterbitkan	396,661	-	-	-	-	396,661	990,843	-	-	-	-	990,843	4. Securities issued
	5. Pinjaman yang Diterima	-	-	-	-	-	-	397	-	-	397	-	-	5. Loans received
	6. Kewajiban lainnya	-	-	-	-	-	-	-	-	-	-	-	-	6. Other liabilities
	7. Lain-lain	-	-	-	-	-	-	-	-	-	-	-	-	7. Others
	Total Kewajiban	**17,627,228**	**10,473,063**	**3,728,862**	**2,522,952**	**505,690**	**396,661**	**16,195,216**	**9,628,300**	**2,823,482**	**2,248,944**	**503,647**	**990,843**	**Total Liabilities**
	Selisih Aset dengan Kewajiban dalam Neraca	**2,109,070**	**(4,448,872)**	**(2,665,198)**	**645,220**	**2,243,128**	**6,334,792**	**1,416,445**	**(5,438,801)**	**(1,914,795)**	**(259,107)**	**2,766,519**	**6,262,629**	**Difference between Assets and Liabilities in the Balance Sheet**

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	Saldo Balance	31 Desember 2014 / Desember 31, 2014					Saldo Balance	31 Desember 2013 / Desember 31, 2013					Portfolio Category
			Jatuh Tempo Maturity						TJatuh Tempo Maturity					
			< 1 bulan <1 month	> 1 bln s.d. 3 bln >1 to 3 month	> 3 bln s.d. 6 bln >3 to 6 month	> 6 bln s.d. 12 bln >6 to 12 month	> 12 bulan >12 month		< 1 bulan <1 month	> 1 bln s.d. 3 bln >1 to 3 month	> 3 bln s.d. 6 bln >3 to 6 month	> 6 bln s.d. 12 bln >6 to 12 month	> 12 bulan >12 month	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)
II	**REKENING ADMINISTRATIF**													**ADMINISTRATIVE ACCOUNT**
	A. Tagihan Rekening Administratif													A. Administrative Account Receivables
	1. Komitmen	-	-	-	-	-	-	-	-	-	-	-	-	1. Commitment
	2. Kontijensi	121,157	121,157	-	-	-	-	11,733	11,733	-	-	-	-	2. Contingencies
	Total Tagihan Rekening Administratif	121,157	121,157	-	-	-	-	11,733	11,733	-	-	-	-	Total Administrative Account Receivables
	B. Kewajiban Rekening Administratif													B. Administrative Account Liabilities
	1. Komitmen	1,339,091	114,728	178,189	441,691	592,883	11,600	1,261,745	184,595	288,714	229,544	540,856	18,036	1. Commitment
	2. Kontijensi	180,448	54,731	13,000	44,109	35,783	32,825	122,826	662	61,964	11,381	45,949	2,870	2. Contingencies
	Total Kewajiban Rekening Administratif	1,519,539	**169,459**	**191,189**	**485,800**	**628,666**	**44,425**	**1,384,571**	**185,257**	**350,678**	**240,925**	**586,805**	**20,906**	Total Administrative Account Liabilities
	Selisih Tagihan dan Kewajiban dalam Rekening Administratif	(1,398,382)	(48,302)	(191,189)	(485,800)	(628,666)	(44,425)	(1,372,838)	(173,524)	(350,678)	(240,925)	(586,805)	(20,906)	Difference between Receivables and Liabilities in the Administrative Account
	Selisih [(IA-IB)+(IIA-IIB)]	710,688	(4,497,174)	(2,856,387)	159,420	1,614,462	6,290,367	43,607	(5,612,325)	(2,265,473)	(500,032)	2,179,714	6,241,723	Amount of [(IA-IB)+(IIA-IIB)]
	Selisih Kumulatif		(4,497,174)	(7,353,561)	(7,194,141)	(5,579,679)	710,688		(5,612,325)	(7,877,797)	(8,377,829)	(6,198,115)	43,607	Cumulative Amount

Tabel 9.1.b Pengungkapan Profil Maturitas Rupiah – Bank secara Konsolidasi dengan Perusahaan Anak
Table 9.1.b. Maturity Profile in Rupiah – Bank, Consolidated with Subsidiaries

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	Saldo Balance	31 Desember 2014 / Desember 31, 2014					Saldo Balance	31 Desember 2013 / Desember 31, 2013					Portfolio Category
			Jatuh Tempo Maturity						TJatuh Tempo Maturity					
			< 1 bulan <1 month	> 1 bln s.d. 3 bln >1 to 3 month	> 3 bln s.d. 6 bln >3 to 6 month	> 6 bln s.d. 12 bln >6 to 12 month	> 12 bulan >12 month		< 1 bulan <1 month	> 1 bln s.d. 3 bln >1 to 3 month	> 3 bln s.d. 6 bln >3 to 6 month	> 6 bln s.d. 12 bln >6 to 12 month	> 12 bulan >12 month	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)
I	**NERACA**													**BALANCE SHEET**
	A. Aset													A. Assets
	1. Kas	58,857	58,857	-	-	-	-	53,250	53,250	-	-	-	-	1. Cash
	2. Penempatan pada Bank Indonesia	2,160,663	2,160,663	-	-	-	-	1,774,568	1,774,568	-	-	-	-	2. Placements with Bank Indonesia
	3. Penempatan pada bank lain	1,687,317	1,687,317	-	-	-	-	761,046	761,046	-	-	-	-	3. Placements with Other Banks
	4. Surat Berharga	4,758,706	1,195,556	64,995	1,875,647	205,806	1,416,702	5,102,133	1,397,648	60,905	291,786	1,536,743	1,815,052	4. Securities
	5. Kredit yang diberikan	12,430,390	1,061,596	1,101,647	1,421,709	2,802,617	6,042,822	11,220,399	455,483	861,145	1,725,661	1,833,570	6,344,540	5. Loans disbursed
	6. Tagihan lainnya	-	-	-	-	-	-	397	-	-	397	-	-	6. Other receivables
	7. Lain-lain	-	-	-	-	-	-	-	-	-	-	-	-	7. Others
	Total Aset	**21,095,933**	**6,163,989**	**1,166,642**	**3,297,356**	**3,008,423**	**7,459,524**	**18,911,792**	**4,441,994**	**922,050**	**2,017,844**	**3,370,313**	**8,159,592**	Total Assets
	B. Kewajiban													B. Liabilities
	1. Dana Pihak Ketiga	17,348,408	10,391,436	3,794,544	2,618,340	544,088	-	15,132,257	8,639,847	2,583,474	3,325,946	582,990	-	1. Third Party Funds
	2. Kewajiban pada Bank Indonesia	-	-	-	-	-	-	-	-	-	-	-	-	2. Liabilities to Bank Indonesia
	3. Kewajiban pada bank lain	1,067,844	1,028,484	35,010	4,350	-	-	1,225,517	1,163,832	49,435	12,250	-	-	3. Liabilities to other banks
	4. Surat Berharga yang Diterbitkan	991,653	-	-	-	-	991,653	990,843	-	-	-	-	990,843	4. Securities issued
	5. Pinjaman yang Diterima	-	-	-	-	-	-	397	-	-	397	-	-	5. Loans received
	6. Kewajiban lainnya	-	-	-	-	-	-	-	-	-	-	-	-	6. Other liabilities
	7. Lain-lain	-	-	-	-	-	-	-	-	-	-	-	-	7. Others
	Total Kewajiban	**19,407,905**	**11,419,920**	**3,829,554**	**2,622,690**	**544,088**	**991,653**	**17,349,014**	**9,803,679**	**2,632,909**	**3,338,593**	**582,990**	**990,843**	**Total Liabilities**
	Selisih Aset dengan Kewajiban dalam Neraca	**1,688,028**	**(5,255,931)**	**(2,662,912)**	**674,666**	**2,464,335**	**6,467,871**	**1,562,778**	**(5,361,685)**	**(1,710,860)**	**(1,320,749)**	**2,787,323**	**7,168,749**	**Difference between Assets and Liabilities in the Balance Sheet**

(dalam Juta Rp) (in million Rp)

No	Kategori Portofolio	Saldo Balance	31 Desember 2014 / Desember 31, 2014					Saldo Balance	31 Desember 2013 / Desember 31, 2013					Portfolio Category
			Jatuh Tempo Maturity						TJatuh Tempo Maturity					
			< 1 bulan <1 month	> 1 bln s.d. 3 bln >1 to 3 month	> 3 bln s.d. 6 bln >3 to 6 month	> 6 bln s.d. 12 bln >6 to 12 month	> 12 bulan >12 month		< 1 bulan <1 month	> 1 bln s.d. 3 bln >1 to 3 month	> 3 bln s.d. 6 bln >3 to 6 month	> 6 bln s.d. 12 bln >6 to 12 month	> 12 bulan >12 month	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(2)
II	**REKENING ADMINISTRATIF**													**ADMINISTRATIVE ACCOUNT**
	A. Tagihan Rekening Administratif													A. Administrative Account Receivables
	1. Komitmen	-	-	-	-	-	-	-	-	-	-	-	-	1. Commitment
	2. Kontijensi	39,855	39,855	-	-	-	-	26,213	26,213	-	-	-	-	2. Contingencies
	Total Tagihan Rekening Administratif	**39,855**	**39,855**	**-**	**-**	**-**	**-**	**26,213**	**26,213**	**-**	**-**	**-**	**-**	**Total Administrative Account Receivables**
	B. Kewajiban Rekening Administratif	-												B. Administrative Account Liabilities
	1. Komitmen	1,339,609	115,246	178,189	441,691	592,883	11,600	1,261,745	184,595	288,714	229,544	540,856	18,036	1. Commitment
	2. Kontijensi	182,980	57,263	13,000	44,109	35,783	32,825	122,826	662	61,964	11,381	45,949	2,870	2. Contingencies
	Total Kewajiban Rekening Administratif	**1,522,589**	**172,509**	**191,189**	**485,800**	**628,666**	**44,425**	**1,384,571**	**185,257**	**350,678**	**240,925**	**586,805**	**20,906**	**Total Administrative Account Liabilities**
	Selisih Tagihan dan Kewajiban dalam Rekening Administratif	**(1,482,734)**	**(132,654)**	**(191,189)**	**(485,800)**	**(628,666)**	**(44,425)**	**(1,358,358)**	**(159,044)**	**(350,678)**	**(240,925)**	**(586,805)**	**(20,906)**	**Difference between Receivables and Liabilities in the Administrative Account**
	Selisih [(IA-IB)+(IIA-IIB)]	**205,294**	**(5,388,585)**	**(2,854,101)**	**188,866**	**1,835,669**	**6,423,446**	**204,420**	**(5,520,729)**	**(2,061,538)**	**(1,561,674)**	**2,200,518**	**7,147,843**	**Amount of [(IA-IB)+(IIA-IIB)]**
	Selisih Kumulatif		**(5,388,585)**	**(8,242,686)**	**(8,053,820)**	**(6,218,152)**	**205,294**		**(5,520,729)**	**(7,582,267)**	**(9,143,941)**	**(6,943,423)**	**204,420**	**Cumulative Amount**

REFERENSI PERATURAN OTORITAS **JASA KEUANGAN**

Reference for Regulations of Financial Services Authority

No.	KRITERIA / CRITERIA	DATA YANG DIBUTUHKAN / DATA NEEDED	HALAMAN / PAGE
I	**UMUM / GENERAL**		
1.	Laporan Tahunan disajikan dalam bahasa Indonesia yang baik dan benar dan dianjurkan menyajikan juga dalam bahasa Inggris		
	The Annual Report is provided in good and correct Indonesian, and it is recommended to present the report as well as in English		
2.	Laporan Tahunan dicetak dengan kualitas yang baik dan menggunakan jenis dan ukuran huruf yang mudah dibaca		
	The Annual Report is printed in good quality using readable type and size of font		
3.	Laporan Tahunan mencantumkan identitas perusahaan dengan jelas	Nama perusahaan dan tahun *annual report* ditampilkan di: 1. Sampul muka; 2. Samping; 3. Sampul belakang; dan 4. Setiap halaman.	
	The Company's identity is stated clearly in the Annual Report	The Company's name and Annual Report's period is exhibited at: 1. Front Cover; 2. Side; 3. Back Cover; and 4. Every page.	
4.	Laporan Tahunan ditampilkan di website perusahaan	Mencakup laporan tahunan terkini dan tahun-tahun sebelumnya	
	The Annual Report is posted in the Company's website	Includes the latest and previous Annual Reports	
II	**IKHTISAR DATA KEUANGAN PENTING / SUMMARY OF FINANCIAL HIGHLIGHTS**		
1.	Informasi hasil usaha perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun	Informasi memuat antara lain: 1. Penjualan/pendapatan usaha; 2. Laba (rugi); 3. Total laba (rugi) komprehensif; dan 4. Laba (rugi) per saham.	9
	The information on the Company's performance presented in comparative form over a period of 3 (three) financial years or since the commencement of business if the Company has been running its business activities for less than 3 (three) years	The information includes: 1. Business revenues/sales; 2. Profit (Loss); 3. Total comprehensive profit (loss); and 4. Profit (loss) per share.	
2.	Informasi posisi keuangan perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun	Informasi memuat antara lain: 1. Jumlah investasi pada entitas asosiasi; 2. Jumlah aset; 3. Jumlah liabilitas; dan 4. Jumlah ekuitas.	8-9
	The information on the Company's financial position presented in comparative form over a period of 3 (three) financial years or since the commencement of business if the Company has been running its business activities for less than 3 (three) years	The information includes: 1. Total investment on associated entities; 2. Total assets; 3. Total liabilities; and 4. Total equity.	
3.	Rasio keuangan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun	Informasi memuat 5 (lima) rasio keuangan yang umum dan relevan dengan industri perusahaan.	10
	Financial ratios presented in comparative form over a period of 3 (three) financial years or since the commencement of business if the Company has been running its business activities for less than 3 (three) years	The information consists of 5 (five) general financial ratios and relevant to the Company's industry.	

4.	Informasi harga saham dalam bentuk tabel dan grafik	1. Informasi dalam bentuk tabel yang memuat: a. Jumlah saham yang beredar; b. Kapitalisasi pasar; c. Harga saham tertinggi, terendah, dan penutupan; dan d. Volume perdagangan. 2. Informasi dalam bentuk grafik yang memuat paling kurang harga penutupan dan volume perdagangan saham untuk setiap masa triwulan dalam 2 (dua) tahun buku terakhir.	12-13
	Informasi harga saham dalam bentuk tabel dan grafik	1. The information in the form of a table which contains: a. The number of shares outstanding; b. Market capitalization; c. Highest, lowest, and closing share prices; and d. Trading volume. 2. The information in graphical form that contains at least the closing price and trading volume for each quarter in the last 2 (two) fiscal years.	
5.	Informasi mengenai obligasi, sukuk atau obligasi konversi yang masih beredar dalam 2 (dua) tahun buku terakhir	Informasi memuat: 1. Jumlah obligasi/sukuk/obligasi konversi yang beredar *(outstanding)*; 2. Tingkat bunga/imbalan; 3. Tanggal jatuh tempo; 4. Peringkat obligasi/sukuk .	13
	Informasi mengenai obligasi, sukuk atau obligasi konversi yang masih beredar dalam 2 (dua) tahun buku terakhir	The information includes: 1. The amount of the bond/sukuk/convertible bonds (outstanding); 2. The interest rate/yield; 3. Maturity date; and 4. Bond/sukuk rating.	
III	**LAPORAN DEWAN KOMISARIS DAN DIREKSI / REPORT OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS**		
1.	Laporan Dewan Komisaris	Memuat hal-hal sebagai berikut: 1. Penilaian atas kinerja Direksi mengenai pengelolaan perusahaan dan dasar penilaiannya; 2. Pandangan atas prospek usaha perusahaan yang disusun oleh Direksi dan dasar pertimbangannya; 3. Penilaian atas kinerja komite-komite yang berada dibawah Dewan Komisaris; dan 4. Perubahan komposisi Dewan Komisaris dan alasan perubahannya (jika ada).	21-25
	The Board of Commissioners' Report	Includes the following items: 1. Assessment on the Board of Directors' performance in managing the Company and the assessment basis; 2. View on the Company's business prospects as presented by the Board of Directors and the consideration basis; 3. Assessment on the Committee's performance under the Board of Commissioners; and 4. Change in the Board of Commissioners' composition and the reason of the change (if any).	
2.	Laporan Direksi	Memuat hal-hal sebagai berikut: 1. Analisis atas kinerja perusahaan, yang mencakup antara lain kebijakan strategis, perbandingan antara hasil yang dicapai dengan yang ditargetkan, dan kendala-kendala yang dihadapi perusahaan; 2. Analisis tentang prospek usaha; 3. Penerapan tata kelola perusahaan; dan 4. Perubahan komposisi anggota Direksi dan alasan perubahannya (jika ada).	27-42
	The Board of Directors' Report	Includes the following items: 1. Analysis on the Company's performance, encompassing among others the strategic policies, comparison between achievement of results and its targets, and challenges faced by the Company; 2. Business prospects analysis; 3. Implementation of Good Corporate Governance by the Company; and 4. Changes in the Board of Directors' composition and the reason (if any).	

3.	Tanda tangan anggota Dewan Komisaris dan anggota Direksi	Memuat hal-hal sebagai berikut: 1. Tanda tangan dituangkan pada lembaran tersendiri; 2. Pernyataan bahwa Dewan Komisaris dan Direksi bertanggung jawab penuh atas kebenaran isi laporan tahunan; 3. Ditandatangani seluruh anggota Dewan Komisaris dan anggota Direksi dengan menyebutkan nama dan jabatannya; dan 4. Penjelasan tertulis dalam surat tersendiri dari yang bersangkutan dalam hal terdapat anggota Dewan Komisaris atau anggota Direksi yang tidak menandatangani laporan tahunan, atau penjelasan tertulis dalam surat tersendiri dari anggota yang lain dalam hal tidak terdapat penjelasan tertulis dari yang bersangkutan.	**43-44**
	The Board of Commissioners' and The Board of Directors' signatures	Includes the following items: 1. Signatures made on a separate sheet; 2. A statement that the Board of Commissioners and Board of Directors are fully responsible for the accuracy of the Annual Report content; 3. Signed by all members of the Board of Commissioners and Board of Directors by stating their name and position; and 4. A written explanation in a separate letter from the person concerned in the event of a member of the Board of Commissioners or Board of Directors does not sign the Annual Report, or a written explanation in a separate letter from the other members in case there is no written explanation from the person concerned.	
IV	**PROFIL PERUSAHAAN / COMPANY PROFILE**		
1.	Nama dan alamat lengkap perusahaan	Informasi memuat antara lain nama dan alamat, kode pos, no. Telp, no. Fax, *email*, dan *website*.	**48**
	The Company's full name and address	The information includes the Company's name, address, ZIP code, telephone, facsimile, email and website.	
2.	Riwayat singkat perusahaan	Mencakup antara lain: tanggal/tahun pendirian, nama, dan perubahan nama perusahaan (jika ada). **Catatan:** apabila perusahaan tidak pernah melakukan perubahan nama, agar diungkapkan	**50**
	Brief history of the Company	Includes among others: date/year of establishment, name and change in the Company's name (if any) **Notes:** if the Company's has not change its name, it should be disclosed	
3.	Bidang usaha	Uraian mengenai antara lain: 1. Kegiatan usaha perusahaan menurut anggaran dasar terakhir; 2. Kegiatan usaha yang dijalankan; dan 3. Produk dan/atau jasa yang dihasilkan.	**52**
	Line of Business	The line of business description includes: 1. The line of business as stated in the last Articles of Association; 2. The business activities; and 3. Type of products and/or services produced.	
4.	Struktur Organisasi	Dalam bentuk bagan, meliputi nama dan jabatan paling kurang sampai dengan struktur satu tingkat di bawah direksi	**60-61**
	Organization Structure	In the form of a chart, at least until one level below the Board of Directors, along with the names and titles	
5.	Visi dan Misi Perusahaan	Mencakup: 1. Visi perusahaan; 2. Misi perusahaan; dan 3. Keterangan bahwa visi dan misi tersebut telah disetujui oleh Direksi/ Dewan Komisaris.	**62-64**
	The Company's Vision and Mission	The description includes: 1. The Company's Vision; 2. The Company's Mission; 3. Explanation about the approval of Vision and Mission by the Board of Directors/ Commissioners	
6.	Identitas dan riwayat hidup singkat anggota Dewan Komisaris	Informasi memuat antara lain: 1. Nama; 2. Jabatan (termasuk jabatan pada perusahaan atau lembaga lain); 3. Umur; 4. Pendidikan (Bidang Studi dan Lembaga Pendidikan); 5. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); dan 6. Riwayat penunjukkan sebagai anggota Dewan Komisaris di Perusahaan.	**65-67**
	The Board of Commissioner's identity and brief resume	The description includes: 1. Name; 2. Position (including position on another company or institution); 3. Age; 4. Education background (Major and Institution) 5. Work experience (Title, Company, and Tenure); and 6. Appointment history as a member of the Board of Commissioners in another Company	

7.	Identitas dan riwayat hidup singkat anggota Direksi	Informasi memuat antara lain: 1. Nama; 2. Jabatan (termasuk jabatan pada perusahaan atau lembaga lain); 3. Umur; 4. Pendidikan (Bidang Studi dan Lembaga Pendidikan); 5. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); dan 6. Riwayat penunjukkan sebagai anggota Direksi di Perusahaan.	**70-73**
	The Board of Director's identity and brief resume	The description includes: 1. Name; 2. Position (including position on another company or institution); 3. Age; 4. Education background (Major and Institution) 5. Work experience (Title, Company, and Tenure); and 6. Appointment history as a member of the Board of Commissioners in another Company	
8.	Jumlah karyawan (komparatif 2 tahun) dan deskripsi pengembangan kompetensinya (misal: aspek pendidikan dan pelatihan karyawan)	Informasi memuat antara lain: 1. Jumlah karyawan untuk masing-masing level organisasi; 2. Jumlah karyawan untuk masing-masing tingkat pendidikan; 3. Jumlah karyawan berdasarkan status kepegawaian; 4. Deskripsi dan data pengembangan kompetensi karyawan yang telah dilakukan dengan mencerminkan adanya persamaan kesempatan untuk masing-masing level organisasi; dan 5. Biaya pengembangan kompetensi karyawan yang telah dikeluarkan.	**82**
	Number of employee (2 years comparison) and description of their competency development (i.e. employee education and training programs)	The information includes: 1. Number of employee for each organization level; 2. Number of employee for each educational level; 3. Number of employee based on employee status; 4. Employee competency development data and description that has been done while reflecting the equality of opportunity to all organization's level; and 5. Employee competency development expenses spent by the Company	
9.	Komposisi Pemegang saham	Mencakup antara lain: 1. Rincian nama pemegang saham yang meliputi 20 pemegang saham terbesar dan persentase kepemilikannya; 2. Rincian pemegang saham dan persentase kepemilikannya meliputi: a. Nama pemegang saham yang memiliki 5% atau lebih saham; b. Nama Komisaris dan Direktur yang memiliki saham; dan c. Kelompok pemegang saham masyarakat dengan kepemilikan saham masing-masing kurang dari 5%.	**83-85**
	The Shareholders' composition	The description includes: 1. The shareholders' name detail which cover 20 biggest shareholders and the ownership percentage; 2. The shareholder's detail and ownership percentage which includes: a. The shareholders' name who owns 5% (five) or more shares; b. The Commissioner and Director's name who own shares; and c. Group of public shareholders which have less than 5% of the shares.	
10.	Daftar entitas anak dan/atau entitas asosiasi	Informasi memuat antara lain: 1. Nama entitas anak dan/atau asosiasi; 2. Persentase kepemilikan saham; 3. Keterangan tentang bidang usaha entitas anak dan/atau entitas asosiasi; dan 4. Keterangan status operasi entitas anak dan/atau entitas asosiasi (telah beroperasi atau belum beroperasi).	**86-89**
	List of the subsidiary and/or associated entities	The information includes: 1. Name of the subsidiary and/or associated entities; 2. Percentage of share ownership; 3. Information on the subsidiary and/or associated entities' line of business; and 4. Information of subsidiary entities and/or associated entities' operational status (has operated or has not operated yet)	
11.	Struktur grup perusahaan	Struktur grup perusahaan dalam bentuk bagan yang menggambarkan entitas anak, entitas asosiasi, *joint venture*, dan *special purpose vehicle* (SPV)	**90**
	The Company's group structure	The Company's group structure should be in form of chart describing the subsidiary, associated entities, joint venture, and special purpose vehicle (SPV) companies	
12.	Kronologis pencatatan saham	Mencakup antara lain: 1. Kronologis pencatatan saham; 2. Jenis tindakan korporasi *(corporate action)* yang menyebabkan perubahan jumlah saham; 3. Perubahan jumlah saham dari awal pencatatan sampai dengan akhir tahun buku; dan 4. Nama bursa dimana saham perusahaan dicatatkan.	**91-92**

	Share listing chronology	The description includes: 1. Share listing chronology; 2. Corporate actions affecting changes in the total number of shares; 3. Change in the total number of shares from initial listing until the end of the financial year; and 4. Name of the exchange(s) where the shares are listed.	
13.	Kronologis pencatatan efek lainnya	Mencakup antara lain: 1. Kronologis pencatatan efek lainnya; 2. Jenis tindakan korporasi *(corporate action)* yang menyebabkan perubahan jumlah efek lainnya; 3. Perubahan jumlah efek lainnya dari awal pencatatan sampai dengan akhir tahun buku; 4. Nama Bursa dimana efek lainnya dicatatkan; dan 5. Peringkat efek.	**93-97**
	Chronology of other securities listing	The description includes: 1. Chronology of other securities listing; 2. Corporate actions affecting changes in the total number of shares; 3. Changes in the total number of other securities from initial listing to the end of the fiscal year; 4. Name of exchange(s) where the other securities are listed; and 5. Securities rating.	
14.	Nama dan alamat lembaga dan/atau profesi penunjang pasar modal	Informasi memuat antara lain: 1. Nama dan alamat BAE/pihak yang mengadministrasikan saham perusahaan; 2. Nama dan alamat Kantor Akuntan Publik; dan 3. Nama dan alamat perusahaan pemeringkat efek.	**98**
	Names and addresses of capital market agencies and professionals.	The information includes: 1. Name and address of the Registrar/parties who administer the Company's shares; 2. The Public Accounting Firm's name and address; and 3. The securities rating company's name and address.	
15.	Penghargaan yang diterima dalam tahun buku terakhir dan/atau sertifikasi yang masih berlaku dalam tahun buku terakhir baik yang berskala nasional maupun internasional	Informasi memuat antara lain: 1. Nama penghargaan dan/atau sertifikat; 2. Tahun perolehan; 3. Badan pemberi penghargaan dan/atau sertifikat; dan 4. Masa berlaku (untuk sertifikasi).	**102**
	Awards received and/or certification still valid during the last fiscal year at both national and international levels	The information includes: 1. Names of awards and/or certificates; 2. Year awarded; 3. Awarding or certifying authority or institution; and 4. Validity (for certificates).	
16.	Nama dan alamat entitas anak dan/atau kantor cabang atau kantor perwakilan (jika ada)	Memuat informasi antara lain: 1. Nama dan alamat entitas anak; dan 2. Nama dan alamat kantor cabang/perwakilan. **Catatan:** apabila perusahaan tidak memiliki entitas anak/cabang/perwakilan, agar diungkapkan	**103-108**
	The subsidiary and/or branch or representatives office's name and address (if any)	The information includes: 1. The subsidiary's name and address; and 2. The branch/representatives office's name and address. **Notes:** if the Company does not have any subsidiary/branch/representative office, it should be disclosed	
V	**ANALISA DAN PEMBAHASAN MANAJEMEN ATAS KINERJA PERUSAHAAN / MANAGEMENT DISCUSSION AND ANALYSIS ON THE COMPANY'S PERFORMANCE**		
1.	Tinjauan operasi per segmen usaha	Memuat uraian mengenai: 1. Penjelasan masing-masing segmen usaha. 2. Kinerja per segmen usaha, antara lain: a. Produksi; b. Peningkatan/penurunan kapasitas produksi; c. Penjualan/pendapatan usaha; dan d. Profitabilitas.	**115-124**
	Operation review per business segments	The description includes: 1. The explanation on every business segments. 2. Performance of every business segments, includes: a. Production; b. Production capacity increment/decrement; c. Revenues/sales; and d. Profitability	

2.	Uraian atas kinerja keuangan perusahaan	Analisis kinerja keuangan yang mencakup perbandingan antara kinerja keuangan tahun yang bersangkutan dengan tahun sebelumnya dan penyebab kenaikan/penurunan (dalam bentuk narasi dan tabel), antara lain mengenai: 1. Aset lancar, aset tidak lancar, dan total aset; 2. Liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas; 3. Ekuitas; 4. Penjualan/pendapatan usaha, beban, laba (rugi), pendapatan komprehensif lain, dan total laba (rugi) komprehensif; dan 5. Arus kas.	**130-140**
	Description on the Company's financial performance	The analysis of financial performance includes a comparison of the financial performance in the last 2 (two) years, explanation regarding the increase/decrease (in form of narration and table), which includes: 1. Current asset, non-current asset, and total asset; 2. Short term liabilities, long term liabilities, and total liabilities; 3. Equity; 4. Revenues/sales, expense, profit (loss), other comprehensive revenues, and total comprehensive income (loss); and 5. Cash flow	
3.	Bahasan dan analisis tentang kemampuan membayar utang dan tingkat kolektibilitas piutang perusahaan, dengan menyajikan perhitungan rasio yang relevan sesuai dengan jenis industri perusahaan	Penjelasan tentang 1. Kemampuan membayar hutang, baik jangka pendek maupun jangka panjang; dan 2. Tingkat kolektibilitas piutang.	**140-141**
	Discussion and analysis on the ability to pay debts and the Company's receivable collectability by presenting relevant calculation ratio in respect to the Company's industry	Explanation of: 1. The ability to pay debts, both short-term and long-term; and 2. Receivable collectability level.	
4.	Bahasan tentang struktur modal *(capital structure)* dan kebijakan manajemen atas struktur modal *(capital structure policy)*	Penjelasan atas: 1. Struktur modal *(capital structure)*; dan 2. Kebijakan manajemen atas struktur modal *(capital structure policies)* dan dasar pemilihan kebijakan tersebut.	**141-142**
	Discussion on the capital structure and the capital structure policy	Explanation of: 1. The capital structure; and 2. The capital structure policy and the consideration basis of the policy.	
5.	Bahasan mengenai ikatan yang material untuk investasi barang modal pada tahun buku terakhir	Penjelasan tentang: 1. Tujuan dari ikatan tersebut; 2. Sumber dana yang diharapkan untuk memenuhi ikatan-ikatan tersebut; 3. Mata uang yang menjadi denominasi; dan 4. Langkah-langkah yang direncanakan perusahaan untuk melindungi risiko dari posisi mata uang asing yang terkait. **Catatan:** apabila perusahaan tidak mempunyai ikatan terkait investasi barang modal pada tahun buku terakhir, agar diungkapkan	**142**
	Discussion of material commitments for capital expenditure for the last fiscal year	Explanation of: 1. The purpose of the commitments; 2. Expected sources of funds to honor the commitment; 3. Currency; and 4. The Company's planned actions to hedge against foreign currency risks. **Note:** if the Company has no commitment for capital expenditure for the last fiscal year, it should be disclosed	
6.	Bahasan mengenai investasi barang modal yang direalisasikan pada tahun buku terakhir	Penjelasan tentang: 1. Jenis investasi barang modal; 2. Tujuan investasi barang modal; dan 3. Nilai investasi barang modal yang dikeluarkan pada tahun buku terakhir. **Catatan:** apabila tidak terdapat realisasi investasi barang modal, agar diungkapkan	**142**
	Discussion on realized capital investments in the last fiscal year	Explanation about: 1. Type of capital investments; 2. The purpose of capital investments; and 3. The value of capital investments incurred in the last fiscal year. **Note:** if there is no realization of capital investments, it should to be disclosed	
7.	Informasi perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi), dan target atau proyeksi yang ingin dicapai untuk satu tahun mendatang mengenai pendapatan, laba, struktur permodalan, atau lainnya yang dianggap penting bagi perusahaan	Informasi memuat antara lain: 1. Perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi); dan 2. Target atau proyeksi yang ingin dicapai dalam 1 (satu) tahun mendatang.	**144-146**
	Comparison between targets at the initial of financial year with the realization, and targets or projections want to achieve for the next year regarding the revenues, profit, capital structure, or others are considered important for the Company	The description includes: 1. Comparison between targets at the initial of financial year with the realization; and 2. Targets or projections want to achieve for the next year.	

8.	Informasi dan fakta material yang terjadi setelah **tanggal laporan akuntan**	Uraian kejadian penting setelah tanggal laporan akuntan termasuk dampaknya terhadap kinerja dan risiko usaha di masa mendatang. **Catatan:** apabila tidak ada kejadian penting setelah tanggal laporan akuntan, agar diungkapkan	**156**
	Material information and facts subsequent to the **accountant report's date**	Description of significant events after the accountant report's date, including the impact on the Company's future performance and business risk **Note:** if there were no significant events subsequent to the accountant report's date, it should be disclosed	
9.	Uraian tentang prospek usaha perusahaan	Uraian mengenai prospek perusahaan dikaitkan dengan industri dan ekonomi secara umum disertai data pendukung kuantitatif dari sumber data yang layak dipercaya.	**126-129**
	Description on the Company's business prospect	Description of the Company's prospects in relation to the industry and the economy in general, with supporting quantitative data from reliable sources.	
10.	Uraian tentang aspek pemasaran	Uraian tentang aspek pemasaran atas produk dan/atau jasa perusahaan, antara lain strategi pemasaran dan pangsa pasar.	**124-126**
	Description of the marketing aspects	Description on the marketing aspects of the Company's products and/or services, among others the marketing strategy and market share.	
11.	Uraian mengenai kebijakan dividen dan jumlah dividen kas per saham dan jumlah dividen per tahun yang diumumkan atau dibayar selama 2 (dua) tahun buku terakhir	Memuat uraian mengenai: 1. Kebijakan pembagian dividen; 2. Total dividen yang dibagikan; 3. Jumlah dividen kas per saham; 4. *Payout ratio*; dan 5. Tanggal pengumuman dan pembayaran dividen kas untuk masing-masing tahun. **Catatan:** apabila tidak ada pembagian dividen, agar diungkapkan alasannya	**146**
	Description on the dividend policy and the total dividend per share, and total dividend per year declared or paid for the last 2 (two) years	Includes the description of: 1. The dividend payment policy; 2. Total dividend paid; 3. Total cash dividend per share; 4. Payout ratio; and 5. The cash dividend announcement and payment date for each year. **Note:** if no dividend was paid, the reason must be disclosed	
12.	Program kepemilikan saham oleh karyawan dan/atau manajemen yang dilaksanakan perusahaan (ESOP/ MSOP)	Memuat uraian mengenai: 1. Jumlah saham ESOP/MSOP dan realisasinya; 2. Jangka waktu; 3. Persyaratan karyawan dan/atau manajemen yang berhak; dan 4. Harga *exercise*. **Catatan:** apabila tidak memiliki program dimaksud, agar diungkapkan	**153**
	Employee and/or management stock ownership program executed by the Company (ESOP/MSOP)	Contains a description of: 1. The number of shares for ESOP/MSOP and the realization; 2. Duration; 3. The requirements of eligible employees and/or management; and 4. The exercise price. **Note:** if the Company does not have such programs, it should be disclosed	
13.	Realisasi penggunaan dana hasil penawaran umum (dalam hal perusahaan masih diwajibkan menyampaikan laporan realisasi penggunaan dana)	Memuat uraian mengenai: 1. Total perolehan dana; 2. Rencana penggunaan dana; 3. Rincian penggunaan dana; 4. Saldo dana; dan 5. Tanggal persetujuan RUPS/RUPO atas perubahan penggunaan dana (jika ada).	**146-147**
	The realization of the proceeds from the public offering (in the case the Company still obliged to report the realization of proceed usage)	Contains a description of: 1. The total proceeds; 2. Plan the proceed usage; 3. Details of the proceed usage; 4. The balance of the proceed; and 5. Date of AGMS/Bondholders approval on the change of the proceed usage (if any).	
14.	Informasi material mengenai investasi, ekspansi, divestasi, penggabungan/ peleburan usaha, akuisisi atau restrukturisasi utang/modal	Memuat uraian mengenai: 1. Tujuan dilakukannya transaksi; 2. Nilai transaksi atau jumlah yang direstrukturisasi; dan 3. Sumber dana. **Catatan:** apabila tidak mempunyai transaksi dimaksud, agar diungkapkan	**147-153**

	Material information regarding investment, expansion, divestment, business merger/fusion, acquisition, debt/ capital restructuring	Contains a description of: 1. The purpose of the transaction; 2. The transaction value or the restructuration amount ; and 3. Source of funds. **Note:** if the Company does not have the mentioned transaction, it should be disclosed	
15.	Informasi transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi	Memuat uraian mengenai: 1. Nama pihak yang bertransaksi dan sifat hubungan afiliasi; 2. Penjelasan mengenai kewajaran transaksi; 3. Alasan dilakukannya transaksi; 4. Realisasi transaksi pada periode tahun buku terakhir; 5. Kebijakan perusahaan terkait dengan mekanisme review atas transaksi; dan 6. Pemenuhan peraturan dan ketentuan terkait. **Catatan:** apabila tidak mempunyai transaksi dimaksud, agar diungkapkan	**154-156**
	Material transaction information regarding conflict of interest and/or transaction with related parties	Contains a description of: 1. The name of the parties and the nature of affiliation; 2. Description of the fairness of the transaction; 3. Reasons for the transaction; 4. The transactions realization during the last fiscal year; 5. The Company's policy related to the review mechanism of the transaction; and 6. Compliance to reelvant regulations and provisions. **Note:** if the Company does not have the mentioned transaction, it should be disclosed	
16.	Uraian mengenai perubahan peraturan perundang-undangan yang berpengaruh signifikan terhadap perusahaan	Uraian memuat antara lain: perubahan peraturan perundang-undangan dan dampaknya terhadap perusahaan. **Catatan:** apabila tidak terdapat perubahan peraturan perundang-undangan yang berpengaruh signifikan, agar diungkapkan	**156**
	Description on the regulations changes that significantly affect the Company	Description includes: changes in the regulations and their impact on the Company **Note:** if there are no changes in rules and regulations that have a significant impact, it should be disclosed	
17.	Uraian mengenai perubahan kebijakan akuntansi yang diterapkan perusahaan pada tahun buku terakhir	Uraian memuat antara lain: perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan. **Catatan:** apabila tidak terdapat perubahan kebijakan akuntansi, agar diungkapkan	**157**
	Description of the accounting policy changes implemented by the Company on the last fiscal year	Description includes: changes in the accounting policy, reasons and its impact on the financial statements **Note:** if there are no changes in the Company's accounting policy, it should be disclosed	
VI	**TATA KELOLA PERUSAHAAN / GOOD CORPORATE GOVERNANCE**		
1.	Uraian Dewan Komisaris	Uraian memuat antara lain: 1. Uraian tanggung jawab Dewan Komisaris; 2. Pengungkapan prosedur penetapan remunerasi; 3. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Dewan Komisaris; 4. Frekuensi pertemuan dan tingkat kehadiran Dewan Komisaris dalam pertemuan; 5. Program pelatihan dalam rangka meningkatkan kompetensi Dewan Komisaris atau program orientasi bagi Komisaris baru; dan 6. Pengungkapan mengenai Board Charter (pedoman dan tata tertib kerja Dewan Komisaris).	**178-195**
	The description of the Board of Commissioners	Description includes: 1. Description of the Board of Commissioners' responsibility; 2. The disclosure of the remuneration implementation procedure; 3. The remuneration structure showing the remuneration components and the amount per component for every of members of the Board of Commissioners; 4. The frequency meeting and the attendance rate of the Board of Commissioners 5. Training program to improve the Board of Commissioners' competency or orientation program for the new Commissioner; and 6. The disclosure of the Board Charter (The Board of Commissioners' work guidance and rules)	
2.	Informasi mengenai Komisaris Independen	Meliputi antara lain: 1. Kriteria penentuan Komisaris Independen; dan 2. Pernyataan tentang independensi masing-masing Komisaris Independen.	**185-186**

	Information on the Independent Commissioners	Include among others: 1. Criteria for determining the Independent Commissioner; and 2. Statement of independence from every Independent Commissioner.	
3.	Uraian Direksi	Uraian memuat antara lain: 1. Ruang lingkup pekerjaan dan tanggung jawab masing-masing anggota Direksi; 2. Frekuensi pertemuan dan Tingkat kehadiran anggota Direksi dalam pertemuan Direksi; 3. Frekuensi pertemuan dan Tingkat kehadiran anggota Direksi dalam pertemuan gabungan Direksi dan Dewan Komisaris; 4. Program pelatihan dalam rangka meningkatkan kompetensi Direksi atau program orientasi bagi Direksi baru; dan 5. Pengungkapan mengenai Board Charter (pedoman dan tata tertib kerja Direksi).	**195-212**
	The description of the Board of Directors	Description includes: 1. Scope and responsibility of each member of the Board of Directors; 2. The frequency meeting and the attendance rate of the Board of Directors in the Directors meeting 3. The frequency meeting and the attendance rate of the Board of Directors in the joint meeting of the Board of Directors and the Board of Commissioners 4. Training program to improve the Board of Directors' competency or orientation program for the new Director; and 5. The disclosure of the Board Charter (The Board of Directors work guidance and rules)	
4.	Assessment terhadap Dewan Komisaris dan Direksi	Mencakup antara lain: 1. Prosedur pelaksanaan *assessment* atas kinerja Dewan Komisaris dan Direksi; 2. Kriteria yang digunakan dalam pelaksanaan *assessment* atas kinerja Dewan Komisaris dan Direksi; dan 3. Pihak yang melakukan *assessment*.	**193-194**
	Assessment on the Board of Commissioners and the Board of Directors	Includes among others: 1. The assessment implementation procedure on the Board of Commissioners and Board of Directors' performance; 2. Criteria used in the execution of the assessment on the Board of Commissioners and Board of Directors' performance; and 3. The Parties undertake the assessment.	
5.	Uraian mengenai kebijakan remunerasi bagi Direksi	Mencakup antara lain: 1. Pengungkapan prosedur penetapan remunerasi; 2. Struktur remunerasi yang menunjukkan jenis dan jumlah imbalan jangka pendek, pasca kerja, dan/atau jangka panjang lainnya untuk setiap anggota Direksi; dan 3. Pengungkapan indikator untuk penetapan remunerasi Direksi.	**211-212**
	Description on the remuneration policy for the Board of Directors	Include, among others: 1. Disclosure of the remuneration implementation procedures; 2. The remuneration structure that indicates the type and amount of short-term benefits, post-employment, and/or other long-term benefit for each member of the Board of Directors; and 3. Disclosure of indicators in determining the Directors' remuneration.	
6.	Informasi mengenai pemegang saham utama dan pengendali, baik langsung maupun tidak langsung, sampai kepada pemilik individu	Dalam bentuk skema atau diagram, kecuali untuk BUMN yang dimiliki sepenuhnya oleh pemerintah.	**288-289**
	Information on major and controlling shareholders, directly or indirectly, to the individual owners	In the schematic or diagram form, except for state-owned companies which owned entirely by the Government.	
7.	Pengungkapan hubungan afiliasi antara anggota Direksi, Dewan Komisaris, dan Pemegang Saham Utama dan/atau pengendali	Mencakup antara lain: 1. Hubungan afiliasi antara anggota Direksi dengan anggota Direksi lainnya; 2. Hubungan afiliasi antara anggota Direksi dan anggota Dewan Komisaris 3. Hubungan afiliasi antara anggota Direksi dengan Pemegang Saham Utama dan/atau pengendali; 4. Hubungan afiliasi antara anggota Dewan Komisaris dengan anggota Komisaris lainnya; dan 5. Hubungan afiliasi antara anggota Dewan Komisaris dengan Pemegang Saham Utama dan/atau pengendali. **Catatan:** apabila tidak mempunyai hubungan afiliasi dimaksud, agar diungkapkan	**185-186; 203**
	Disclosure of affiliate relationships between members of the Board of Directors, Board of Commissioners, and the Main Shareholders and/or controlling entity	Include, among others: 1. Affiliate relationships between members of the Board of Directors with other Directors; 2. Affiliate relationships between members of the Board of Directors and the Board of Commissioners; 3. Affiliate relationship between the members of the Board of Directors with Major Shareholder and/or controlling entity; 4. Affiliate relationship between members of the Board of Commissioners with other Commissioners; and 5. Affiliate relationship between the members of the Board of Commissioners with Major Shareholder and/or controlling entity. Note: if there is no affiliated relationship in question, it should be disclosed	

8.	Komite Audit	Mencakup antara lain: 1. Nama dan jabatan anggota Komite Audit; 2. Kualifikasi pendidikan dan pengalaman kerja anggota Komite Audit; 3. Independensi anggota Komite Audit; 4. Uraian tugas dan tanggung jawab; 5. Laporan singkat pelaksanaan kegiatan Komite Audit; dan 6. Frekuensi pertemuan dan tingkat kehadiran Komite Audit.	**214-219**
	The Audit Committee	Include, among others: 1. Name and position of the Audit Committee members; 2. The educational qualifications and work experience of the Audit Committee members; 3. The Audit Committee members independence; 4. Description of the tasks and responsibilities; 5. Brief report the implementation of the Audit Committee's activities; and 6. Frequency of meetings and attendance rate of the Audit Committee.	
9.	Komite/Fungsi Nominasi dan Remunerasi	Mencakup antara lain: 1. Nama, jabatan, dan riwayat hidup singkat anggota komite/fungsi nominasi dan/atau remunerasi; 2. Independensi komite/fungsi nominasi dan/atau remunerasi; 3. Uraian tugas dan tanggung jawab; 4. Uraian pelaksanaan kegiatan komite/fungsi nominasi dan/atau remunerasi; 5. Frekuensi pertemuan dan tingkat kehadiran komite/fungsi nominasi dan/atau remunerasi; dan 6. Kebijakan mengenai suksesi Direksi.	**219-224**
	The Nomination and Remuneration Committee/ Function	Include, among others: 1. Name, position, and a brief resume of the Nominations and/or Remuneration Committee/Function members; 2. Independence of the Nominations and/or Remuneration Committee/ Function ; 3. Description of the tasks and responsibilities; 4. Description of the Nominations and/or Remuneration Committee/ Function's activity implementation; 5. Frequency of meetings and attendance rate of the Nominations and/ or Remuneration Committee/Function ; and 6. Policy on the Board of Directors succession.	
10.	Komite-komite lain di bawah Dewan Komisaris yang dimiliki oleh perusahaan	Mencakup antara lain: 1. Nama, jabatan, dan riwayat hidup singkat anggota komite lain; 2. Independensi komite lain; 3. Uraian tugas dan tanggung jawab; 4. Uraian pelaksanaan kegiatan komite lain; dan 5. Frekuensi pertemuan dan tingkat kehadiran komite lain.	**225-228**
	Other Committees under the Board of Commissioners	Include, among others: 1. Name, position, and a brief resume of the other Committee members; 2. The independence of the other Committees; 3. Description of the tasks and responsibilities; 4. Description of the activities implementation of the other Committees; and 5. Frequency of meetings and attendance rate of the other Committee.	
11.	Uraian tugas dan Fungsi Sekretaris Perusahaan	Mencakup antara lain: 1. Nama dan riwayat jabatan singkat sekretaris perusahaan; 2. Uraian pelaksanaan tugas sekretaris perusahaan; dan 3. Program pelatihan dalam rangka mengembangkan kompetensi sekretaris perusahaan.	**229-231**
	Description of duties and function of the Corporate Secretary	The description includes: 1. Name and brief position history of the Corporate Secretary; 2. Description of the Corporate Secretary tasks; and 3. Training program to improve the Corporate Secretary's competency.	
12.	Informasi mengenai Rapat Umum Pemegang Saham (RUPS) tahun sebelumnya	Dalam bentuk tabel mencakup antara lain: 1. Keputusan RUPS tahun sebelumnya; 2. Realisasi hasil RUPS tahun sebelumnya pada tahun buku; dan 3. Alasan dalam hal terdapat keputusan RUPS yang belum direalisasikan.	**172-177**
	Information on previous year Annual General Meeting of Shareholders (AGMS)	In the form of tables include: 1. Previous year AGMS decisions; 2. Realization of previous year AGMS in this fiscal year; and 3. The reason in the event of any AGMS decision has not been realized.	
13.	Uraian mengenai unit audit internal	Mencakup antara lain: 1. Nama ketua unit audit internal; 2. Jumlah pegawai (auditor internal) pada unit audit internal; 3. Sertifikasi sebagai profesi audit internal; 4. Kedudukan unit audit internal dalam struktur perusahaan; 5. Laporan singkat pelaksanaan kegiatan unit audit internal; dan 6. Pihak yang mengangkat/memberhentikan ketua unit audit internal.	**245-252**

	Description of the Internal Audit unit	Include, among others: 1. Name of the Head of the Internal Audit unit; 2. The number of employees (internal auditor) on the Internal Audit unit; 3. Internal Audit Certification; 4. The position of the Internal Audit unit in the Company's structure; 5. Brief report of the Internal Audit unit activities; and 6. Authorized people who appoint/dismiss the Head of the Internal Audit unit.	
14.	Akuntan Publik	Informasi memuat antara lain: 1. Jumlah periode Akuntan Publik telah melakukan audit laporan keuangan tahunan; 2. Jumlah periode Kantor Akuntan Publik telah melakukan audit laporan keuangan tahunan; 3. Besarnya *fee* untuk masing-masing jenis jasa yang diberikan oleh Akuntan Publik ; dan 4. Jasa lain yang diberikan Akuntan Publik selain jasa audit laporan keuangan tahunan. **Catatan:** apabila tidak ada jasa lain dimaksud, agar diungkapkan	**252-253**
	Public Accountant	The information shall include: 1. How many period the Public Accountant has audited the annual financial statements; 2. How many period the Public Accountant Firm has audited the annual financial statements; 3. The fee for each type of services provided by a Public Accountant; and 4. Other services provided by the Public Accountant in addition to the annual financial statement audit services. **Note:** if there are no other services referred to, it should be disclosed	
15.	Uraian mengenai manajemen risiko perusahaan	Mencakup antara lain: 1. Penjelasan mengenai sistem manajemen risiko yang diterapkan perusahaan; 2. Penjelasan mengenai evaluasi yang dilakukan atas efektivitas sistem manajemen risiko; 3. Penjelasan mengenai risiko-risiko yang dihadapi perusahaan; dan 4. Upaya untuk mengelola risiko tersebut.	**253-267**
	Description on the Company's risk management	Include, among others: 1. A description of the risk management system applied by the Company; 2. A description of the evaluation done on the risk management system effectiveness; 3. A description of the risks faced by the Company; and 4. Efforts to mitigate these risks.	
16.	Uraian mengenai sistem pengendalian intern	Mencakup antara lain: 1. Penjelasan singkat mengenai sistem pengendalian intern, antara lain mencakup pengendalian keuangan dan operasional; 2. Penjelasan kesesuaian sistem pengendalian intern dengan kerangka yang diakui secara internasional (COSO – *internal control framework*); dan 3. Penjelasan mengenai evaluasi yang dilakukan atas efektivitas sistem pengendalian intern.	**277-280**
	Description of the Internal Control System	Include, among others: 1. A brief description of the internal control system, among others include financial and operational control; 2. Explanation on the suitability of internal control systems with internationally recognized framework (COSO - internal control framework); and 3. A description of the evaluation done on the internal control systems effectiveness.	
17.	Uraian mengenai corporate social responsibility yang terkait dengan lingkungan hidup	Mencakup antara lain informasi tentang: 1. Kebijakan yang ditetapkan manajemen; 2. Kegiatan yang dilakukan terkait program lingkungan hidup yang berhubungan dengan kegiatan operasional perusahaan, seperti penggunaan material dan energi yang ramah lingkungan dan dapat didaur ulang, sistem pengolahan limbah perusahaan, pertimbangan aspek lingkungan dalam pemberian kredit kepada nasabah, dan lain-lain. 3. Sertifikasi di bidang lingkungan yang dimiliki.	**295**
	Description on the corporate social responsibility related to the environment	Include, among others, information about: 1. The policies set by the Management; 2. Activities undertaken related to the environmental programs with regards to the Company's operations, such as the use of environmentally friendly materials and energy and can be recycled, the Company's waste treatment systems, consideration of environmental aspects in the provision of credit to customers, and others. 3. Certification in the environmental field.	

18.	Uraian mengenai *corporate social responsibility* yang terkait dengan ketenagakerjaan, kesehatan, dan keselamatan kerja	Mencakup antara lain informasi tentang: 1. Kebijakan yang ditetapkan manajemen; dan 2. Kegiatan yang dilakukan terkait praktik ketenagakerjaan, kesehatan, dan keselamatan kerja, seperti kesetaraan gender dan kesempatan kerja, sarana dan keselamatan kerja, tingkat turnover karyawan, tingkat kecelakaan kerja, dan lain-lain.	**296-298**
	Description on the corporate social responsibility related to employment, health, and work safety	Include, among others, information about: 1. The policies set by the Management; and 2. Activities undertaken related to employment, health and work safety practices, such as gender equality and employment opportunities, working infrastructure and safety, employee turnover rates, the level of occupational accidents, and others.	
19.	Uraian mengenai *corporate social responsibility* yang terkait dengan pengembangan sosial dan kemasyarakatan	Mencakup antara lain informasi tentang: 1. Kebijakan yang ditetapkan manajemen; 2. Kegiatan yang dilakukan; dan 3. Biaya yang dikeluarkan terkait pengembangan sosial dan kemasyarakatan, seperti penggunaan tenaga kerja lokal, pemberdayaan masyarakat sekitar perusahaan, perbaikan sarana dan prasarana sosial, bentuk donasi lainnya, dan lain-lain.	**298-299**
	Description on the corporate social responsibility related to social and community development	Include, among others, information about: 1. The policies set by the Management; 2. Activities undertaken; and 3. Costs incurred related to social and community development, such as the use of local labor, community empowerment around the Company, improvement of social infrastructure, donations, and others.	
20.	Uraian mengenai *corporate social responsibility* yang terkait dengan tanggung jawab kepada konsumen	Mencakup antara lain: 1. Kebijakan yang ditetapkan manajemen; dan 2. Kegiatan yang dilakukan terkait tanggung jawab produk, seperti kesehatan dan keselamatan konsumen, informasi produk, sarana, jumlah dan penanggulangan atas pengaduan konsumen dan lain-lain	**299-301**
	Description on the corporate social responsibility related to responsibility to the consumer	Include, among others: 1. The policies set by the Management; and 2. The activities related to product liability, such as consumers health and safety , product information, facilities, number and countermeasures on consumer complaints, and others	
21.	Perkara penting yang sedang dihadapi oleh perusahaan, entitas anak, anggota Dewan Komisaris dan/atau anggota Direksi yang menjabat pada periode laporan tahunan	Mencakup antara lain: 1. Pokok perkara/gugatan; 2. Status penyelesaian perkara/gugatan; 3. Pengaruhnya terhadap kondisi perusahaan; dan 4. Sanksi administrasi yang dikenakan kepada Entitas, anggota Dewan Komisaris dan Direksi, oleh otoritas terkait (pasar modal, perbankan dan lainnya) pada tahun buku terakhir (atau terdapat pernyataan bahwa tidak dikenakan sanksi administrasi). **Catatan:** dalam hal tidak berperkara, agar diungkapkan	**286-287**
	Important cases being faced by the Companies, subsidiaries, members of the Board of Commissioners and/or Board of Directors at the annual reporting period	Include, among others: 1. Subject matter/lawsuit; 2. The disputes/claims settlement status; 3. The impact to the Company; and 4. An administrative sanction imposed on Entities, members of the Board of Commissioners and Board of Directors, by the relevant authorities (capital markets, banking and others) in the last financial year (or statements that there are no administrative sanctions). **Note:** in the absence of litigation, it should be disclosed	
22.	Akses informasi dan data perusahaan	Uraian mengenai tersedianya akses informasi dan data perusahaan kepada publik, misalnya melalui *website* (dalam bahasa Indonesia dan bahasa Inggris), media massa, *mailing list*, buletin, pertemuan dengan analis, dan sebagainya.	**290**
	Access to the Company's information and data	A description on the availability of the Company's information and data access for the public, for example through the website (in Indonesian and English), mass media, mailing lists, newsletters, meetings with analysts, and so on.	
23.	Bahasan mengenai kode etik	Memuat uraian antara lain: 1. Isi kode etik; 2. Pengungkapan bahwa kode etik berlaku bagi seluruh level organisasi; 3. Penyebarluasan kode etik; 4. Upaya penegakan dan sanksi pelanggaran kode etik; dan 5. Pernyataan mengenai budaya perusahaan *(corporate culture)* yang dimiliki perusahaan.	**280-283**

	Discussion regarding the Company's Code of Conduct	Contain a description, among others: 1. The content of the Code of Conduct; 2. Disclosure that the Code of Conduct applies to all levels of the organization; 3. Dissemination of the Code of Conduct; 4. Efforts in enforcing and sanction for any violations of the Code of Conduct; and 5. Statement on the corporate culture implemented by the Company.	
24.	Pengungkapan mengenai *whistleblowing system*	Memuat uraian tentang mekanisme *whistleblowing system* antara lain: 1. Penyampaian laporan pelanggaran; 2. Perlindungan bagi *whistleblower*; 3. Penanganan pengaduan; 4. Pihak yang mengelola pengaduan; dan 5. Jumlah pengaduan yang masuk dan diproses pada tahun buku terakhir serta tindak lanjutnya	**283-285**
	Disclosure on the whistleblowing system	Contains a description of the whistleblowing systems mechanisms, among others: 1. Submission of reports on the violations; 2. Protection for the whistleblowers; 3. Handling of complaints; 4. Parties which manages the complaint; and 5. The number of complaints received and processed in the last financial year as well as its follow-up	
25.	Keberagaman Komposisi Dewan Komisaris dan Direksi	Uraian kebijakan Perusahaan mengenai keberagaman komposisi Dewan Komisaris dan Direksi dalam pendidikan (bidang studi), pengalaman kerja, usia, dan jenis kelamin. **Catatan:** apabila tidak ada kebijakan dimaksud, agar diungkapkan alasan dan pertimbangannya	**182-183; 199-200**
	The diversity of the Board of Commissioners and Board of Directors' composition	Description of the Company's policy on the diversity of the Board of Commissioners and Board of Directors composition in education (field of study), work experience, age, and gender. **Note:** if there is no defined policy, the reasons and considerations should be disclosed	
VII	**INFORMASI KEUANGAN / FINANCIAL INFORMATION**		
1.	Surat Pernyataan Direksi dan/atau Dewan Komisaris tentang Tanggung Jawab atas Laporan Keuangan	Kesesuaian dengan peraturan terkait tentang Tanggung Jawab atas Laporan Keuangan.	**416**
	Statement Letter from the Board of Directors and/or the Board of Commissioners regarding the responsibility to the Financial Statements	Compliance with related regulation regarding the responsibility of the Financial Statements	
2.	Opini auditor independen atas laporan keuangan		**417-418**
	Opinion of Independent Auditor of Financial Statements		
3.	Deskripsi Auditor Independen di Opini	Deskripsi memuat tentang: 1. Nama & tanda tangan; 2. Tanggal Laporan Audit; dan 3. Nomor ijin KAP dan nomor ijin Akuntan Publik.	**417-418**
	Description of the Independent Auditor's opinion	The description includes: 1. Name & signature; 2. Audit Report date; and 3. License number of the Public Accounting Firm and license number of the Public Accountant	
4.	Laporan keuangan yang lengkap	Memuat secara lengkap unsur-unsur laporan keuangan: 1. Laporan posisi keuangan (neraca); 2. Laporan laba rugi komprehensif; 3. Laporan perubahan ekuitas; 4. Laporan arus kas; 5. Catatan atas laporan keuangan; dan 6. Laporan posisi keuangan pada awal periode komparatif yang disajikan ketika entitas menerapkan suatu kebijakan akuntansi secara retrospektif atau membuat penyajian kembali pos-pos laporan keuangan, atau ketika entitas mereklasifikasi pos-pos dalam laporan keuangannya (jika relevan).	**419-570**
	Full Financial Statements	Includes all elements of the Financial Statements: 1. Balance sheet; 2. Comprehensive income statement; 3. Report on changes in equity; 4. Cash flow statement; 5. Notes to the financial statement; 6. Financial position at the beginning of the comparative periods presented when the entity applies an accounting policy retrospectively or makes restatement of financial statement items, or when the entity reclassifies items in its financial statement (if relevant)	

5.	Perbandingan tingkat profitabilitas	Perbandingan kinerja/laba (rugi) tahun berjalan dengan tahun sebelumnya.	**422-423**
	Comparison of profitability ratio	Comparison of profit (loss) in the current and previous years	
6.	Laporan Arus Kas	Memenuhi ketentuan sebagai berikut: 1. Pengelompokan dalam tiga kategori aktivitas: operasi, investasi, dan pendanaan; 2. Penggunaan metode langsung (direct method) untuk melaporkan arus kas dari aktivitas operasi; 3. Pemisahan penyajian antara penerimaan kas dan atau pengeluaran kas selama tahun berjalan pada aktivitas operasi, investasi dan pendanaan; dan 4. Pengungkapan transaksi non kas harus dicantumkan dalam catatan atas laporan keuangan.	**426-427**
	Statement of Cash flow	Should fulfill the following provisions: 1. Classification of activities into three categories: operating, investment and financing; 2. Use of the direct method to report cash flow from operating activities; 3. Separate presentation of cash receipt and/or disbursement in the current year from operating, investing and financing activities 4. Disclosure of non-cash activities in the notes to the Financial Statement.	
7.	Ikhtisar Kebijakan Akuntansi	Meliputi sekurang-kurangnya: 1. Pernyataan kepatuhan terhadap SAK; 2. Dasar pengukuran dan penyusunan laporan keuangan; 3. Pengakuan pendapatan dan beban; 4. Imbalan kerja; dan 5. Instrumen Keuangan.	**435-471**
	Summary of the Accounting Policy	Includes at least the following: 1. Statement of compliance with SAK; 2. Basis of measurement and presentation of the financial statement; 3. Recognition of income and expense; 4. Work compensation; and 5. Financial instruments.	
8.	Pengungkapan transaksi pihak berelasi	Hal-hal yang diungkapkan antara lain: 1. Nama pihak berelasi, serta sifat dan hubungan dengan pihak berelasi; 2. Nilai transaksi beserta persentasenya terhadap total pendapatan dan beban terkait; dan 3. Jumlah saldo beserta persentasenya terhadap total aset atau liabilitas.	**468-469; 518-521**
	Disclosure of related party transactions	Items that must be disclosed: 1. Name(s) of related parties and nature of relationship with related parties; 2. Value of transactions and the percentage to total related income and expense; and 3. Balance and its percentage to total assets or liabilities.	
9.	Pengungkapan yang berhubungan dengan perpajakan	Hal-hal yang harus diungkapkan: 1. Rekonsiliasi fiskal dan perhitungan beban pajak kini; 2. Penjelasan hubungan antara beban (penghasilan) pajak dan laba akuntansi; 3. Pernyataan bahwa Laba Kena Pajak (LKP) hasil rekonsiliasi dijadikan dasar dalam pengisian SPT Tahunan PPh Badan; 4. Rincian aset dan liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan untuk setiap periode penyajian, dan jumlah beban (penghasilan) pajak tangguhan yang diakui pada laporan laba rugi apabila jumlah tersebut tidak terlihat dari jumlah aset atau liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan; dan 5. Pengungkapan ada atau tidak ada sengketa pajak.	**466; 500-507**
	Disclosures related to Taxation	Items that must be disclosed: 1. Reconciliation between fiscal and current tax assessment; 2. Explanation of the relationship between tax expense (income) and accounting profit; 3. Statement that the reconciled taxable profit is the basis for the annual Corporate income Tax Return; 4. Breakdown of deferred tax assets and liabilities recognized in the balance sheet for each period presented, and total deferred tax expense (income) recognized in the income statement if such amount is not shown in total assets or deferred tax expenses recognized in the financial statement 5. Disclosure of whether or not there are any tax disputes	

10.	Pengungkapan yang berhubungan dengan aset tetap	Hal-hal yang harus diungkapkan: 1. Metode penyusutan yang digunakan; 2. Uraian mengenai kebijakan akuntansi yang dipilih antara model revaluasi dan model biaya; 3. Metode dan asumsi signifikan yang digunakan dalam mengestimasi nilai wajar aset tetap (untuk model revaluasi) atau pengungkapan nilai wajar aset tetap (untuk model biaya); dan 4. Rekonsiliasi jumlah tercatat bruto dan akumulasi penyusutan aset tetap pada awal dan akhir periode dengan menunjukkan: penambahan, pengurangan dan reklasifikasi.	**457; 490-492**
	Disclosure of Fixed Assets	Items that must be disclosed: 1. Depreciation method used; 2. Explanation of whether fair value model or cost model have been adopted as the accounting policy; 3. Method and significant assumptions used in estimating the fair value of fixed assets (revaluation model) or disclosing the fair value of fixed assets (cost model); and 4. Reconciliation of recorded gross amount and cumulative depreciation of fixed assets at the beginning and end of the period by showing addition, reduction and reclassification.	
11.	Pengungkapan yang berhubungan dengan segmen operasi	Hal-hal yang harus diungkapkan: 1. Informasi umum yang meliputi faktor-faktor yang digunakan untuk mengidentifikasi segmen yang dilaporkan; 2. Informasi tentang laba rugi, aset, dan liabilitas segmen yang dilaporkan; 3. Rekonsiliasi dari total pendapatan segmen, laba rugi segmen yang dilaporkan, aset segmen, liabilitas segmen, dan unsur material segmen lainnya terhadap jumlah terkait dalam entitas; dan 4. Pengungkapan pada level entitas, yang meliputi informasi tentang produk dan/atau jasa, wilayah geografis dan pelanggan utama.	**469-470; 522-523**
	Disclosure of Operation Segments	Items that must be disclosed: 1. General information that includes factors that are used to identify reportable segment; 2. Information on income statement, assets, and liabilities of the reportable segment; 3. Reconciliation of total segment revenues, reported segment profit or loss, segment assets, segment liabilities, and material elements of other segments to the corresponding number in the entity; and 4. Disclosure at the entity level, which includes information about products and/or services, geographic areas and major customers.	
12.	Pengungkapan yang berhubungan dengan Instrumen Keuangan	Hal-hal yang harus diungkapkan: 1. Rincian instrumen keuangan yang dimiliki berdasarkan klasifikasinya; 2. Nilai wajar tiap kelompok instrumen keuangan; 3. Kebijakan manajemen risiko; 4. Penjelasan risiko yang terkait dengan instrumen keuangan: risiko pasar, risiko kredit dan risiko likuiditas; dan 5. Analisis risiko yang terkait dengan instrumen keuangan secara kuantitatif.	**446-448; 552-556**
	Disclosure related to the Financial Instrument	Items that must be disclosed: 1. Detail of financial instruments based on its classification; 2. Fair value of each group of financial instruments; 3. The risk management's policy; 4. Explanation of the risks related to the financial instruments: market risk, credit risk and liquidity risk; and 5. Risk analysis related to quantitative financial instrument.	
13.	Penerbitan laporan keuangan	Hal-hal yang diungkapkan antara lain: 1. Tanggal laporan keuangan diotorisasi untuk terbit; dan 2. Pihak yang bertanggung jawab mengotorisasi laporan keuangan.	**418**
	Publication of the Financial Statements	Items to be disclosed include: 1. The authorization date for the publication of the Financial Statements; and 2. Party responsible for authorizing the Financial Statements.	

LAPORAN **KEUANGAN**

Financial Statements

HALAMAN INI SENGAJA DIKOSONGKAN

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PT BANK VICTORIA INTERNATIONAL TBK
DAN ENTITAS ANAK/*AND ITS SUBSIDIARY*

LAPORAN KEUANGAN KONSOLIDASIAN/
CONSOLIDATED FINANCIAL STATEMENTS

31 DESEMBER 2014 DAN 2013/
31 DECEMBER 2014 AND 2013

bank victoria

SURAT PERNYATAAN DIREKSI TENTANG
TANGGUNG JAWAB ATAS LAPORAN KEUANGAN
KONSOLIDASIAN PADA TANGGAL - TANGGAL
[illegible]
[illegible]
[illegible]

PT BANK VICTORIA INTERNATIONAL TBK
DAN ENTITAS ANAK

BOARD OF DIRECTORS' STATEMENT AS REGARDS
THE RESPONSIBILITY FOR THE CONSOLIDATED
FINANCIAL STATEMENTS AS AT
31 DECEMBER 2014 AND 2013
AND FOR THE YEARS ENDED
31 DECEMBER 2014 AND 2013

PT BANK VICTORIA INTERNATIONAL TBK AND
SUBSIDIARY

Demikian pernyataan ini dibuat dengan sebenarnya.

1. Nama : [illegible]
   Alamat Kantor : [illegible]
   Alamat Rumah : [illegible]
   Nomor Telepon : [illegible]
   Jabatan : Direktur Utama

2. Nama : [illegible]
   Alamat Kantor : [illegible]
   Alamat Rumah : [illegible]
   Nomor Telepon : [illegible]
   Jabatan : Direktur

Menyatakan bahwa:

1. Tanggung jawab atas penyusunan dan penyajian laporan keuangan PT Bank Victoria International Tbk dan Entitas Anak.
2. Laporan keuangan PT Bank Victoria International Tbk dan Entitas Anak telah disusun dan disajikan sesuai dengan standar akuntansi keuangan di Indonesia.
3. a. Semua informasi dalam laporan keuangan PT Bank Victoria International Tbk dan Entitas Anak telah disusun secara lengkap dan benar.
   b. Laporan keuangan PT Bank Victoria International Tbk dan Entitas Anak tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material.
4. Tanggung jawab atas sistem pengendalian internal [illegible]

Demikian pernyataan ini dibuat dengan sebenarnya.

We, the undersigned:

1. Name : [illegible]
   Office Address : [illegible]
   Domicile Address : [illegible]
   Telephone : [illegible]
   Title : President Director

2. Name : [illegible]
   Office Address : [illegible]
   Domicile Address : [illegible]
   Telephone : [illegible]
   Title : Director

Declare that:

1. We are responsible for the preparation and presentation of the financial statements of PT Bank Victoria International Tbk and Subsidiary.
2. The financial statements of PT Bank Victoria International Tbk and Subsidiary have been prepared and presented in accordance with Indonesian Financial Accounting Standards.
3. a. All information in the financial statements of PT Bank Victoria International Tbk and Subsidiary has been disclosed in a complete and truthful manner.
   b. The financial statements of PT Bank Victoria International Tbk and Subsidiary do not contain any material information or [illegible]
4. We are responsible for the internal control system of PT Bank Victoria International Tbk and Subsidiary.

We certify the accuracy of this statement.

[illegible]
[illegible]

[illegible]
President Director

[illegible]
Director

LAPORAN AUDITOR INDEPENDEN
KEPADA PARA PEMEGANG SAHAM

INDEPENDENT AUDITOR'S REPORT
TO THE SHAREHOLDERS OF

PT BANK VICTORIA INTERNATIONAL TBK DAN ENTITAS ANAK

Kami telah mengaudit laporan keuangan konsolidasian PT Bank Victoria International Tbk ("Bank") dan Entitas Anak yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2020, serta laporan laba-rugi komprehensif, laporan perubahan ekuitas dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

We have audited the accompanying consolidated financial statements of PT Bank Victoria International Tbk ("Bank") and its subsidiaries, which comprise the consolidated statement of financial position as at 31 December 2020, and the consolidated statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Tanggung jawab manajemen atas laporan keuangan konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian ini sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Management's responsibility for the consolidated financial statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Tanggung jawab Auditor

Tanggung jawab kami adalah untuk menyatakan suatu pendapat atas laporan keuangan konsolidasian ini berdasarkan hasil kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian bebas dari kesalahan penyajian material.

Auditor's responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. These standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance of our whether the consolidated financial statements are free from material misstatement.

Kantor Akuntan Publik Tanudiredja, Wibisono & Rekan
Firm 31, N.P.R. Rekan Sahl Kas & Nasir Akuntan Publik, Kota Bandung, 3.067 rana.
[illegible]

[illegible]

[illegible]

pwc

[illegible]

[illegible]

Kami yakin bahwa audit yang kami berikan memberikan dasar yang memadai untuk pendapat kami.

Opini

Kami telah mengaudit laporan keuangan konsolidasian terlampir dari [illegible] dan entitas anak yang merupakan [illegible] ("Grup"), yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember [illegible], laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk ikhtisar kebijakan akuntansi yang signifikan.

[illegible]

Dasar Opini

Kami melaksanakan audit sesuai dengan Standar Audit yang ditetapkan oleh Ikatan Akuntan Indonesia. Tanggung jawab kami berdasarkan standar tersebut dijelaskan lebih lanjut dalam bagian Tanggung Jawab Auditor atas Audit Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup sesuai dengan Kode Etik Profesi Akuntan Publik yang ditetapkan oleh Ikatan Akuntan Indonesia, dan kami telah memenuhi tanggung jawab etika profesi lainnya sesuai dengan ketentuan tersebut. Kami yakin bahwa bukti audit yang kami peroleh cukup dan tepat untuk memberikan dasar yang memadai untuk pendapat kami.

[illegible]

Hal Audit Utama

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, paling signifikan dalam audit laporan keuangan konsolidasian tahun berjalan. Hal audit utama ini telah dibahas dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan, dan dalam pembentukan pendapat kami atasnya, dan kami tidak memberikan pendapat terpisah atas hal audit utama tersebut.

[illegible]

Tanggung Jawab Auditor atas Audit Laporan Keuangan Konsolidasian

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari salah saji material, baik karena kecurangan atau kesalahan, dan untuk menerbitkan laporan auditor yang mencakup pendapat kami. Keyakinan memadai merupakan tingkat keyakinan yang tinggi, tetapi bukan jaminan bahwa audit yang dilaksanakan sesuai dengan Standar Audit yang ditetapkan oleh Ikatan Akuntan Indonesia akan selalu mendeteksi salah saji material yang ada. Salah saji dapat timbul dari kecurangan atau kesalahan dan dianggap material jika, secara individual atau agregat, dapat diperkirakan secara wajar akan mempengaruhi keputusan ekonomi pengguna yang diambil berdasarkan laporan keuangan konsolidasian.

[illegible]

Sebagai bagian dari audit yang sesuai dengan Standar Audit yang ditetapkan oleh Ikatan Akuntan Indonesia, kami menggunakan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

[illegible]

Kantor Akuntan Publik

[illegible]

Lucy Luciana Suhendro, S.E., Ak., CPA

[illegible]

PT BANK VICTORIA INTERNATIONAL TBK
DAN ENTITAS ANAK/*AND ITS SUBSIDIARY*

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
31 DESEMBER 2014 DAN 2013
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

STATEMENTS OF CONSOLIDATED FINANCIAL POSITION
31 DECEMBER 2014 AND 2013
(Expressed in thousands Rupiah, unless otherwise stated)

	Catatan/ *Notes*	31 Desember/*December* 2014	31 Desember/*December* 2013 *)	1 Januari/ *January* 2013 *)	
ASET					***ASSETS***
Kas	2d,2g,4	58,856,561	53,249,337	36,624,392	*Cash*
Giro pada Bank Indonesia	2d,2h,5	1,524,951,197	1,120,640,663	975,766,499	*Current accounts with Bank Indonesia*
Giro pada bank lain	2d,2h,6	12,387,727	11,046,175	6,933,203	*Current accounts with other banks*
Dikurangi: Cadangan kerugian penurunan nilai	2f,6,29	(70,797)	(49,128)	(33,881)	*Less: Allowance for impairment losses*
		12,316,930	10,997,047	6,899,322	
Penempatan pada Bank Indonesia dan bank lain	2d,2i,7	2,310,711,702	1,403,926,871	1,342,204,066	*Placements with Bank Indonesia and other banks*
Dikurangi: Cadangan kerugian penurunan nilai	2f,7	-	-	(200,000)	*Less: Allowance for impairment losses*
		2,310,711,702	1,403,926,871	1,342,004,066	
Efek-efek	2d,2j,8	4,758,706,625	5,102,133,169	4,048,915,351	*Marketable securities*
Dikurangi: Cadangan kerugian penurunan nilai	2f,8,29	(442,516)	(472,858)	(834,199)	*Less: Allowance for impairment losses*
		4,758,264,109	5,101,660,311	4,048,081,152	
Pendapatan bunga yang masih akan diterima	2d,9	135,609,054	129,026,437	99,897,683	*Interest receivables*
Pajak penghasilan dibayar di muka	2z,21a	5,865,406	-	-	*Prepaid income tax*
Biaya dibayar di muka	13	21,255,376	15,456,060	15,016,226	*Prepaid expenses*
Kredit yang diberikan dan pembiayaan/piutang Syariah	2d 2k,2ac,10,39				*Loans and sharia financing/receivables*
Pihak berelasi		26,719,420	16,530,591	36,564,444	*Related parties*
Pihak ketiga		12,403,670,596	11,203,868,059	7,787,303,742	*Third parties*
		12,430,390,016	11,220,398,650	7,823,868,186	
Dikurangi: Cadangan kerugian penurunan nilai	2f,10	(184,713,348)	(162,600,525)	(242,910,502)	*Less: Allowance for impairment losses*
		12,245,676,668	11,057,798,125	7,580,957,684	
Tagihan akseptasi	2d,2l,11	-	397,117	-	*Acceptance receivable*
Dikurangi: Cadangan kerugian penurunan nilai	2f,11	-	-	-	*Less: Allowance for impairment losses*
		-	397,117	-	
Penyertaan saham	2m,12	60,469	60,469	60,469	*Investments in shares*
Dikurangi: Cadangan kerugian penurunan nilai	2f,12	(605)	(605)	(31,295)	*Less: Allowance for impairment losses*
		59,864	59,864	29,174	
Aset tetap	2n,14	311,804,558	301,586,360	295,908,468	*Fixed assets*
Dikurangi: Akumulasi penyusutan		(84,102,343)	(70,888,695)	(58,890,239)	*Less: Accumulated depreciation*
		227,702,215	230,697,665	237,018,229	
Aset tak berwujud	2o,15	9,833,757	5,523,610	5,180,930	*Intangible assets*
Dikurangi: Akumulasi amortisasi		(4,188,232)	(3,204,837)	(2,930,955)	*Less: Accumulated amortisation*
		5,645,525	2,318,773	2,249,975	
Aset lain-lain - neto	2f,2p,2q,16	31,347,279	13,437,793	7,212,338	*Other assets - net*
Aset pajak tangguhan - neto	2z,21d	26,620,398	13,464,827	1,083,714	*Deferred tax assets - net*
		21,364,882,284	**19,153,130,890**	**14,352,840,454**	

*) Reklasifikasi (lihat Catatan 48)

*Reclassified (refer to Note 48) **)*

Catatan atas laporan keuangan merupakan bagian tak terpisahkan dari laporan keuangan konsolidasian.

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PT BANK VICTORIA INTERNATIONAL TBK
DAN ENTITAS ANAK/*AND ITS SUBSIDIARY*

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
31 DESEMBER 2014 DAN 2013
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

STATEMENTS OF CONSOLIDATED FINANCIAL POSITION
31 DECEMBER 2014 AND 2013
(Expressed in thousands Rupiah, unless otherwise stated)

	Catatan/ *Notes*	31 Desember/*December* 2014	2013 *)	1 Januari/ *January* 2013 *)	
LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS					***LIABILITITY, TEMPORARY SYIRKAH FUND AND EQUITY***
LIABILITAS					***LIABILITIES***
Liabilitas segera	2d,2r,17	4,225,200	2,510,572	1,371,034	*Obligations due immediately*
Simpanan nasabah	2d,2s,2ac,				*Deposits from customers*
- Pihak berelasi	18,39	72,134,047	32,417,176	24,547,258	*Related parties* -
- Pihak ketiga		16,105,843,764	14,120,664,558	10,865,994,829	*Third parties* -
Simpanan dari bank lain	2d,2s,19				*Deposits from other banks*
- Pihak ketiga		1,067,844,234	1,157,509,918	696,743,138	*Third parties* -
Liabilitas akseptasi	2d,2l,11	-	397,117		*Acceptance payable*
Efek-efek yang diterbitkan	2d,2u,20	991,652,625	990,843,021	493,736,882	*Securities issued*
Utang pajak	2z,21b				*Taxes payable*
- Pajak penghasilan badan		1,548,415	18,164,287	21,960,830	*Corporate income tax* -
- Pajak lainnya		31,187,122	21,185,594	22,310,684	*Other taxes* -
Akrual dan liabilitas lain-lain	2d,22	109,585,228	98,711,318	65,537,547	*Accruals and other liabilities*
Liabilitas imbalan kerja	2aa,23	50,602,460	36,990,396	25,063,606	*Employee benefits obligation*
Liabilitas pajak tangguhan	2z,21d	-	-	17,485,174	*Deferred tax liabilities*
		18,434,623,095	**16,479,393,957**	**12,234,750,982**	
DANA SYIRKAH TEMPORER					***TEMPORARY SYIRKAH FUND***
Simpanan nasabah	2t,2ac,24,39				*Deposits from customers*
- Pihak berelasi		3,596,287	12,972,061	4,166,307	*Related parties* -
- Pihak ketiga		1,113,234,027	966,202,576	621,024,032	*Third Parties* -
Simpanan bank lain	2t,24				*Deposits from other banks*
- Pihak ketiga		53,600,000	68,007,306	23,706,855	*Third Parties* -
		1,170,430,314	**1,047,181,943**	**648,897,194**	

*) Reklasifikasi (lihat Catatan 48)

Reclassified (refer to Note 48) *)

Catatan atas laporan keuangan merupakan bagian tak terpisahkan dari laporan keuangan konsolidasian.

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PT BANK VICTORIA INTERNATIONAL TBK
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LAPORAN POSISI KEUANGAN KONSOLIDASIAN
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(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

STATEMENTS OF CONSOLIDATED FINANCIAL POSITION
31 DECEMBER 2014 AND 2013
(Expressed in thousands Rupiah, unless otherwise stated)

	Catatan/ *Notes*	31 Desember/*December* 2014	31 Desember/*December* 2013 *)	1 Januari/ *January* 2013 *)	
LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS (lanjutan)					***LIABILITITY, TEMPORARY SYIRKAH FUND AND EQUITY****(continued)*
EKUITAS					***EQUITY***
Modal saham - nilai nominal Rp 100 (dalam Rupiah penuh) per saham Modal dasar - 14.000.000.000 saham Modal ditempatkan dan disetor penuh - 7.139.166.980 saham pada tanggal 31 Desember 2014 dan 6.630.268.273 saham pada tanggal 31 Desember 2013	25	713,916,698	663,026,827	660,434,444	*Share capital - par value Rp 100 (full amount) per share Authorized capital - 14,000,000,000 shares Issued and fully paid capital – 7,139,166,980 shares as of 31 December 2014 and 6,630,268,273 shares as of 31 December 2013*
Tambahan modal disetor	27	21,945,031	21,945,031	21,945,031	*Additional paid-in capital*
Keuntungan / (kerugian) yang belum direalisasi atas perubahan nilai wajar Efek-efek yang tersedia untuk dijual - setelah pajak tangguhan	2d,2j	395,442	(11,287,649)	78,357,765	*Unrealized gains / (losses) on changes in fair value of available-for-sale marketable securities - net of deferred tax*
Saldo laba:					*Retained earnings:*
- Telah ditentukan penggunaannya	29	66,000,000	41,000,000	16,000,000	*Appropriated*
- Belum ditentukan penggunaannya		957,544,641	911,841,424	692,426,682	*Unappropriated*
Jumlah ekuitas yang dapat diatribusikan kepada pemilik entitas induk		1,759,801,812	1,626,525,633	1,469,163,922	*Total equity attributable to equity holders of the parent entity*
Kepentingan non pengendali	2c,41	27,063	29,357	28,356	*Non-controlling interest*
		1,759,828,875	**1,626,554,990**	**1,469,192,278**	
		21,364,882,284	**19,153,130,890**	**14,352,840,454**	

*) Reklasifikasi (lihat Catatan 48)

*Reclassified (refer to Note 48) *)*

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PT BANK VICTORIA INTERNATIONAL TBK
DAN ENTITAS ANAK/*AND ITS SUBSIDIARY*

LAPORAN LABA RUGI KOMPREHENSIF KONSOLIDASIAN UNTUK TAHUN-TAHUN YANG BERAKHIR PADA 31 DESEMBER 2014 DAN 2013
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

STATEMENTS OF CONSOLIDATED COMPREHENSIVE INCOME FOR THE YEARS ENDED 31 DECEMBER 2014 AND 2013
(Expressed in thousands Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2014	2013	
PENDAPATAN DAN BEBAN OPERASIONAL				***INCOME AND EXPENSE FROM OPERATIONS***
Pendapatan bunga dan syariah	2w,30	2,031,298,947	1,512,739,235	*Interest and sharia income*
Beban bunga dan syariah	2w,31	(1,693,679,144)	(1,097,475,054)	*Interest and sharia expenses*
Pendapatan bunga dan syariah - bersih		337,619,803	415,264,181	*Interest and sharia income - net*
PENDAPATAN DAN BEBAN OPERASIONAL LAINNYA				***OTHER OPERATING INCOME AND EXPENSES***
Pendapatan operasional lainnya				*Other operating income*
Pendapatan dari investasi reksa dana		66,593,882	22,764,714	*Income from mutual funds*
Keuntungan atas penjualan efek-efek yang diperdagangkan dan tersedia untuk dijual - neto	2d	30,329,151	58,785,191	*Gains on sale of trading and available for-sale securities - net*
Provisi dan komisi selain dari kredit	2x	5,661,696	4,934,829	*Fees and commissions from transactions other loans*
Keuntungan atas kenaikan nilai wajar efek-efek yang diperdagangkan - neto	2d	-	1,811,353	*Gains on increase in fair value of trading securities - net*
Lain-lain	32	29,369,636	18,203,631	*Others*
Jumlah pendapatan operasional lainnya		131,954,365	106,499,718	*Total other operating income*
Beban operasional lainnya				*Other operating expenses*
(Beban)/pemulihan penyisihan kerugian penurunan nilai aset keuangan	2f,33	(44,711,646)	56,142,377	*(Reversal)/provision for impairment losses on financial assets*
Beban penyisihan kerugian penurunan nilai aset non-keuangan	2f,33	1,247,021	(423,839)	*Provision for impairment losses on non-financial assets*
Beban umum dan administrasi	2y,34	(130,077,429)	(102,740,925)	*General and administrative expenses*
Beban tenaga kerja	2y,35	(182,101,184)	(154,569,827)	*Personnel expenses*
Lain-lain	36	(10,446,093)	(24,183,071)	*Others*
Jumlah beban operasional lainnya		(366,089,331)	(225,775,285)	*Total other operating expenses*
LABA OPERASIONAL		103,484,837	295,988,614	***INCOME FROM OPERATIONS***
PENDAPATAN NON OPERASIONAL - NETO	37	18,047,864	15,961,595	***NON-OPERATING INCOME -NET***
LABA SEBELUM BEBAN PAJAK PENGHASILAN		121,532,701	311,950,209	***INCOME BEFORE INCOME TAX EXPENSE***
BEBAN PAJAK PENGHASILAN - NETO	2z,21c	(15,833,357)	(67,534,825)	***INCOME TAX EXPENSE -NET***
LABA TAHUN BERJALAN		105,699,344	244,415,384	***PROFIT FOR THE YEAR***

Catatan atas laporan keuangan merupakan bagian tak terpisahkan dari laporan keuangan konsolidasian.

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PT BANK VICTORIA INTERNATIONAL TBK
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LAPORAN LABA RUGI KOMPREHENSIF KONSOLIDASIAN UNTUK TAHUN-TAHUN YANG BERAKHIR PADA 31 DESEMBER 2014 DAN 2013
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

STATEMENTS OF CONSOLIDATED COMPREHENSIVE INCOME FOR THE YEARS ENDED 31 DECEMBER 2014 AND 2013
(Expressed in thousands Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2014	2013	
PENDAPATAN KOMPREHENSIF LAIN:				***OTHER COMPREHENSIVE INCOME:***
Perubahan nilai wajar efek-efek yang tersedia untuk dijual	2d,2j	15,569,525	(93,407,965)	*Changes in fair value of marketable securities*
Pajak tangguhan terkait dengan komponen pendapatan komprehensif lain	21d	(3,886,434)	3,762,551	*Deferred tax relating to components of other comprehensive income*
Pendapatan/(kerugian) komprehensif lain - neto setelah pajak		11,683,091	(89,645,414)	*Other comprehensive income/(expenses) - net of tax*
JUMLAH LABA KOMPREHENSIF TAHUN BERJALAN		117,382,435	154,769,970	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
Laba tahun berjalan yang dapat diatribusikan kepada:				***Profit for the year attributable to:***
Pemilik entitas induk		105,703,217	244,414,742	*Equity holders of the parent entity*
Kepentingan non pengendali	2c,41	(3,873)	642	*Non-controlling interest*
		105,699,344	244,415,384	
Jumlah laba komprehensif tahun berjalan yang dapat diatribusikan kepada:				***Total comprehensive income for the year attributable to:***
Pemilik entitas induk		117,384,729	154,769,328	*Equity holders of the parent entity*
Kepentingan nonpengendali	2c,41	(2,294)	642	*Non-controlling interest*
		117,382,435	**154,769,970**	
LABA PER SAHAM				***EARNINGS PER SHARE***
Dasar (nilai penuh)	2ab,38	15.26	36.95	*Basic (full amount)*
Dilusian (nilai penuh)	2ab,38	13.53	30.52	*Diluted (full amount)*

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LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
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STATEMENTS OF CONSOLIDATED CHANGES IN EQUITY
FOR THE YEARS ENDED
31 DECEMBER 2014 AND 2013
(Expressed in thousands Rupiah, unless otherwise stated)

	Dapat diatribusikan kepada pemilik entitas induk / Attributable to equity holders of the parent entity									
					Saldo laba/*Retained earnings*					
	Catatan/ *Notes*	Modal ditempatkan dan disetor penuh/ *Issued and fully paid capital* [a]	Tambahan modal disetor - neto/ *Additional paid-in capital – net* [b]	Keuntungan/ (kerugian) yang belum direalisasi atas perubahan nilai wajar surat-surat berharga yang/ *Unrealized gains /(losses) on changes in fair value of available for-sale marketable*	Sudah ditentukan penggunaannya/ *Appropriated* [c]	Belum ditentukan penggunaannya/ *Unappropriated*	Jumlah/ *Total*	Kepentingan nonpengendali/ *Non-controlling interest*	Jumlah ekuitas/ *Total equity*	
Saldo per 31 Desember 2013		663,026,827	21,945,031	(11,287,649)	41,000,000	911,841,424	1,626,525,633	29,357	1,626,554,990	*Balance as of 31 December 2013*
Penambahan saham baru dari pelaksanaan Waran Seri VI		50,889,871	-	-	-	-	50,889,871	-	50,889,871	*Additional of new shares from exercise of Warrants Series VI*
Keuntungan yang belum direalisasi	2d,2f,2j	-	-	11,683,091	-	-	11,683,091	1,579	11,684,670	*Unrealised gains*
Pembentukan cadangan umum	28,29	-	-	-	25,000,000	(25,000,000)	-	-	-	*Appropriation for general reserve*
Pembagian dividen	28	-	-	-	-	(35,000,000)	(35,000,000)	-	(35,000,000)	*Distribution of dividends*
Laba tahun berjalan		-	-	-	-	105,703,217	105,703,217	(3,873)	105,699,344	*Profit for the year*
Saldo per 31 Desember 2014		**713,916,698**	**21,945,031**	**395,442**	**66,000,000**	**957,544,641**	**1,759,801,812**	**27,063**	**1,759,828,875**	***Balance as of 31 December 2014***

a) lihat Catatan 25
b) lihat Catatan 27
c) lihat Catatan 29

a) Refer to Note 25
b) Refer to Note 27
c) Refer to Note 29

Catatan atas laporan keuangan merupakan bagian tak terpisahkan dari laporan keuangan konsolidasian

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STATEMENTS OF CONSOLIDATED CHANGES IN EQUITY
FOR THE YEARS ENDED
31 DECEMBER 2014 AND 2013
(Expressed in thousands Rupiah, unless otherwise stated)

		Dapat diatribusikan kepada pemilik entitas induk / Attributable to equity holders of the parent entity								
					Saldo laba/*Retained earnings*					
	Catatan/ *Notes*	Modal ditempatkan dan disetor penuh/ *Issued and fully paid capital* [a]	Tambahan modal disetor - neto/ *Additional paid-in capital – net* [b]	Keuntungan/ (kerugian) yang belum direalisasi atas perubahan nilai wajar surat-surat berharga yang/ *Unrealized gains /(losses) on changes in fair value of available for-sale marketable*	Sudah ditentukan penggunaannya/ *Appropriated* [c]	Belum ditentukan penggunaannya/ *Unappropriated*	Jumlah/ *Total*	Kepentingan nonpengendali/ *Non-controlling interest*	Jumlah ekuitas/ *Total equity*	
Saldo per 31 Desember 2012		660,434,444	21,945,031	78,357,765	16,000,000	692,426,682	1,469,163,922	28,356	1,469,192,278	*Balance as of 31 December 2012*
Penambahan saham baru dari pelaksanaan Waran Seri V dan VI		2,592,383	-	-	-	-	2,592,383	-	2,592,383	*Additional of new shares from exercise of Warrants Series V and VI*
Keuntungan yang belum direalisasi	2d,2f,2j, 8	-	-	(89,645,414)	-	-	(89,645,414)	359	(89,645,055)	*Unrealised gains*
Pembentukan cadangan umum	28,29	-	-	-	25,000,000	(25,000,000)		-	-	*Appropriation for general reserve*
Laba tahun berjalan		-	-	-	-	244,414,742	244,414,742	642	244,415,384	*Profit for the year*
Saldo per 31 Desember 2013		**663,026,827**	**21,945,031**	**(11,287,649)**	**41,000,000**	**911,841,424**	**1,626,525,633**	**29,357**	**1,626,554,990**	***Balance as of 31 December 2013***

a) lihat Catatan 25
b) lihat Catatan 27
c) lihat Catatan 29

a) Refer to Note 25
b) Refer to Note 27
c) Refer to Note 29

Catatan atas laporan keuangan merupakan bagian tak terpisahkan dari laporan keuangan konsolidasian

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STATEMENTS OF CONSOLIDATED CASH FLOWS
FOR THE YEAR ENDED
31 DECEMBER 2014 AND 2013
(Expressed in thousands Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2014	2013 *)	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan dari bunga dan komisi		2,024,716,330	1,483,610,481	*Receipt from interest and commission income*
Pembayaran bunga		(1,680,970,240)	(1,123,988,546)	*Payment of interest*
Penerimaan operasional lainnya		138,801,699	69,836,311	*Receipt from other operating income*
Pembayaran beban umum dan administrasi		(144,636,998)	(68,264,072)	*Payment of general and administrative expenses*
Pembayaran beban tenaga kerja		(168,489,120)	(142,643,037)	*Payment of personnel expenses*
Pembayaran beban operasional lainnya		(10,446,093)	(24,183,071)	*Payments of other operating expenses*
Penerimaan pendapatan non-operasional lainnya		23,192,152	16,713,969	*Income received of non-operating*
Pembayaran pajak penghasilan		(55,356,640)	(62,961,912)	*Income tax payment*
Laba operasi sblm perubahan dalam aktiva dan kewajiban operasi		126,811,090	148,120,123	*Operating income before changes in operating assets and liabilities*
Penurunan/(kenaikan) dalam aktiva operasi				*Decrease/(increase) in operating asset*
Pinjaman yang diberikan		(1,210,467,423)	(3,396,054,407)	*Loans*
Biaya dibayar dimuka		(6,784,894)	545,744	*Prepaid expenses*
Aset lain-lain		(16,126,615)	31,293,157	*Other assets*
Kenaikan/(penurunan) dalam kewajiban operasi:				*Increase/(decrease) on: operating liabilities*
Liabilitas segera		1,714,628	(46,068,885)	*Obligations due immediately*
Simpanan nasabah		2,024,896,077	2,637,349,308	*Deposits from customers*
Simpanan dari bank lain		(89,665,684)	437,059,925	*Deposits from other banks*
Utang pajak lainnya		10,001,528	17,178,708	*Other tax payables*
Dana syirkah temporer		123,248,371	1,047,181,943	*Temporary syirkah funds*
Arus kas bersih dari aktivitas operasi		**963,627,078**	**876,605,616**	***Cash flow from operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI				***NET CASH FLOWS FROM INVESTING ACTIVITIES***
Hasil penjualan aktiva tetap	14	2,215,843	2,020,277	*Proceeds from sale of fixed assets*
Pembelian aktiva tetap	14	(14,488,139)	(10,677,651)	*Purchase of fixed assets*
Pembelian aset tak berwujud	15b	(4,310,147)	(342,680)	*Purchase of intangible assets*
Penjualan/(pembelian) efek-efek – tersedia untuk dijual dan dimiliki hingga jatuh tempo - neto		355,109,635	(1,239,350,901)	*Sale of available for sales and held to maturity marketable securities - net*
Arus kas bersih dari aktivitas investasi		**338,527,192**	**(1,248,350,955)**	***Net cash flow from investing activities***

*) Reklasifikasi (lihat Catatan 48)

) Reclassified (refer to Note 48)

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STATEMENTS OF CONSOLIDATED CASH FLOWS
FOR THE YEAR ENDED
31 DECEMBER 2014 AND 2013
(Expressed in thousands Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2014	2013 *)	
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Pelaksanaan waran	25	50,889,871	2,592,383	*Excercise of warrants*
Pembayaran dividen	28	(35,000,000)	-	*Dividend payment*
Penerbitan efek-efek	20	-	500,000,000	*Securities issued*
Arus kas bersih dari aktivitas pendanaan		**15,889,871**	**502,592,383**	***Net cash flow from financing activities***
KENAIKAN BERSIH KAS DAN SETARA KAS		**1,318,044,141**	**130,847,044**	***NET INCREASE OF CASH AND CASH EQUIVALENT***
KAS DAN SETARA KAS PADA AWAL TAHUN		**2,588,863,046**	**2,458,016,002**	***CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR***
KAS DAN SETARA KAS PADA AKHIR TAHUN		**3,906,907,187**	**2,588,863,046**	***CASH AND CASH EQUIVALENTS AT END OF YEAR***
Kas dan setara kas terdiri dari				*Cash and cash equivalent consist of*
Kas		58,856,561	53,249,337	*Cash*
Giro pada Bank Indonesia		1,524,951,197	1,120,640,663	*Current accounts with Bank Indonesia*
Giro Bank lain		12,387,727	11,046,175	*Current accounts with other banks*
Penempatan di bawah 3 bulan		2,310,711,702	1,403,926,871	*Placements less than 3 months*
Jumlah kas dan setara kas		3,906,907,187	2,588,863,046	*Total cash and cash equivalent*

*) Reklasifikasi (lihat Catatan 48)

) Reclassified (refer to Note 48)

Catatan atas laporan keuangan merupakan bagian tak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes form an integral part of these consolidated financial statements.

1. INFORMASI UMUM

a. Pendirian dan informasi umum

PT Bank Victoria International Tbk ("Bank") didirikan pada tanggal 28 Oktober 1992 berdasarkan Akta Notaris A. Partomuan Pohan, SH, LLM No. 71 yang selanjutnya diadakan pembetulan dengan Akta No. 30 tanggal 8 Juni 1993 dari Notaris yang sama. Akta pendirian tersebut disahkan oleh Menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. C2-4903.HT.01.01.TH 93 tanggal 19 Juni 1993 dan diumumkan dalam Berita Negara Republik Indonesia No. 39, Tambahan No. 2602 tanggal 15 Mei 1998. Anggaran dasar Bank telah beberapa kali mengalami perubahan, perubahan terakhir Anggaran Dasar dengan Akta Nomor 19 tanggal 20 Agustus 2014 yang dibuat dihadapan Fathiah Helmi, SH, Notaris di Jakarta sehubungan dengan penambahan saham yang berasal dari eksekusi waran. Pemberitahuan perubahan ini telah diterima dan dicatat dalam database Sistem Administrasi Badan Hukum, Kementerian Hukum dan HAM berdasarkan Surat Nomor: AHU-05376.40.21.2014 tanggal 21 Agustus 2014 (lihat catatan 25).

Sesuai dengan pasal 3 anggaran dasar Bank, ruang lingkup kegiatan Bank adalah menjalankan usaha sebagai bank umum sesuai dengan ketentuan dan perundang-undangan yang berlaku. Bank merupakan bank non devisa.

Bank mulai beroperasi secara komersial pada tanggal 5 Oktober 1994 sesuai dengan ijin usaha yang diberikan oleh Menteri Keuangan Republik Indonesia dalam Surat Keputusan No. 402/KMK.017/1994 tanggal 10 Agustus 1994. Bank memperoleh ijin usaha sebagai pedagang valuta asing dari Bank Indonesia berdasarkan Surat No. 029/126/UOPM tanggal 25 Mei 1997.

Kantor Pusat Bank berlokasi di Panin Tower - Senayan City Lantai 15, Jalan Asia Afrika Lot. 19, Jakarta. Bank memiliki kantor pusat, dengan kantor cabang utama, kantor cabang pembantu dan kantor kas sebagai berikut (tidak diaudit):

1. GENERAL INFORMATION

a. Establishment and general information

PT Bank Victoria International Tbk ("the Bank") was established on 28 October 1992 based on Notarial Deed No. 71 of A. Partomuan Pohan, SH, LLM, subsequently amended by Deed No. 30 dated 8 June 1993 from the same notary. The deed of establishment was approved by the Ministry of Justice of the Republic of Indonesia in its Decision Letter No. C2-4903.HT.01.01.TH 93 dated 19 June 1993 and was published in Supplement No. 2602 to the State Gazette of the Republic of Indonesia No. 39 dated 15 May 1998. The Bank's articles of association has been amended several times, and the latest based on Notarial Deed No.19 dated 20 August 2014 of Fathiah Helmi, SH in Jakarta in relation to the additional of share capital from execution of warrant. This amendment has been accepted and recorded in database of Legal Entities Administration System, Ministry of Law and Human Rights based on Letter no. AHU-05376.40.21.2014 dated 21 August 2014 (refer to notes 25).

According to article 3 of the Bank's articles of association, the scope of Bank's activities is to engage in commercial banking activities in accordance with the existing regulations. The Bank is not a foreign exchange bank.

The Bank commenced its commercial operations on 5 October 1994 based on the operating license from the Ministry of Finance of the Republic of Indonesia in its Decision Letter No. 402/KMK.017/1994 dated 10 August 1994. The Bank obtained a license as money changer from Bank Indonesia based on Letter No. 029/126/UOPM dated 25 May 1997.

The Bank's Head Office is located at Panin Tower - Senayan City 15th Floor, Jalan Asia Afrika Lot. 19, Jakarta. The Bank has operational head office and a number of branches, sub-branches and cash offices as follows (unaudited):

	2014	2013	
Kantor Pusat	1	1	*Head Office*
Kantor Cabang	6	4	*Branches*
Kantor Cabang Pembantu	63	63	*Sub-Branches*
Kantor Kas	32	32	*Cash Offices*

1. INFORMASI UMUM (lanjutan)

a. Pendirian dan informasi umum (lanjutan)

Sampai dengan tanggal laporan auditor independen, Bank belum memiliki *Automated Teller Machine (ATM).*

b. Penawaran umum saham dan penerbitan obligasi Bank

Penawaran umum saham

Pada tanggal 4 Juni 1999, Bank memperoleh pernyataan efektif dari Ketua Badan Pengawas Pasar Modal (Bapepam) melalui Surat No. S-835/PM/1999 untuk melakukan penawaran umum kepada masyarakat sejumlah 250.000.000 saham dengan nilai nominal dan harga penawaran sebesar Rp 100 (dalam Rupiah penuh) per saham dan sejumlah 80.000.000 Waran Seri I. Pada tanggal 30 Juni 1999, saham tersebut telah dicatatkan pada Bursa Efek Jakarta.

Pada tanggal 14 Agustus 2000, Bank memperoleh pernyataan efektif dari Ketua Bapepam melalui Surat No. S-2044/PM/2000 untuk melakukan Penawaran Umum Terbatas (PUT) I kepada para pemegang saham dalam rangka penerbitan Hak Memesan Efek Terlebih Dahulu sejumlah 614.000.000 saham dengan nilai nominal sebesar Rp 100 (dalam Rupiah penuh) dan harga penawaran sebesar Rp 115 (dalam Rupiah penuh) per saham dan sejumlah 85.960.000 Waran Seri II. Pada tanggal 28 September 2000, saham tersebut telah dicatatkan pada Bursa Efek Jakarta. Dari PUT I ini, jumlah yang diambil oleh pemegang saham yang berhak sejumlah 100.000.000 saham.

Pada tanggal 21 Februari 2003, Bank memperoleh pernyataan efektif dari Ketua Bapepam melalui Surat No. S-36/PM/2003 untuk melakukan PUT II dengan Hak Memesan Efek Terlebih Dahulu sejumlah 705.243.360 saham dengan nilai nominal dan harga penawaran sebesar Rp 100 (dalam Rupiah penuh) per saham dan sejumlah 423.146.016 Waran Seri III.

1. GENERAL INFORMATION *(continued)*

a. Establishment and general information *(continued)*

Up to the independent auditors' report date, the Bank does not have any Automated Teller Machine (ATM).

b. Public offering of the Bank's shares and issuance of bonds

Public offering of shares

On 4 June 1999, the Bank obtained an effective notification from the Chairman ofthe Capital Market Supervisory Agency (Bapepam) through Letter No. S-835/PM/1999 to conduct an initial public offering of 250,000,000 shares with a par value and an offering price of Rp 100 (full amount) per share and 80,000,000 Series I Warrants.On 30 June 1999, the Bank's shares have been listed in Jakarta Stock Exchange.

On 14 August 2000, the Bank obtained an effective notification from the Chairman of Bapepam through Letter No. S-2044/PM/2000 to conduct Limited Public Offering (LPO) I to issue Pre-emptive Rights of 614,000,000 shares with a par value of Rp 100 (full amount) and an offering price of Rp 115 (full amount) per share and 85,960,000 Series II Warrants.On 28 September 2000, these shares had been listed in Jakarta Stock Exchange. From LPO I, the shares that were undertaken by the entitled shareholders was 100,000,000 shares.

On 21 February 2003, the Bank obtained an effective notification from the Chairman of Bapepam through Letter No. S-36/PM/2003 to conduct LPO II to issue Pre-emptive Rights of 705,243,360 shares with a par value and an offering price of Rp 100 (full amount) per share and 423,146,016 Series III Warrants.

1. INFORMASI UMUM (lanjutan)

b. Penawaran umum saham dan penerbitan obligasi Bank (lanjutan)

Penawaran umum saham (lanjutan)

Pada tanggal 20 Maret 2003, saham tersebut telah dicatatkan pada Bursa Efek Jakarta. Dari PUT II ini, jumlah yang diambil oleh pemegang saham yang berhak sejumlah 400.000.000 saham.

Pada tanggal 12 Juni 2006, Bank memperoleh pernyataan efektif dari Ketua Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam dan LK) melalui Surat No. S-452/BL/2006 untuk melakukan PUT III sejumlah 670.363.760 saham dengan nilai nominal sebesar Rp 100 (dalam Rupiah penuh) dan harga penawaran sebesar Rp 115 (dalam Rupiah penuh) per saham dan sebanyak-banyaknya 469.277.676 Waran Seri IV. Pada tanggal 13 Juli 2006, saham tersebut telah dicatatkan pada Bursa Efek Jakarta. Dari PUT III ini, jumlah yang diambil oleh pemegang saham yang berhak sejumlah 670.363.760 saham.

Pada tanggal 26 Juni 2008, Bank memperoleh pernyataan efektif dari Ketua Bapepam dan LK melalui Surat No. S-4114/BL/2008 untuk melakukan PUT IV sejumlah 1.167.498.560 saham dengan nilai nominal dan harga penawaran sebesar Rp 100 (dalam Rupiah penuh) per saham dan sejumlah 630.449.220 Waran Seri V (lihat Catatan 26).

Pada tanggal 17 Juni 2011, Bank memperoleh pernyataan efektif dari Ketua Bapepam dan LK melalui Surat No. S-6737/BL/2011 untuk melakukan PUT V sejumlah 1.954.919.259 saham dengan nilai nominal dan harga penawaran sebesar Rp 100 (dalam Rupiah penuh) per saham dan sejumlah 1.448.939.990 Waran Seri VI (lihat Catatan 26).

Berikut adalah kronologis jumlah modal saham yang ditempatkan dan disetor penuh serta saham yang dicatatkan pada bursa efek di Indonesia sejak Penawaran Umum Perdana sampai dengan tanggal 31 Desember 2014:

***1. GENERAL INFORMATION** (continued)*

***b. Public offering of the Bank's shares and issuance of bonds** (continued)*

***Public offering of shares** (continued)*

On 20 March 2003, these shares had been listed in Jakarta Stock Exchange. From LPO II, the shares that were undertaken by the entitled shareholders was 400,000,000 shares.

On 12 June 2006, the Bank obtained an effective notification from the Chairman of Capital Market and Financial Institutions Supervisory Agency (Bapepam and LK) through Letter No. S-452/BL/2006 to conduct LPO III of 670,363,760 shares with a par value of Rp 100 (full amount) and an offering price of Rp 115 (full amount) per share and 469,277,676 Series IV Warrants. On 13 July 2006, these shares had been listed in Jakarta Stock Exchange. From LPO III, the shares that were undertaken by the entitled shareholders was 670,363,760 shares.

On 26 June 2008, the Bank obtained an effective notification from the Chairman of Bapepam and LK through Letter No. S-4114/BL/2008 to conduct LPO IV of 1,167,498,560 shares with a par value and an offering price of Rp 100 (full amount) per share and 630,449,220 Series V Warrants (refer to Note 26).

On 17 June 2011, the Bank obtained an effective notification from the Chairman of Bapepam and LK through Letter No. S-6737/BL/2011 to conduct LPO V of 1,954,919,259 shares with a par value and an offering price of Rp 100 (full amount) per share and 1,448,939,990 Series VI Warrants (refer to Note 26).

The chronological overview of total issued and fully paid capital and shares listed at stock exchange in Indonesia from Initial Public Offering up to 31 December 2014 is as follows:

1. INFORMASI UMUM (lanjutan)

b. Penawaran umum saham dan penerbitan obligasi Bank (lanjutan)

1. GENERAL INFORMATION *(continued)*

b. Public offering of the Bank's shares and issuance of bonds *(continued)*

Penawaran umum saham (lanjutan)

Public offering of shares *(continued)*

Keterangan	Jumlah saham/ *Number of shares*	*Descripiton*
Saham yang berasal dari Penawaran Umum Perdana pada tahun 1999	250,000,000	*Shares from Initial Public Offering in 1999*
Saham yang berasal dari pendiri	250,000,000	*Founders' shares*
Saham yang berasal dari kapitalisasi saldo laba	34,000,000	*Shares from capitalization of retained earnings*
Saham yang berasal dari Penawaran Umum Terbatas I dengan Hak Memesan Efek Terlebih Dahulu pada tahun 2000	100,000,000	*Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) I in 2000*
Saham yang berasal dari Pelaksanaan Waran Seri I dan II pada tahun 2002	66,793,400	*Shares from Exercise of Series I and II Warrants in 2002*
Saham yang berasal dari Penawaran Umum Terbatas II dengan Hak Memesan Efek Terlebih Dahulu pada tahun 2003	400,000,000	*Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) II in 2003*
Saham yang berasal dari Pelaksanaan Waran Seri III pada tahun 2004	193,799,960	*Shares from Exercise of Series III Warrants in 2004*
Saham yang berasal dari Pelaksanaan Waran Seri III pada tahun 2006	46,200,000	*Shares from Exercise of Series III Warrants in 2006*
Saham yang berasal dari Penawaran Umum Terbatas III dengan Hak Memesan Efek Terlebih Dahulu pada tahun 2006	670,363,760	*Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) III in 2006*
Saham yang berasal dari Pelaksanaan Waran Seri IV pada tahun 2007	323,840,000	*Shares from Exercise of Series IV Warrants in 2007*
Saham yang berasal dari Penawaran Umum Terbatas IV dengan Hak Memesan Efek Terlebih Dahulu pada tahun 2008	1,167,498,560	*Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) IV in 2008*
Saham yang berasal dari Pelaksanaan Waran Seri IV dan V pada tahun 2009	344,244,500	*Shares from Exercise of Series IV and V Warrants in 2009*
Saham yang berasal dari Pelaksanaan Waran Seri IV dan V pada tahun 2010	249,707,135	*Shares from Exercise of Series IV and V Warrants in 2010*
Saham yang berasal dari Penawaran Umum Terbatas V dengan Hak Memesan Efek Terlebih Dahulu pada tahun 2011	1,954,919,259	*Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) V in 2011*
Saham yang berasal dari Penerbitan Saham Tanpa Hak Memesan Efek Terlebih Dahulu pada tahun 2011	414,580,000	*Shares from Issuance of Shares without Pre-emptive Rights in 2011*
Saham yang berasal dari Pelaksanaan Waran Seri IV dan V pada tahun 2011	81,724,314	*Shares from Exercise of Series IV and V Warrants in 2011*
Saham yang berasal dari Pelaksanaan Waran Seri V dan VI pada tahun 2012	56,673,554	*Shares from Exercise of Series V and VI Warrants in 2012*
Saham yang berasal dari Pelaksanaan Waran Seri V dan VI pada tahun 2013	25,923,831	*Shares from Exercise of Series V and VI Warrants in 2013*
Saham yang berasal dari Pelaksanaan Waran Seri VI pada tahun 2014	508,898,707	*Shares from Exercise of Series VI Warrants in 2014*
Jumlah modal saham yang ditempatkan dan disetor penuh	7,139,166,980	*Total issued and fully paid capital*
Saham yang belum dapat dicatat di Bursa Efek Indonesia (*delisted*)	71,391,670	*Shares not listed in Indonesian Stock Exchange (delisted)*
Jumlah saham yang tercatat di Bursa Efek Indonesia	7,210,558,650	*Total shares listed in Indonesian Stock Exchange*

1. INFORMASI UMUM (lanjutan)

b. Penawaran umum saham dan penerbitan obligasi Bank (lanjutan)

Penawaran umum obligasi

Pada tanggal 28 Desember 1999, Bank memperoleh pernyataan efektif dari Ketua Bapepam melalui Surat No. S-2683/PM/1999 untuk melakukan penawaran umum Obligasi Bank Victoria I Tahun 2000 sejumlah Rp 100.000.000. Pada tanggal 14 Maret 2000, Obligasi tersebut telah dicatatkan pada Bursa Efek Surabaya.

Pada tanggal 9 Maret 2007, Bank memperoleh pernyataan efektif dari Ketua Bapepam dan LK melalui Surat No. S-1080/BL/2007 untuk melakukan penawaran umum Obligasi Bank Victoria II Tahun 2007 dan Obligasi Subordinasi Bank Victoria I Tahun 2007 masing-masing sejumlah Rp 200.000.000. Pada tanggal 22 Maret 2007, Obligasi-obligasi tersebut telah dicatatkan pada Bursa Efek Indonesia.

Pada tanggal 19 Juni 2012, Bank memperoleh pernyataan efektif dari Ketua Bapepam dan LK melalui Surat No. S-7574/BL/2012 untuk melakukan penawaran umum Obligasi Bank Victoria III Tahun 2012 dan Obligasi Subordinasi Bank Victoria II Tahun 2012 masing-masing sejumlah Rp 200.000.000 dan Rp 300.000.000. Pada tanggal 28 Juni 2012, Obligasi-obligasi tersebut telah dicatatkan pada Bursa Efek Indonesia (lihat Catatan 20).

Pada tanggal 19 Juni 2013, Bank memperoleh pernyataan efektif dari Dewan Komisioner Otoritas Jasa Keuangan ("OJK") melalui Surat No. S-179/D.04/2013 untuk melakukan penawaran umum Obligasi Bank Victoria IV Tahun 2013 dan Obligasi Subordinasi Bank Victoria III Tahun 2013 masing-masing sejumlah Rp 200.000.000 dan Rp 300.000.000. Pada tanggal 28 Juni 2013, Obligasi-obligasi tersebut telah dicatatkan pada Bursa Efek Indonesia (lihat Catatan 20).

c. Entitas anak

Bank merupakan pemegang saham pengendali dan memiliki pengaruh signifikan atas Entitas Anak sebagai berikut:

***1. GENERAL INFORMATION** (continued)*

***b. Public offering of the Bank's shares and issuance of bonds** (continued)*

Public offering of bonds

On 28 December 1999, the Bank obtained an effective notification from the Chairman of Bapepam through Letter No. S-2683/PM/1999 for the public offering of Bank Victoria Bonds IYear 2000 amounting to Rp 100,000,000.On 14 March 2000, the Bonds had been listed in Surabaya Stock Exchange.

On 9 March 2007, the Bank obtained an effective notification from the Chairman of Bapepam and LK through Letter No. S-1080/BL/2007 for the public offering of Bank Victoria Bonds II Year 2007 and Bank Victoria Subordinated Bonds I Year 2007, each amounting to Rp 200,000,000. On 22 March 2007, the Bonds had been listed in Indonesian Stock Exchange.

On 19 June 2012, the Bank obtained an effective notification from the Chairman of Bapepam and LK through Letter No.S-7574/BL/2012 for the public offering of Bank Victoria Bonds III Year 2012 and Bank Victoria Subordinated Bonds II Year 2012, amounting to Rp 200,000,000 and Rp 300,000,000, respectively. On 28 June 2012, the Bonds had been listed in Indonesian Stock Exchange (refer to Note 20).

On 19 June 2013, the Bank obtained an effective notification from the Board of Commissioner of Financial Services Authority ("OJK") through Letter No. S-179/D.04/2013 forthe public offering of Bank Victoria Bonds IV Year 2013 and Bank Victoria Subordinated Bonds III Year 2013 amounting to Rp 200,000,000 and Rp 300,000,000, respectively. On 28 June 2013, the Bonds had been listed in Indonesian Stock Exchange (refer to Note 20).

c. Subsidiary

The Bank is the controlling stockholder and has a significant control over the Subsidiary as follows:

1. INFORMASI UMUM (lanjutan)

c. Entitas anak (lanjutan)

***1. GENERAL INFORMATION** (continued)*

***c. Subsidiary** (continued)*

Entitas anak/ *Subsidiary*	Jenis usaha/ *Nature of business*	Persentase kepemilikan/ *Percentage of ownership*	Tahun operasi komersial/ *Start of commercial operations*	Jumlah aset/ *Total assets*	
				2014	2013
PT Bank Victoria Syariah (dahulu PT Bank Swaguna)/ (*formerly PT Bank Swaguna*)	Perbankan syariah/ *Sharia banking*	99,98%	1966	1,439,983,332	1,323,398,210

Berdasarkan Akta Notaris Veronika Lily Dharma, SH No. 15 tanggal 7 September 2007, Notaris di Jakarta, Bank mengakuisisi 99,80% saham PT Bank Swaguna ("Entitas Anak"). Pada tanggal 13 Desember 2007, Bank melakukan penambahan modal di Entitas Anak sehingga kepemilikan Bank menjadi 99,98% sesuai dengan Akta Notaris Veronika Lily Dharma, SH No. 26 tanggal 13 Desember 2007.

Based on Notarial Deed No. 15 dated 7 September 2007 of Veronika Lily Dharma, SH, a Notary in Jakarta, the Bank acquired 99.80% shareholding of PT Bank Swaguna ("Subsidiary"). On 13 December 2007, the Bank had an additional capital in the Subsidiary which increased the Bank's ownership to 99.98% based on Notarial Deed No. 26 of Veronika Lily Dharma, SH dated 13 December 2007.

Entitas Anak telah mengalami perubahan nama menjadi PT Bank Victoria Syariah sesuai dengan Akta No. 5 tanggal 6 Agustus 2009 dan Akta No. 24 tanggal 27 November 2009 dari Notaris Erni Rohaini, SH, MBA, Notaris di Jakarta. Akta tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-02731.AH.01.02. Tahun 2010 tanggal 19 Januari 2010. Perubahan kegiatan usaha bank umum konvensional menjadi bank umum syariah telah mendapatkan izin dari Bank Indonesia berdasarkan Keputusan Gubernur Bank Indonesia No. 12/8/KEP.GBI/DPG/2010 tertanggal 10 Februari 2010. Selanjutnya, Entitas Anak beroperasi dengan prinsip Syariah mulai tanggal 1 April 2010.

The Subsidiary changed its name to PT Bank Victoria Syariah based on Deed No. 5 dated 6 August 2009 and No. 24 dated 27 November 2009 of Erni Rohaini, SH, MBA, a Notary in Jakarta. The notarial deed was approved by the Ministry of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU 02731.AH.01.02. Year 2010 dated 19 January 2010. The changes of subsidiary's business from conventional banking to sharia banking was approved by Bank Indonesia based on the Decision of the Governor of Bank Indonesia No. 12/8/KEP.GBI/DPG/201 dated 10 February 2010. The Subsidiary started its operations as a Sharia Bank on 1 April 2010.

d. Dewan Komisaris dan Direksi, Komite dan Karyawan

d. Boards of Commissioners and Directors, Committee and Employees

Susunan Dewan Komisaris dan Direksi Bank pada tanggal-tanggal 31 Desember 2014 dan 2013 masing-masing berdasarkan Akta No.41 tanggal 17 Oktober 2013 dan Akta No. 22 tanggal 8 Oktober 2012, dari Notaris Fathiah Helmi, SH, adalah sebagai berikut:

The composition of the Bank's Boards of Commissioners and Directors as of 31 December 2014 and 2013, based on Deed No.41 dated 17 October 2013 and Deed No.22 dated 8 October 2012, of Notary Fathiah Helmi, SH, respectively, are as follows:

1. INFORMASI UMUM (lanjutan)

d. Dewan Komisaris dan Direksi, Komite dan Karyawan (lanjutan)

***1. GENERAL INFORMATION** (continued)*

***d. Boards of Commissioners and Directors, Committee and Employees** (continued)*

	2014	2013	
Dewan Komisaris			***Board of Commissioners***
Komisaris Utama/ Komisaris Independen	Daniel Budirahayu	Daniel Budirahayu	*President Commissioner/ Independent Commisioner*
Komisaris/Komisaris Independen	Gunawan Tenggarahardja	Gunawan Tenggarahardja	*Commissioner/Independent Commisioner*
Komisaris/Komisaris Independen	Zaenal Abidin	Zaenal Abidin	*Commissioner/Independent Commisioner*
Komisaris	Suzanna Tanojo	Suzanna Tanojo	*Commissioner*
Direksi			***Board of Directors***
Direktur Utama	Eko Rachmansyah Gindo	Eko Rachmansyah Gindo	*President Director*
Wakil Direktur Utama	Soewandy	Soewandy	*Vice President Director*
Direktur Kredit dan Marketing/ Direktur Bisnis	Ramon Marlon Runtu	Ramon Marlon Runtu	*Credit and Marketing Director/ Business Director*
Direktur Operasi dan Sistem	Oliver Simorangkir	Oliver Simorangkir	*Operation and System Director*
Direktur Treasuri,Lembaga Keuangan dan Pasar Modal	Gregorius Andrew Andryanto Haswin	Gregorius Andrew Andryanto Haswin	*Treasury,Financial Institution and Capital Market Director*
Direktur Kepatuhan&Manajemen Risiko	Tamunan	Tamunan	*Compliance&Risk Management Director*

Susunan Dewan Komisaris dan Direksi pada tanggal 31 Desember 2014 dan 2013 tersebut di atas telah diterima dan dicatat di dalam database Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat No. AHU-AH.01.10-47765 tanggal 12 November 2013.

The composition of the Boards of Commissioners and Directors as of 31 December 2014 and 2013 have been accepted and recorded in the database of Legal Administration of the Ministry of Laws and Human Rights of the Republic of Indonesia in its Letter No. AHU-AH.01.10-47765 dated 12 November 2013.

Susunan Komite Audit pada tanggal 31 Desember 2014 dan 2013 adalah sebagai berikut:

The composition of the Audit Committee as of 31 December 2014 and 2013 are as follows:

	2014	2013	
Ketua	Daniel Budirahayu	Daniel Budirahayu	*Chairman*
Anggota	Tonny Setiadi	Tonny Setiadi	*Member*
Anggota	Retno Dwijanti Widaningsih	Retno Dwijanti Widaningsih	*Member*

Pembentukan Komite Audit Bank telah sesuai dengan Peraturan Bank Indonesia (PBI) No. 8/14/PBI/2006 tanggal 5 Oktober 2006 dan Peraturan Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam-LK) No. IX.I.5 lampiran Keputusan Ketua Bapepam & LK No. Kep-643/BL/2012 tanggal 7 Desember 2012.

Establishment of the Bank's Audit Committee is in compliance with the requirements of Bank Indonesia Regulation (PBI) No. 8/14/PBI/2006 dated 5 October 2006 and the Capital Market and Financial Institution Supervisory Agency (Bapepam-LK) regulation No. IX.I.5 which attachment the Decree of Bapepam & LK No. Kep-643/BL/2012 dated 7 December 2012.

Susunan Komite Pemantau Risiko pada tanggal 31 Desember 2014 dan 2013 adalah sebagai berikut:

The composition of the Risk Monitoring Committee as of 31 December 2014 and 2013 are as follows:

	2014	2013	
Ketua	Zaenal Abidin	Zaenal Abidin	*Chairman*
Anggota	Tonny Setiadi	Tonny Setiadi	*Member*
Anggota	Retno D Widaningsih	Retno D Widaningsih	*Member*

1. INFORMASI UMUM (lanjutan)

d. Dewan Komisaris dan Direksi, Komite dan Karyawan (lanjutan)

Susunan Komite Nominasi dan Remunerasi pada tanggal 31 Desember 2014 dan 2013 adalah sebagai berikut:

	2014	2013	
Ketua	Gunawan Tenggarahardja	Gunawan Tenggarahardja	*Chairman*
Anggota	Suzanna Tanojo	Suzanna Tanojo	*Member*
Anggota	Syahda Chandra	Syahda Chandra	*Member*

Sekretaris Perusahaan dan Kepala Internal Audit pada tanggal 31 Desember 2014 dan 2013 adalah sebagai berikut:

	2014	2013	
Sekretaris Perusahaan	Ruly Dwi Rahayu	Ruly Dwi Rahayu	*Corporate Secretary*
Kepala Internal Audit	Djoko Soendjojo	Djoko Soendjojo	*Internal Audit Head*

Pada tanggal 31 Desember 2014 dan 2013, Bank dan Entitas Anak memiliki karyawan masing-masing sejumlah 1.609 dan 1.285 karyawan (tidak diaudit).

***1. GENERAL INFORMATION** (continued)*

***d. Boards of Commissioners and Directors, Committee and Employees** (continued)*

The composition of the Nomination and Remuneration Committee as of 31 December 2014 and 2013 are as follows:

The Corporate Secretary and Internal Audit Head as of 31 December 2014 and 2013 are as follows:

As of 31 December 2014 and 2013, the Bank and its Subsidiary have 1,609 and 1,285 employees, respectively (unaudited).

2. KEBIJAKAN AKUNTANSI

Laporan keuangan konsolidasian PT Bank Victoria International Tbk dan Entitas Anak disusun oleh Direksi dan diselesaikan pada tanggal 30 Maret 2015.

Kebijakan akuntansi utama yang diterapkan dalam penyusunan laporan keuangan konsolidasian adalah seperti dijabarkan di bawah ini:

a. Dasar penyusunan laporan keuangan konsolidasian

Laporan keuangan konsolidasian pada tanggal 31 Desember 2014 dan 2013, disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia yang dikeluarkan oleh Ikatan Akuntan Indonesia.

2. ACCOUNTING POLICIES

The consolidated financial statements of PT Bank Tbk and Subsidiary are prepared by the Board of Directors and completed on 30 March 2015.

The principal accounting policies adopted in preparing the consolidated financial statements are set out below:

a. Basis of preparation of the consolidated financial statements

The consolidated financial statements as at 31 December 2014 and 2013 were prepared in accordance with Indonesian Financial Accounting Standards issued by the Indonesian Institute of Accountants.

2. KEBIJAKAN AKUNTANSI (lanjutan)

a. Dasar penyusunan laporan keuangan konsolidasian (lanjutan)

Laporan keuangan konsolidasian juga disusun sesuai dengan Keputusan Ketua Bapepam-LK (sekarang Otoritas Jasa Keuangan atau OJK) No. KEP-347/BL/2012 tanggal 25 Juni 2012 yang merupakan perubahan terakhir atas Keputusan Ketua Bapepam-LK No. KEP 554/BL/2010 tanggal 30 Desember 2010 dan Keputusan Ketua Bapepam-LK No. KEP-06/PM/2000 tanggal 13 Maret 2000 yaitu Peraturan No. VIII.G.7 tentang "Pedoman Penyajian Laporan Keuangan" serta Surat Edaran Ketua Bapepam-LK No. SE-02/BL/2008 tentang "Pedoman Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik Industri Pertambangan Umum, Minyak dan Gas Bumi, dan Perbankan" tanggal 31 Januari 2008, serta Pedoman Akuntansi Perbankan Indonesia (PAPI).

Laporan keuangan konsolidasian disusun berdasarkan harga perolehan kecuali untuk aset keuangan yang diklasifikasikan dalam kelompok tersedia untuk dijual, aset dan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi. Laporan keuangan konsolidasian disusun berdasarkan akuntansi berbasis akrual, kecuali laporan arus kas.

Laporan keuangan konsolidasian Bank untuk Entitas Anak yang bergerak di bidang Syariah, disusun berdasarkan PSAK (Pernyataan Standar Akuntansi Keuangan) 101 (Revisi 2011) "Penyajian Laporan Keuangan Syariah", PSAK 102 (Revisi 2013) "Akuntansi Murabahah", PSAK 105, "Akuntansi Mudharabah", PSAK 106, "Akuntansi Musyarakah", PSAK 107, "Akuntansi Ijarah", PSAK 110, "Akuntansi Sukuk", Pedoman Akuntansi Perbankan Syariah Indonesia ("PAPSI"), dan Standar Akuntansi Keuangan di Indonesia, termasuk pedoman akuntansi dan pelaporan yang ditetapkan oleh Otoritas Jasa Keuangan (OJK) (efektif 1 Januari 2013, OJK telah mengambil alih fungsi dari Bank Indonesia ("BI") dan Bapepam-LK).

Seluruh angka dalam laporan keuangan konsolidasian ini, kecuali dinyatakan secara khusus, dibulatkan menjadi dan disajikan dalam ribuan Rupiah yang terdekat.

***2. ACCOUNTING POLICIES** (continued)*

***a. Basis of preparation of the consolidated financial statements** (continued)*

The consolidated financial statements have been also prepared in accordance with the Decree of Bapepam-LK (now Financial Services Authority or OJK) No. KEP-347/BL/2012 dated 25 June 2012 which is the latest change of the Decree of the Bapepam-LK No. KEP 554/BL/2010 dated 30 December 2010 and the Decree of the Bapepam-LK No. KEP-06/PM/2000 dated 13 March 2000 on Regulation No. VIII.G.7 regarding "Financial Statements Presentation Guidelines" and Circular Letter of Chairman of the Bapepam-LK No. SE-02/BL/2008 regarding "Guidelines for Financial Statements Preparation and Presentation of Public Company in General Mining, Oil and Gas Industry and Banking Industry" dated 31 January 2008, and Accounting Guidelines for Indonesian Banking (PAPI).

The consolidated financial statements have been prepared under the historical cost convention, except for financial assets classified as available-for-sale, financial assets and liabilities held at fair value through profit and loss. The consolidated financial statements are prepared under the accrual basis of accounting, except for the statement of cash flows.

The consolidated financial statements of a Subsidiary company engaged in sharia banking are prepared under the SFAS (Statement of Financial Accounting Standard) 101 (Revised 2011) "Presentation of Sharia Financial Statement", SFAS 102 (Revised 2013) "Murabahah Accounting", SFAS 105, "Mudharabah Accounting", SFAS 106, "Musyarakah Accounting", SFAS 107, "Ijarah Accounting", SFAS 110, "Sukuk Accounting", Accounting Guidelines for Indonesian Sharia Banking ("PAPSI"), and Indonesian Financial Accounting Standards, including accounting and reporting guidance issued by Financial Service Authority (OJK) (effective on 1 January 2013, OJK has taken over the function of BI and Bapepam-LK).

All figures in the consolidated financial statements are rounded to and stated in thousands of Rupiah, unless otherwise stated.

2. KEBIJAKAN AKUNTANSI (lanjutan)

a. Dasar penyusunan laporan keuangan konsolidasian (lanjutan)

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung yang dimodifikasi dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan. Untuk tujuan laporan arus kas konsolidasian, kas dan setara kas mencakup kas, giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan bank lain, dan Sertifikat Bank Indonesia yang jatuh tempo dalam 3 (tiga) bulan atau kurang sejak tanggal perolehan yang tidak dijaminkan atau dibatasi penggunaannya.

Penyusunan laporan keuangan sesuai dengan Standar Akuntansi Keuangan di Indonesia mengharuskan penggunaan estimasi dan asumsi. Hal tersebut juga mengharuskan manajemen untuk membuat pertimbangan dalam proses penerapan kebijakan akuntansi Bank. Area yang kompleks atau memerlukan tingkat pertimbangan yang lebih tinggi atau area di mana asumsi dan estimasi dapat berdampak signifikan terhadap laporan keuangan konsolidasian diungkapkan di Catatan 3.

b. Perubahan kebijakan akuntansi yang signifikan

Kecuali dinyatakan di bawah ini, kebijakan akuntansi telah diterapkan secara konsisten dengan laporan keuangan konsolidasian untuk tahun yang berakhir pada tanggal 31 Desember 2014 dan 2013, yang telah sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Untuk tahun 2014, Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (DSAK-IAI) telah menetapkan PSAK dan Interpretasi Standar Akuntansi Keuangan (ISAK) dan Pencabutan PSAK (PPSAK) sebagai berikut:

- ISAK 27 “Pengalihan aset dari pelanggan”;
- ISAK 28 “Pengakhiran liabilitas keuangan dengan instrumen ekuitas”;
- ISAK 29 “Biaya pengupasan lapisan tanah dalam tahap produksi pada tambang terbuka”;
- PPSAK 12 “Pencabutan PSAK 33 mengenai Aktivitas Penghapusan Lapisan Tanah dan Pengelolaan Lingkungan Hidup pada Pertambangan Umum”; dan
- PSAK 102 (Revisi 2013) “Akuntansi Murabahah”.

***2. ACCOUNTING POLICIES** (continued)*

***a. Basis of preparation of the consolidated financial statements** (continued)*

The consolidated statement of cash flows were prepared based on the modified direct method with cash flows classified into cash flows from operating, investing and financing activities. For the purpose of the consolidated statement of cash flows, cash and cash equivalents include cash, current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks, and Certificates of Bank Indonesia maturing within 3 (three) months or less from the date of acquisition and are not pledged or restricted.

The preparation of financial statements in accordance with Indonesian Financial Accounting Standards requires the use of estimates and assumptions. It also requires management to make judgments in the process of applying the accounting policies the Bank. The area that is complex or requires a higher level of consideration or areas where assumptions and estimates could have a significant impact on the consolidated financial statements are disclosed in Note 3.

b. Change in significant accounting policies

Except as described below, the accounting policies applied are consistent with those of the consolidated financial statements for the years ended 31 December 2014 and 2013, which conform to the Indonesian Financial Accounting Standards.

For 2014, Financial Accounting Standard Board of Indonesia Institute of Accountants (DSAK-IAI) has set SFAS and Interpretation of SFAS (IFAS) and Revocation of SFAS as follows:

- *IFAS 27 “Transfer assets from customer”;*
- *IFAS 28 “Extinguishing financial liabilities with equity instrument”;*
- *IFAS 29 “Stripping cost in the production phase of surface mine”;*

- *The Revocation of SFAS 12 “The revocation of SFAS 33 of the Activity of Stripping and Environmental Management in General Mining”; and*
- *SFAS 102 (Revised 2013) “Murabahah Accounting”.*

2. KEBIJAKAN AKUNTANSI (lanjutan)

b. Perubahan kebijakan akuntansi yang signifikan (lanjutan)

PSAK dan ISAK tersebut diatas berlaku efektif pada tanggal 1 Januari 2014 dan tidak menghasilkan perubahan kebijakan akuntansi Bank dan tidak memiliki dampak terhadap jumlah yang dilaporkan pada laporan keuangan konsolidasian periode berjalan atau tahun sebelumnya, kecuali untuk PSAK 102 yang berdampak kepada Entitas Anak.

Sejak tanggal 1 Januari 2014, Entitas Anak Syariah menerapkan perubahan kebijakan akuntansi sesuai dengan PSAK 102 (Revisi 2013) dan PAPSI 2013. Adapun perubahan kebijakan akuntansi tersebut adalah sebagai berikut:

1. Penurunan nilai aset keuangan.
   Untuk Pembiayaan *Murabahah*, Entitas Anak Syariah mengevaluasi penurunan nilai pembiayaan sesuai dengan PSAK 55. Sebelum 1 Januari 2014, perhitungan penurunan nilai dihitung sesuai dengan PBI No. 8/21/PBI/2006 (lihat catatan 2f.D). Selisih antara saldo cadangan kerugian penurunan nilai pembiayaan *murabahah* pada tanggal 1 Januari 2014 dihitung berdasarkan PSAK 55 dengan saldo cadangan kerugian penurunan nilai yang ditentukan berdasarkan kebijakan akuntansi sebelumnya sebesar Rp 1.928.562 (neto setelah pajak tangguhan) yang dibebankan laporan laba rugi konsolidasian tahun 2014.
2. Pendapatan dan beban yang teratribusi langsung dengan piutang pembiayaan yang diakui sebagai bagian dari aset keuangan, diakui sebagai pendapatan atau beban dengan cara diamortisasi berdasarkan tingkat imbal hasil efektif. Sebelum 1 Januari 2014, pendapatan dan beban teratribusi langsung diakui dalam Laba Rugi Konsolidasian pada saat terjadinya. Bank telah menerapkan PSAK ini secara prospektif.

Terdapat beberapa standar akuntansi baru, revisi dan intepretasi yang telah diterbitkan, namun belum berlaku efektif untuk tahun buku yang berakhir pada tanggal 31 Desember 2014 (lihat Catatan 49).

2. ACCOUNTING POLICIES *(continued)*

b. Change in significant accounting policies *(continued)*

SFAS and IFAS are effective since 1 January 2014 and did not result in changes to the Bank's accounting policies and had no effect on the amounts reported in the consolidated financial statements for current period or prior years, except for SFAS 102 which has impact to Subsidiary.

Since 1 January 2014, Subsidiary operates in Sharia changed its accounting policies in accordance with SFAS 102 (Revised 2013) and PAPSI 2013, The changes were as follows:

1. *Impairment of financial assets.*
   For Murabahah financing, Subsidiary has evaluate the impairment for murabahah financing in accordance with SFAS 55. Prior to 1 January 2014, allowance for impairment losses was determined using PBI No. 8/21/PBI/2006 (refer to note 2f.D). The difference between the calculated allowance for impairment losses murabahah financing balance as at 1 January 2014 calculated based on SFAS 55 with the allowance for impairment losses balance determined based on previous accounting policy is recognised in the 2014 consolidated profit and loss amounting to Rp 1,928,562 (net after deferred tax).
2. *Directly attributable income and expenses relating to financing receivables which are recognised as part of financing assets and will be recognised as income or expense by amortising the carrying value of financing receivable using the effective rate of return. Prior to 1 January 2014, directly attributable income and expenses are recognised into consolidated profit or loss as incurred. The Bank applied this SFAS prospectively.*

There are several new standards, amendments and interpretations issued but not yet effective for the financial year ended 31 December 2014 (refer to Note 49).

2. KEBIJAKAN AKUNTANSI (lanjutan)

c. Prinsip konsolidasi

Laporan keuangan konsolidasian meliputi laporan keuangan Bank dan entitas dimana Bank memiliki penyertaan saham dengan hak suara lebih dari 50% atau dapat dibuktikan adanya pengendalian (Entitas Anak).

Dampak signifikan dari seluruh transaksi dan saldo antara perusahaan-perusahaan yang dikonsolidasikan telah dieliminasi dalam penyajian laporan keuangan konsolidasian.

Kebijakan akuntansi penting yang dipakai dalam penyajian laporan keuangan konsolidasian telah diterapkan secara konsisten oleh Bank dan Entitas Anak, kecuali dinyatakan secara khusus.

Kepentingan nonpengendali atas hasil usaha dan ekuitas Entitas Anak disajikan terpisah pada masing-masing laporan laba rugi komprehensif dan laporan posisi keuangan konsolidasian.

Bila pengendalian atas suatu entitas diperoleh dalam periode berjalan, hasil usaha entitas tersebut dicatat sebagai laba/rugi sejak tanggal pengendalian dimulai. Bila pengendalian berakhir dalam periode berjalan, hasil usaha entitas tersebut dimasukkan ke dalam laporan keuangan konsolidasian untuk periode dimana pengendalian masih berlangsung.

d. Aset dan liabilitas keuangan

(i) Aset keuangan

Bank mengklasifikasikan aset keuangannya dalam kategori (A) aset keuangan yang diukur pada nilai wajar melalui laba rugi, (B) kredit yang diberikan dan piutang, (C) aset keuangan dimiliki hingga jatuh tempo, dan (D) aset keuangan tersedia untuk dijual. Klasifikasi ini tergantung dari tujuan perolehan aset keuangan tersebut. Manajemen menentukan klasifikasi aset keuangan tersebut pada saat awal pengakuannya.

(A) Aset keuangan yang diukur pada nilai wajar melalui laba rugi

Kategori ini terdiri dari dua subkategori: aset keuangan yang diklasifikasikan dalam kelompok diperdagangkan dan aset keuangan yang pada saat pengakuan awal telah ditetapkan oleh Bank untuk diukur pada nilai wajar melalui laba/rugi.

***2. ACCOUNTING POLICIES** (continued)*

c. Principles of consolidation

The consolidated financial statements include the financial statements of Bank and entities in which Bank directly has ownership of more than 50% of the voting rights or Bank has the ability to control the entities (Subsidiaries).

The significant effects of all transactions and balances between the consolidated companies have been eliminated in preparing the consolidated financial statements.

The significant accounting policies adopted in preparing the consolidated financial statements have been consistently applied by Bank and Subsidiaries, unless otherwise stated.

Non-controlling interests in the results and equity of the Subsidiaries are shown separately in the consolidated statement of comprehensive income and financial positions, respectively.

Where control of an entity is obtained during a current period, its results are recorded as profit/loss from the date on which control commences. When control ceases during a current period, its results are included in the consolidated financial statements for the part of the period during which control existed.

d. Financial assets and liabilities

(i) Financial assets

Bank classifies its financial assets in the following categories of (A) financial assets at fair value through profit and loss, (B) loans and receivables, (C) held-to-maturity financial assets, and (D) available-for-sale financial assets. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

(A) Financial assets at fair value through profit or loss

This category comprises two sub-categories: financial assets classified as held for trading and financial assets designated by Bank as at fair value through profit/loss upon initial recognition.

2. KEBIJAKAN AKUNTANSI (lanjutan)

d. Aset dan liabilitas keuangan (lanjutan)

(i) Aset keuangan (lanjutan)

(A) Aset keuangan yang diukur pada nilai wajar melalui laba rugi (lanjutan)

Aset keuangan diklasifikasikan dalam kelompok diperdagangkan jika diperoleh atau dimiliki terutama untuk tujuan dijual atau dibeli kembali dalam waktu dekat atau jika merupakan bagian dari portofolio instrumen keuangan tertentu yang dikelola bersama dan terdapat bukti mengenai pola ambil untung dalam jangka pendek (*short term profit taking*) yang terkini. Derivatif juga dikategorikan dalam kelompok diperdagangkan, kecuali derivatif yang ditetapkan dan efektif sebagai instrumen lindung nilai.

Instrumen keuangan yang dikelompokkan ke dalam kategori ini diakui pada nilai wajarnya pada saat pengakuan awal; biaya transaksi diakui secara langsung sebagai laba/rugi. Keuntungan dan kerugian yang timbul dari perubahan nilai wajar dan penjualan instrumen keuangan diakui sebagai laba/rugi dan dicatat masing-masing sebagai "Keuntungan/(kerugian) dari perubahan nilai wajar instrumen keuangan" dan "Keuntungan/(kerugian) dari penjualan instrumen keuangan". Pendapatan bunga dari instrumen keuangan dalam kelompok diperdagangkan dicatat sebagai "Pendapatan bunga".

(B) Kredit yang diberikan dan piutang

Kredit yang diberikan dan piutang adalah aset keuangan nonderivatif dengan pembayaran tetap atau telah ditentukan dan tidak mempunyai kuotasi di pasar aktif, kecuali:

a) yang dimaksudkan oleh Bank untuk dijual dalam waktu dekat, yang diklasifikasikan dalam kelompok diperdagangkan, serta yang pada saat pengakuan awal ditetapkan sebagai diukur pada nilai wajar melalui laba/rugi;
b) yang pada saat pengakuan awal ditetapkan dalam kelompok tersedia untuk dijual; atau

2. ACCOUNTING POLICIES *(continued)*

d. Financial assets and liabilities *(continued)*

(i) Financial assets *(continued)*

(A) Financial assets at fair value through profit or loss (continued)

A financial asset is classified as held for trading if it is acquired or incurred principally for the purpose of selling or repurchasing it in the near term or if it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short term profit taking. Derivatives are also categorised as held for trading unless they are designated and effective as hedging instruments.

Financial instruments included in this category are recognised initially at fair value; transaction costs are recognised directly as profit/loss. Gains and losses arising from changes in fair value and sales of these financial instruments are recognised directly as profit/loss and are reported respectively as "Gains/(losses) from changes in fair value of financial instruments" and "Gains/(losses) from sale of financial instruments". Interest income on financial instruments held for trading are included in "Interest income".

(B) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market, other than:

a) those that Bank intends to sell immediately or in the short term, which are classified as held for trading, and those that the entity upon initial recognition designates as at fair value through profit/loss;

b) those that Bank upon initial recognition designates as available-for-sale; or)

2. KEBIJAKAN AKUNTANSI (lanjutan)

d. Aset dan liabilitas keuangan (lanjutan)

(i) Aset keuangan (lanjutan)

(B) Kredit yang diberikan dan piutang (lanjutan)

c) yang dimaksudkan oleh Bank untuk dijual dalam waktu dekat, yang diklasifikasikan dalam kelompok diperdagangkan, serta yang pada saat pengakuan awal ditetapkan sebagai diukur pada nilai wajar melalui laba/rugi;
d) yang pada saat pengakuan awal ditetapkan dalam kelompok tersedia untuk dijual; atau
e) dalam hal Bank mungkin tidak akan memperoleh kembali investasi awal secara substansial kecuali yang disebabkan oleh penurunan kualitas kredit yang diberikan dan piutang.

Lihat Catatan 2k untuk kebijakan akuntansi mengenai kredit yang diberikan.

Pada saat pengakuan awal, kredit yang diberikan dan piutang diakui pada nilai wajarnya ditambah biaya transaksi dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif dikurangi cadangan kerugian penurunan nilai. Pendapatan dari aset keuangan dalam kelompok kredit yang diberikan dan piutang dicatat sebagai laba/rugi dan dilaporkan sebagai "Pendapatan bunga".

Dalam hal terjadi penurunan nilai, kerugian penurunan nilai dilaporkan sebagai pengurang dari nilai tercatat dari aset keuangan dalam kelompok kredit yang diberikan dan piutang, dan diakui pada laba/rugi sebagai "Pembentukan cadangan kerugian penurunan nilai atas aset keuangan".

2. ACCOUNTING POLICIES *(continued)*

d. Financial assets and liabilities *(continued)*

(i) Financial assets *(continued)*

(B) Loans and receivables (continued)

c) those that Bank intends to sell immediately or in the short term, which are classified as held for trading, and those that the entity upon initial recognition designates as at fair value through profit/loss;

d) those that Bank upon initial recognition designates as available-for-sale; or
e) those for which the Bank may not recover substantially all of its initial investment, other than because of loans and receivables deterioration.

Refer to Note 2k for the accounting policy regarding the loan.

Loans and receivables are initially recognised at fair value plus transaction costs and subsequently measured at amortised cost using the effective interest rate method less allowance for impairment losses. Income on financial assets classified as loans and receivables is recorded as profit/loss and is reported as "Interest income".

In the case of impairment, the impairment loss is reported as a deduction from the carrying value of the financial assets classified as loan and receivables recognised in profit/loss as "Allowance for impairment losses on financial assets".

2. KEBIJAKAN AKUNTANSI (lanjutan)

d. Aset dan liabilitas keuangan (lanjutan)

(i) Aset keuangan (lanjutan)

(C) Aset keuangan dimiliki hingga jatuh tempo

Investasi dalam kelompok dimiliki hingga jatuh tempo adalah aset keuangan non derivatif dengan pembayaran tetap atau telah ditentukan dan jatuh temponya telah ditetapkan, serta Bank mempunyai intensi positif dan kemampuan untuk memiliki aset keuangan tersebut hingga jatuh tempo, kecuali:

a) investasi yang pada saat pengakuan awal ditetapkan sebagai aset keuangan yang diukur pada nilai wajar melalui laba/rugi;
b) investasi yang ditetapkan oleh Bank dalam kelompok tersedia untuk dijual; dan
c) investasi yang memiliki definisi kredit yang diberikan dan piutang.

Pada saat pengakuan awal, aset keuangan dimiliki hingga jatuh tempo diakui pada nilai wajarnya ditambah biaya transaksi dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan suku bunga efektif dikurangi cadangan kerugian penurunan nilai.

Pendapatan bunga dari investasi dimiliki hingga jatuh tempo dicatat sebagai laba/rugi dan dilaporkan sebagai "Pendapatan bunga". Ketika penurunan nilai terjadi, kerugian penurunan nilai diakui sebagai pengurang dari nilai tercatat investasi dan diakui di dalam laporan keuangan konsolidasian sebagai "Pembentukan cadangan kerugian penurunan nilai atas aset keuangan".

(D) Aset keuangan tersedia untuk dijual

Investasi dalam kelompok tersedia untuk dijual adalah aset keuangan non derivatif yang ditetapkan untuk dimiliki untuk periode tertentu dimana akan dijual dalam rangka pemenuhan likuiditas atau perubahan suku bunga, valuta asing atau yang tidak diklasifikasikan sebagai kredit yang diberikan dan piutang, aset keuangan yang diklasifikasikan dalam kelompok dimiliki hingga jatuh tempo atau aset keuangan yang diukur pada nilai wajar melalui laba/rugi.

2. ACCOUNTING POLICIES *(continued)*

d. Financial assets and liabilities *(continued)*

(i) Financial assets *(continued)*

(C) Held-to-maturity financial assets

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that Bank has the positive intention and ability to hold to maturity, other than:

a) those that Bank upon initial recognition designates as at fair value through profit/loss;

b) those that Bank designates as available-for-sale; and

c) those that meet the definition of loans and receivables.

These are initially recognised at fair value including transaction costs and subsequently measured at amortised cost, using the effective interest method less allowance for impairment losses.

Interest income on held-to-maturity investments is recorded as profit/loss and reported as "Interest income". In the case of an impairment, the impairment loss is reported as a deduction from the carrying value of the investment and recognised in the consolidated financial statement as "Allowance for impairment losses on financial assets".

(D) Available-for-sale financial assets

Available-for-sale investments are non-derivative financial assets that are intended to be held for indefinite period of time, which may be sold in response to needs for liquidity or changes in interest rates, exchange rates or that are not classified as loans and receivables, held-to-maturity or financial assets at fair value through profit/loss.

2. KEBIJAKAN AKUNTANSI (lanjutan)

d. Aset dan liabilitas keuangan (lanjutan)

(i) Aset keuangan (lanjutan)

(D) Aset keuangan tersedia untuk dijual (lanjutan)

Pada saat pengakuan awalnya, aset keuangan tersedia untuk dijual diakui pada nilai wajarnya ditambah biaya transaksi dan selanjutnya diukur pada nilai wajarnya dimana keuntungan atau kerugian diakui sebagai pendapatan komprehensif lainnya, kecuali untuk kerugian penurunan nilai dan laba rugi selisih kurs, hingga aset keuangan dihentikan pengakuannya. Jika aset keuangan tersedia untuk dijual mengalami penurunan nilai, akumulasi laba atau rugi yang sebelumnya diakui di pendapatan komprehensif lainnya, diakui sebagai laba/rugi. Pendapatan bunga dihitung menggunakan metode suku bunga efektif dan keuntungan atau kerugian yang timbul akibat perubahan nilai tukar dari aset moneter yang diklasifikasikan sebagai kelompok tersedia untuk dijual diakui sebagai laba/rugi.

Pengakuan

Bank menggunakan akuntansi tanggal transaksi untuk mencatat transaksi aset keuangan yang lazim.

(ii) Liabilitas keuangan

Bank mengklasifikasikan liabilitas keuangan dalam kategori (A) liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi dan (B) liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

(A) Liabilitas keuangan yang diukur pada nilai wajar melalui laba/rugi

Kategori ini terdiri dari dua subkategori: liabilitas keuangan diklasifikasikan sebagai diperdagangkan dan liabilitas keuangan yang pada saat pengakuan awal telah ditetapkan oleh Bank untuk diukur pada nilai wajar melalui laba/rugi.

Pada saat pengakuan awal dan selanjutnya dicatat pada nilai wajar.

***2. ACCOUNTING POLICIES** (continued)*

***d. Financial assets and liabilities** (continued)*

***(i) Financial assets** (continued)*

(D) Available-for-sale financial assets (continued)

Available-for-sale financial assets are initially recognised at fair value, plus transaction costs, and measured subsequently at fair value with gains or losses being recognised as other comprehensive income, except for impairment losses and foreign exchange gains and losses, until the financial assets is derecognised. If an available-for-sale financial asset is determined to be impaired, the cumulative gain or loss previously recognised in other comprehensive income is recognised in the profit/loss. Interest income is calculated using the effective interest method and foreign currency gains or losses on monetary assets classified as available-for-sale are recognised as profit/loss.

Recognition

Bank uses trade date accounting for regular way contracts when recording financial asset transactions.

(ii) Financial liabilities

Bank classified its financial liabilities in the category of (A) financial liabilities at fair value through profit or loss and (B) financial liabilities measured at amortised cost.

(A) Financial liabilities at fair value through profit/loss

This category comprises two sub-categories: financial liabilities classified as held for trading and financial liabilities designated by Bank as at fair value through profit/loss upon initial recognition.

At the initial and subsequent recognition, is recorded at its fair value.

2. KEBIJAKAN AKUNTANSI (lanjutan)

d. Aset dan liabilitas keuangan (lanjutan)

(ii) Liabilitas keuangan (lanjutan)

(A) Liabilitas keuangan yang diukur pada nilai wajar melalui laba/rugi (lanjutan)

Liabilitas keuangan diklasifikasikan sebagai diperdagangkan jika diperoleh terutama untuk tujuan dijual atau dibeli kembali dalam waktu dekat, atau jika merupakan bagian dari portofolio instrumen keuangan tertentu yang dikelola bersama dan terdapat bukti mengenai pola ambil untung dalam jangka pendek yang terkini.

Keuntungan dan kerugian yang timbul dari perubahan nilai wajar liabilitas keuangan yang diklasifikasikan sebagai diperdagang-kan dicatat pada laba/rugi dan dilaporkan sebagai "keuntungan/(kerugian) dari perubahan nilai wajar instrumen keuangan". Beban bunga dari liabilitas keuangan yang diklasifikasikan sebagai diperdagangkan dicatat di dalam "Beban bunga".

Jika Bank pada pengakuan awal telah menetapkan instrumen hutang tertentu sebagai nilai wajar melalui laba/rugi, maka selanjutnya, penetapan ini tidak dapat diubah. Berdasarkan PSAK 55 (Revisi 2011), penggunaan nilai wajar diterapkan pada instrumen hutang yang terdiri dari kontrak utama dan derivatif melekat, jika tidak dapat dipisahkan.

Perubahan nilai wajar terkait dengan liabilitas keuangan yang ditetapkan untuk diukur pada nilai wajar melalui laba/rugi diakui di dalam "keuntungan/(kerugian) dari perubahan nilai wajar instrumen keuangan".

(B) Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi

Liabilitas keuangan yang tidak diklasifikasikan sebagai liabilitas keuangan yang diukur pada nilai wajar melalui laba/rugi dikategorikan dan diukur dengan biaya perolehan diamortisasi.

2. ACCOUNTING POLICIES *(continued)*

d. Financial assets and liabilities *(continued)*

(ii) Financial liabilities *(continued)*

(A) Financial liabilities at fair value through profit/loss (continued)

A financial liability is classified as held for trading if it is acquired or incurred principally for the purpose of selling or repurchasing it in the near term, or if it is part of a portfolio of identified financial instruments that are managed together and there is evidence of a recent actual pattern of short term profit taking.

Gains and losses arising from changes in fair value of financial liabilities classified as held for trading are recorded as profit/loss and are reported as "gains/(losses) from changes in fair value of financial instruments". Interest expenses on financial liabilities held for trading are included in "Interest expenses".

If Bank designated certain debt securities upon initial recognition as fair value through profit/loss, then this designation cannot be changed subsequently. According to SFAS 55 (Revised 2011), the use of fair value is applied on the debt instrument which consists of host contract and embedded derivatives if can not be separated.

Fair value changes relating to financial liabilities designated at fair value through profit/loss are recognised in "gains/(losses) from changes in fair value of financial instruments".

(B) Financial liabilities at amortised cost

Financial liabilities that are not classified as fair value through profit/loss fall into this category and are measured at amortised cost.

2. KEBIJAKAN AKUNTANSI (lanjutan)

d. Aset dan liabilitas keuangan (lanjutan)

(ii) Liabilitas keuangan (lanjutan)

(B) Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi (lanjutan)

Pada saat pengakuan awal, liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi, diukur pada nilai wajar dikurangi biaya transaksi (jika ada).

Setelah pengakuan awal, Bank mengukur seluruh liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

(iii) Penentuan nilai wajar

Nilai wajar untuk instrumen keuangan yang diperdagangkan di pasar aktif ditentukan berdasarkan nilai pasar yang berlaku pada tanggal laporan posisi keuangan menggunakan harga yang dipublikasikan secara rutin, seperti *quoted market price* dari IBPA, *Bloomberg* dan *Reuters* atau *broker's quoted price.*

Instrumen keuangan dianggap memiliki kuotasi di pasar aktif, jika harga kuotasi tersedia sewaktu-waktu dan dapat diperoleh secara rutin dari bursa, pedagang efek (*dealer*), perantara efek (*broker*), kelompok industri, badan pengawas (*pricing service* atau *regulatory agency*), dan harga tersebut mencerminkan transaksi pasar yang aktual dan rutin dalam suatu transaksi yang wajar.

Untuk instrumen keuangan yang diukur menggunakan nilai wajar, Bank menggunakan hirarki nilai wajar yang mencerminkan signifikasi input yang digunakan dalam melakukan pengukuran (tingkat 1, 2, dan 3) seperti dijelaskan pada Catatan 45.

2. ACCOUNTING POLICIES *(continued)*

d. Financial assets and liabilities *(continued)*

(ii) Financial liabilities *(continued)*

(B) Financial liabilities at amortised cost (continued)

Financial liabilities at amortised cost are initially measured at fair value less transaction costs (if any).

After initial recognition, Bank measures all financial liabilities at amortised cost using effective interest rates method.

(iii) Determination of fair value

The fair value of financial instruments traded in active markets is determined based on quoted market prices at the statement of financial position's date such as quoted market prices from IBPA, Bloomberg and Reuters or broker's quoted price.

A financial instrument is considered has quoted in an active market, if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis.

For financial instruments that measured at fair value, the Bank use the fair value hierarchy which reflect the significance of input used in the measurement (level 1, 2, and 3) as explained in Notes 45.

2. KEBIJAKAN AKUNTANSI (lanjutan)

d. Aset dan liabilitas keuangan (lanjutan)

(iv) Penghentian pengakuan

Penghentian pengakuan aset keuangan dilakukan ketika hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut berakhir, atau ketika aset keuangan tersebut telah ditransfer dan secara substansial seluruh risiko dan manfaat atas kepemilikan aset tersebut telah ditransfer (jika, secara substansial seluruh risiko dan manfaat tidak ditransfer, maka Bank melakukan evaluasi untuk memastikan keterlibatan berkelanjutan atas kendali yang masih dimiliki tidak mencegah penghentian pengakuan). Liabilitas keuangan dihentikan pengakuannya ketika liabilitas telah dilepaskan atau dibatalkan atau kadaluwarsa.

e. Klasifikasi dan reklasifikasi instrumen keuangan

Klasifikasi aset dan liabilitas keuangan

Bank mengklasifikasikan instrumen keuangan ke dalam klasifikasi tertentu yang mencerminkan sifat dari informasi dan mempertimbangkan karakteristik dari instrumen keuangan tersebut. Klasifikasi ini dapat dilihat pada tabel berikut:

***2. ACCOUNTING POLICIES** (continued)*

***d. Financial assets and liabilities** (continued)*

(iv) Derecognition

Financial assets are derecognised when the contractual rights to receive the cash flows from these financial assets have ceased to exists or the financial assets have been transferred and substantially all the risks and rewards of ownership of the assets are also transferred (that is, if substantially all the risks and rewards have not been transferred, then Bank tests control to ensure that continuing involvement on the basis of any retained powers of control does not prevent derecognition). Financial liabilities are derecognised when they have been redeemed, or cancelled, or otherwise extinguished.

e. Classification and reclassification of financial instruments

Classification of financial assets and liabilities

Bank classifies the financial instruments into classes that reflects the nature of information and take into account the characteristic of those financial instruments. The classification can be seen in the table below:

Kategori yang didefinisikan oleh PSAK 55 (revisi 2011)/ ***Category as defined by SFAS 55 (revised 2011)***		**Golongan (ditentukan oleh Bank dan entitas anak) /** ***Class (as determined by the Bank and subsidiary)***
Aset keuangan/ *Financial assets*	Pinjaman yang diberikan dan piutang /*Loans and receivables*	Kas/*Cash*
		Giro pada Bank Indonesia/*Current accounts with Bank Indonesia*
		Giro pada bank lain/*Current accounts with other banks*
		Penempatan pada Bank Indonesia dan Bank lain/*Placements with Bank Indonesia and other Banks*
		Pendapatan bunga yang masih akan diterima/*Interest receivables*
		Kredit yang diberikan/*Loans*
		Tagihan akseptasi/*Acceptance receivables*
		Penyertaan saham/*Investment in shares*
		Aset lain-lain/*other assets*
	Aset keuangan diukur pada nilai wajar melalui laporan laba rugi /*Financial assets at fair value through profit or loss*	Efek-efek/*Marketable securities*
	Aset keuangan dimiliki hingga jatuh tempo /*Held-to-maturity financial assets*	Efek-efek/*Marketable securities*
	Aset keuangan tersedia untuk dijual/*Available-for-sale financial assets*	Efek-efek/*Marketable securities*

2. KEBIJAKAN AKUNTANSI (lanjutan)

e. Klasifikasi dan reklasifikasi instrumen keuangan (lanjutan)

Klasifikasi aset dan liabilitas keuangan (lanjutan)

2. ACCOUNTING POLICIES *(continued)*

e. Classification and reclassification of financial instruments *(continued)*

Classification of financial assets and liabilities *(continued)*

Kategori yang didefinisikan oleh PSAK 55 (revisi 2011)/ ***Category as defined by SFAS 55 (revised 2011)***		**Golongan (ditentukan oleh Bank dan entitas anak) /** ***Class (as determined by the Bank and subsidiary)***
Liabilitas keuangan/ *Financial liabilities*	Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi/*Financial liabilities at amortised cost*	Liabilitas segera/*Obligations due immediately*
		Simpanan nasabah/*Deposits from customers*
		Simpanan dari bank lain/*Deposits from other banks*
		Liabilitas akseptasi/*Acceptance payable*
		Efek-efek yang diterbitkan/*Securities issued*
		Akrual dan liabilitas lain-lain/*Accruals and other liabilities*
Komitmen dan kontinjensi/ *Commitment and contingency financial instruments*	Fasilitas pinjaman yang diberikan yang belum digunakan/*Unused loan facilities granted*	
	Garansi yang diberikan/*Guarantees issued*	

Reklasifikasi aset keuangan

Aset keuangan yang tidak lagi dimiliki untuk tujuan penjualan atau pembelian kembali aset keuangan dalam waktu dekat (jika aset keuangan tidak disyaratkan untuk diklasifikasikan sebagai diperdagangkan pada saat pengakuan awal) dapat direklasifikasikan ke pinjaman yang diberikan dan piutang jika memenuhi definisi pinjaman yang diberikan dan piutang dan Bank memiliki intensi dan kemampuan memiliki aset keuangan untuk masa mendatang yang dapat diperkirakan atau hingga jatuh tempo.

Bank tidak boleh mengklasifikasikan aset keuangan sebagai investasi dimiliki hingga jatuh tempo, jika dalam tahun berjalan atau dalam kurun waktu dua tahun sebelumnya, telah menjual atau mereklasifikasi investasi dimiliki hingga jatuh tempo dalam jumlah yang lebih dari jumlah yang tidak signifikan sebelum jatuh tempo (lebih dari jumlah yang tidak signifikan dibandingkan dengan jumlah nilai investasi dimiliki hingga jatuh tempo), kecuali penjualan atau reklasifikasi tersebut:

Reclassification of financial assets

Financial assets that are no longer-held for the purpose of selling or repurchasing in the near term (and have not been required to be classified as held for trading at initial recognition) could be reclassified as loans and receivables if they meet the definition of loans and receivables and the Bank has the intention and ability to hold the financial assets for foreseable future or until maturity date.

Bank shall not classify any financial assets as held-to-maturity if the entity has, during the current financial year or during the two preceding financial years, sold or reclassified more than an insignificant amount of held-to-maturity investments before maturity (more than insignificant in relation to the total amount of held-to-maturity investments) other than sales or reclassifications that:

2. KEBIJAKAN AKUNTANSI (lanjutan)

e. Klasifikasi dan reklasifikasi instrumen keuangan (lanjutan)

Reklasifikasi aset keuangan (lanjutan)

(i) dilakukan ketika aset keuangan sudah mendekati jatuh tempo atau tanggal pembelian kembali dimana perubahan suku bunga tidak akan berpengaruh secara signifikan terhadap nilai wajar aset keuangan tersebut;
(ii) terjadi setelah Bank telah memperoleh secara substansial seluruh jumlah pokok aset keuangan tersebut sesuai jadwal pembayaran atau Bank telah memperoleh pelunasan dipercepat; atau
(iii) terkait dengan kejadian tertentu yang berada diluar kendali Bank, tidak berulang, dan tidak dapat diantisipasi secara wajar oleh Bank.

Reklasifikasi aset keuangan dari kelompok dimiliki hingga jatuh tempo ke kelompok tersedia untuk dijual dicatat sebesar nilai wajarnya. Keuntungan atau kerugian yang belum direalisasi tetap dilaporkan dalam komponen ekuitas sampai aset keuangan tersebut dihentikan pengakuannya, dan pada saat itu, keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam ekuitas harus diakui sebagai laba/rugi.

Reklasifikasi aset keuangan dari kelompok tersedia untuk dijual ke kelompok dimiliki hingga jatuh tempo dicatat pada nilai tercatat. Keuntungan atau kerugian yang belum direalisasi harus diamortisasi menggunakan suku bunga efektif sampai dengan tanggal jatuh tempo instrumen tersebut.

f. Penurunan nilai dari aset keuangan

(A) Aset keuangan yang dicatat berdasarkan biaya perolehan diamortisasi

Pada setiap tanggal laporan posisi keuangan, Bank mengevaluasi apakah terdapat bukti yang obyektif bahwa aset keuangan atau kelompok aset keuangan mengalami penurunan nilai. Aset keuangan atau kelompok aset keuangan diturunkan nilainya dan kerugian penurunan nilai telah terjadi, jika dan hanya jika, terdapat bukti yang obyektif mengenai penurunan nilai tersebut sebagai akibat dari satu atau lebih peristiwa yang terjadi setelah pengakuan awal aset tersebut (peristiwa yang merugikan), dan peristiwa yang merugikan tersebut berdampak pada estimasi arus kas masa depan atas aset keuangan atau kelompok aset keuangan yang dapat diestimasi secara handal.

2. ACCOUNTING POLICIES *(continued)*

e. Classification and reclassification of financial instruments *(continued)*

Reclassification of financial assets *(continued)*

(i) are so close to maturity or the financial asset's call date that changes in the market rate of interest would not have a significant effect on the financial asset's fair value;

(ii) occur after Bank has collected substantially all of the financial asset's original principal through scheduled payments or prepayments; or

(iii) are attributable to an isolated event that is beyond the entity's control, is non-recurring and could not have been reasonably anticipated by Bank.

Reclassification of financial assets from held-to-maturity classification to available-for-sale is recorded at fair value. The unrealised gains or losses are recorded in the equity section and shall be recognised directly in equity section until the financial assets is derecognised, at which time the cumulative gain or loss previously recognised in equity shall be recognised as profit/loss.

Reclassification of financial assets from available-for-sale to held-to-maturity classification is recorded at carrying amount. The unrealised gains or losses is amortised by using effective interest rate up to the maturity date of that instrument.

f. Impairment of financial assets

(A) Financial assets carried at amortised cost

Bank assesses at each reporting date whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a "loss event") and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

2. KEBIJAKAN AKUNTANSI (lanjutan)

f. Penurunan nilai dari aset keuangan (lanjutan)

(A) Aset keuangan yang dicatat berdasarkan biaya perolehan diamortisasi (lanjutan)

Kriteria yang digunakan oleh Bank untuk menentukan bukti objektif dari penurunan nilai diantaranya adalah:

a. kesulitan keuangan signifikan yang dialami pihak penerbit atau peminjam;
b. terjadinya wanprestasi atau tunggakan pembayaran pokok atau bunga;
c. data yang dapat diobservasi mengindikasikan adanya penurunan yang dapat diukur atas estimasi arus kas masa datang dari kelompok aset keuangan sejak pengakuan awal aset dimaksud, meskipun penurunannya belum dapat diidentifikasi terhadap aset keuangan secara individual dalam kelompok aset tersebut, termasuk memburuknya status pembayaran pihak peminjam dalam kelompok tersebut; atau
d. hilangnya pasar aktif dari aset keuangan akibat kesulitan keuangan.

Estimasi periode antara peristiwa kerugian dan identifikasinya ditentukan oleh manajemen untuk setiap portofolio yang diidentifikasi.

Bank pertama kali menentukan apakah terdapat bukti obyektif penurunan nilai seperti tersebut di atas secara individual. Penilaian individu dilakukan atas aset keuangan yang signifikan yang mengalami penurunan nilai. Aset keuangan yang tidak signifikan namun mengalami penurunan nilai dimasukkan dalam kelompok aset keuangan yang memiliki karakteristik risiko yang serupa dan dilakukan penilaian secara kolektif.

Jika Bank menentukan tidak terdapat bukti obyektif mengenai penurunan nilai atas aset keuangan yang dinilai secara individual, maka akun atas aset keuangan tersebut akan masuk ke dalam kelompok aset keuangan yang memiliki karakteristik risiko kredit yang serupa dan menilai penurunan nilai kelompok tersebut secara kolektif. Akun yang penurunan nilainya dinilai secara individual, dan untuk itu kerugian penurunan nilai diakui atau tetap diakui, tidak termasuk dalam penilaian penurunan nilai secara kolektif.

***2. ACCOUNTING POLICIES** (continued)*

***f. Impairment of financial assets** (continued)*

(A) Financial assets carried at amortised cost (continued)

The criteria that Bank uses to determine that there is objective evidence of impairment include:

a. significant financial difficulty of the issuer or obligor;
b. default or delinquency in principal or interest payments;
c. observable data indicating that there is a measurable decrease in the estimated future cash flows from a portfolio of financial assets since the initial recognition of those assets, although the decrease cannot yet be identified with the individual financial assets in the portfolio, including adverse changes in the payment status of borrowers in the portfolio; or
d. the disappearance of an active market for that financial asset because of financial difficulties.

The estimated period between a loss occurring and its identification is determined by management for each identified portfolio.

Initially Bank assesses whether objective evidence of impairment for financial asset as individually exists as described above. Individual assessment is performed on the significant impaired financial asset. The impaired financial assets which are not classified as individually significant are included in group of financial asset with similar credit risk characteristics and then assessed by using collective assessment.

If Bank assesses that there is no objective evidence of impairment for financial asset as individual, that account of financial asset will be included in a group of financial asset with similar credit risk characteristics and collectively assesses them for impairment. Accounts that are individually assessed for impairment and for which an impairment loss is or continues to be recognised are not included in a collective assessment of impairment.

2. KEBIJAKAN AKUNTANSI (lanjutan)

f. Penurunan nilai dari aset keuangan (lanjutan)

(A) Aset keuangan yang dicatat berdasarkan biaya perolehan diamortisasi (lanjutan)

Jumlah kerugian penurunan nilai diukur berdasarkan selisih antara nilai tercatat aset keuangan dengan nilai kini dari estimasi arus kas masa datang yang didiskontokan menggunakan tingkat suku bunga efektif awal dari aset keuangan tersebut. Nilai tercatat aset tersebut dikurangi menggunakan cadangan kerugian penurunan nilai dan jumlah kerugian penurunan nilai diakui sebagai laba/rugi. Jika kredit yang diberikan atau investasi dimiliki hingga jatuh tempo memiliki suku bunga variabel, maka tingkat diskonto yang digunakan untuk mengukur setiap kerugian penurunan nilai adalah suku bunga efektif yang berlaku yang ditetapkan dalam kontrak.

Perhitungan nilai kini dari estimasi arus kas masa datang atas aset keuangan dengan agunan mencerminkan arus kas yang dapat dihasilkan dari pengambilalihan agunan dikurangi biaya-biaya untuk memperoleh dan menjual agunan, terlepas apakah pengambilalihan tersebut berpeluang terjadi atau tidak.

Arus kas masa datang dari kelompok aset keuangan yang penurunan nilainya dievaluasi secara kolektif, diestimasi berdasarkan arus kas kontraktual dan kerugian historis yang pernah dialami atas aset-aset yang memiliki karakteristik risiko kredit yang serupa dengan karakteristik risiko kredit kelompok tersebut. Kerugian historis yang pernah dialami kemudian disesuaikan berdasarkan data terkini yang dapat diobservasi untuk mencerminkan kondisi saat ini yang tidak berpengaruh pada periode terjadinya kerugian historis tersebut dan untuk menghilangkan pengaruh kondisi yang ada pada periode historis namun sudah tidak ada lagi saat ini.

Jika pada periode berikutnya, jumlah kerugian penurunan nilai berkurang dan pengurangan tersebut dapat dikaitkan secara obyektif pada peristiwa yang terjadi setelah penurunan nilai diakui (misalnya perbaikan pada rating kredit debitur), maka kerugian penurunan nilai yang sebelumnya diakui harus dipulihkan, baik secara langsung, atau dengan menyesuaikan pos cadangan. Jumlah pemulihan penurunan nilai diakui sebagai laba/rugi.

***2. ACCOUNTING POLICIES** (continued)*

***f. Impairment of financial assets** (continued)*

(A) Financial assets carried at amortised cost (continued)

The amount of the impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance impairment account and the amount of the loss is recognised as profit/loss. If a loan or held-to-maturity investment has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

The calculation of the present value of the estimated future cash flows of a collateralised financial asset reflects the cash flows that may result from foreclosure less costs for obtaining and selling the collateral, regardless the foreclosure is probable or not.

Future cash flows in a group of financial assets that are collectively evaluated for impairment are estimated on the basis of the contractual cash flows and historical loss experience for assets with credit risk characteristics similar to those in the group. Historical loss experience is adjusted on the basis of current observable data to reflect the effects of current conditions that did not affect the period on which the historical loss experience is based and to remove the effects of conditions in the historical period that do not currently exist.

If in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the previously recognised impairment loss is reversed directly, or by adjusting the allowance account. The amount of the impairment reversal is recognised as profit/loss.

2. KEBIJAKAN AKUNTANSI (lanjutan)

f. Penurunan nilai dari aset keuangan (lanjutan)

(A) Aset keuangan yang dicatat berdasarkan biaya perolehan diamortisasi (lanjutan)

Ketika kredit yang diberikan tidak tertagih, kredit tersebut dihapus buku dengan menjurnal balik cadangan kerugian penurunan nilai. Kredit yang diberikan tersebut dapat dihapus buku setelah semua prosedur yang diperlukan telah dilakukan dan jumlah kerugian telah ditentukan.

Penerimaan kemudian atas kredit yang diberikan yang telah dihapusbukukan pada periode sebelumnya diakui sebagai pendapatan lain-lain pada laporan laba rugi.

(B) Aset yang tersedia untuk dijual

Penurunan yang signifikan atau penurunan jangka panjang atas nilai wajar dari efek-efek dalam klasifikasi tersedia untuk dijual di bawah biaya perolehannya merupakan bukti obyektif terjadinya penurunan nilai. Ketika terdapat bukti tersebut di atas untuk aset yang tersedia untuk dijual, kerugian kumulatif, yang merupakan selisih antara biaya perolehan dengan nilai wajar kini, dikurangi kerugian penurunan nilai aset keuangan yang sebelumnya telah diakui pada laba/rugi, dikeluarkan dari ekuitas dan diakui sebagai laba/rugi.

Jika, pada periode berikutnya, nilai wajar efek-efek diklasifikasikan dalam kelompok tersedia untuk dijual meningkat dan peningkatan tersebut dapat dihubungkan secara obyektif dengan peristiwa yang terjadi setelah pengakuan kerugian penurunan nilai pada laba/rugi, maka kerugian penurunan nilai tersebut harus dipulihkan melalui laba/rugi.

(C) Kontrak jaminan keuangan dan tagihan komitmen lainnya

Jaminan keuangan awalnya diakui dalam laporan keuangan konsolidasian sebesar nilai wajar pada tanggal jaminan diberikan. Nilai wajar dari jaminan keuangan pada saat dimulainya transaksi pada umumnya sama dengan provisi yang diterima untuk jaminan diberikan dengan syarat dan kondisi normal.

2. ACCOUNTING POLICIES *(continued)*

f. Impairment of financial assets *(continued)*

(A) Financial assets carried at amortised cost (continued)

When a loan is uncollectible, it is written off against the related allowance for impairment loss. Such loans are written off after all the necessary procedures have been completed and the amount of the loss has been determined.

Subsequent recoveries of written-off loan in prior year are recognised as other income in the profit of loss.

(B) Assets classified as available-for-sale

In the case of securities classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is an objective evidence of impairment. If any such evidence exists for available-for-sale financial assets, the cumulative loss measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit/loss is removed from equity and recognised as profit/loss.

If, in a subsequent period, the fair value of securities classified as available-for-sale increases and the increase can be objectively related to an event occurring after the impairment loss was recognised in profit/loss, the impairment loss is reversed through the profit/loss.

(C) Financial guarantee contracts and other commitment receivables

Financial guarantees are initially recognised in the consolidated financial statements at fair value on the date the guarantee was given. The fair value of a financial guarantee at inception is likely to equal the premium received because all guarantees are agreed on arm's length terms.

2. KEBIJAKAN AKUNTANSI (lanjutan)

f. Penurunan nilai dari aset keuangan (lanjutan)

(C) Kontrak jaminan keuangan dan tagihan komitmen lainnya

Setelah pengakuan awal kontrak, jaminan keuangan dicatat pada nilai yang lebih tinggi antara nilai wajar amortisasi dengan *present value* atas pembayaran liabilitas yang diharapkan akan terjadi (ketika pembayaran atas jaminan menjadi *probable*) dan selisihnya dibebankan sebagai biaya operasional lain-lain.

(D) Cadangan kerugian penurunan nilai untuk Entitas Anak berbasis syariah

Entitas Anak berbasis syariah menghitung penyisihan kerugian aset produktif sesuai dengan Peraturan Bank Indonesia (PBI) No. 8/21/PBI/2006 tanggal 5 Oktober 2006 tentang Penilaian Kualitas Aktiva Bank Umum yang Melaksanakan Kegiatan Usaha Berdasarkan Prinsip Syariah sebagaimana telah diubah berdasarkan PBI No. 9/9/PBI/2007 tanggal 18 Juni 2007, PBI No.10/24/PBI/2008 tanggal 16 Oktober 2008 dan terakhir dengan PBI No.13/13/PBI/2011 tanggal 24 Maret 2011, yaitu:

a. Cadangan umum, sekurang-kurangnya sebesar 1% dari aset produktif yang digolongkan lancar.
b. Cadangan khusus, sekurang-kurangnya sebesar:
   - 5% dari aset produktif yang digolongkan dalam perhatian khusus setelah dikurangi nilai agunan
   - 15% dari aset produktif yang digolongkan kurang lancar dikurangi nilai agunan
   - 50% dari aset produktif yang digolongkan diragukan setelah dikurangi nilai agunan
   - 100% dari aset produktif yang digolongkan macet setelah dikurangi nilai agunan.
c. Kewajiban untuk membentuk penyisihan kerugian aset produktif tidak berlaku bagi transaksi sewa *ijarah* atau *ijarah muntahi'yah bittamlik*.

g. Kas dan setara kas

Kas meliputi kas kecil, dan kas dalam *khasanah*.

2. ACCOUNTING POLICIES *(continued)*

f. Impairment of financial assets *(continued)*

(C) Financial guarantee contracts and other commitment receivables

Subsequently they are measured at the higher of amortised amount and the present value of any expected payment (when a payment under the guarantee has become probable) and the difference is charged to other operating expense.

(D) Allowance for impairment losses on for Sharia's Subsidiary

Subsidiary engaged in sharia business calculated allowance for possible losses of earning assets in accordance with Bank Indonesia Regulation (PBI) No. 8/21/PBI/2006 dated 5 October 2006 regarding The Quality Rating of assets of Commercial Banks Conducting Business Based on Sharia principles, which has been amended with PBI No. 9/9/PBI/2007 dated 18 June 2007, PBI No. 10/24/PBI/2008 dated 16 October 2008 and the latest amendment PBI No. 13/13/PBI/2011 dated 24 March 2011, as follows:

a. General reserve shall be no less than 1% of total earning asset classified as Current;
b. Specific reserve shall be at least:
   - *5% of earning assets classified as Special Mention after deducted by collateral value;*
   - *15% of earning assets classified as Substandard after deducted by collateral value;*
   - *50% of earning assets classified as Doubtful after deducted by collateral value;*
   - *100% of earning asset classified as Loss after deducted by collateral value.*
c. The requirement to establish allowance for possible losses shall not be applicable for ijarah leasing or ijarah muntahi'yah bittamlik.

g. Cash and cash equivalents

Cash includes cash and cash in vault.

2. KEBIJAKAN AKUNTANSI (lanjutan)

h. Giro pada bank lain dan Bank Indonesia

Giro pada bank lain dan Bank Indonesia diklasifikasikan sebagai kredit yang diberikan dan piutang. Lihat Catatan 2d untuk kebijakan akuntansi atas kredit yang diberikan dan piutang.

Giro pada bank lain dan Bank Indonesia dinyatakan sebesar saldo giro dikurangi dengan cadangan kerugian penurunan nilai.

Giro Wajib Minimum Utama adalah simpanan minimum yang wajib dipelihara oleh bank dalam bentuk saldo rekening giro pada BI yang besarnya ditetapkan oleh BI sebesar persentase tertentu dari dana pihak ketiga.

Giro Wajib Minimum Sekunder adalah cadangan minimum yang wajib dipelihara oleh bank dalam bentuk Sertifikat Bank Indonesia (SBI), Surat Utang Negara (SUN) dan/atau Kelebihan Saldo Rekening, yang besarnya ditetapkan BI sebesar persentase tertentu.

Giro Wajib Minimum LDR adalah tambahan simpanan minimum yang wajib dipelihara oleh Bank dalam bentuk saldo Rekening Giro pada Bank Indonesia, jika LDR Bank dibawah minimum LDR target Bank Indonesia (78%) atau jika diatas maksimum LDR target BI (92%) dan Kewajiban Penyediaan Modal Minimum (KPMM) Bank lebih kecil dari KPMM Insentif Bank Indonesia sebesar 14%.

i. Penempatan pada bank lain dan Bank Indonesia

Penempatan pada Bank Indonesia dan bank lain merupakan penanaman dana dalam bentuk *interbank call money* dan FASBI.

Penempatan pada bank lain dan BI diklasifikasikan sebagai kredit yang diberikan dan piutang. Lihat Catatan 2d untuk kebijakan akuntansi atas kredit yang diberikan dan piutang.

j. Efek-efek

Efek-efek yang dimiliki terdiri dari SBI, obligasi korporasi, wesel jangka menengah, unit penyertaan reksadana, dan efek-efek pasar uang dan pasar modal lainnya.

Efek-efek diklasifikasikan sebagai aset keuangan yang diukur pada nilai wajar melalui laba/rugi, tersedia untuk dijual, dan dimiliki hingga jatuh tempo. Lihat Catatan 2d untuk kebijakan akuntansi atas aset keuangan dalam kelompok diperdagangkan, tersedia untuk dijual, dan dimiliki hingga jatuh tempo.

***2. ACCOUNTING POLICIES** (continued)*

h. Current accounts with other banks and Bank Indonesia

Current account with other banks and Bank Indonesia are classified as loans and receivables. Refer to Note 2d for the accounting policy of loans and receivables.

Current accounts with other banks and Bank Indonesia are stated at the outstanding balance less allowance for impairment losses.

Primary Statutory Reserve is minimum deposit that should be maintained by bank in current account with BI in certain percentage of third party fund which is determined by BI.

Secondary Statutory Reserve is minimum reserve that should be maintained by bank in form of Bank Indonesia Certificates (SBI), Government Debenture Debt (SUN) and/or Excess Reserve, in certain percentage determined by BI.

The Minimum Statutory Reserve on LDR is the additional reserve that should be maintained by the Bank in the form of Current Accounts with Bank Indonesia, if the Bank's LDR is below the minimum of LDR targeted by Bank Indonesia (78%) or if the Bank's LDR above the maximum of LDR targeted by BI (92%) and the Capital Adequacy Ratio (CAR) is below Bank Indonesia requirement of 14%.

i. Placements with other banks and Bank Indonesia

Placements with Bank Indonesia and other banks consist of interbank call money and FASBI.

Placements with other banks and BI are classified as loans and receivables. Refer to Note 2d for the accounting policy of loans and receivables.

j. Marketable securities

Marketable securities consist of SBI, corporate bonds, medium term notes, mutual fund investment units and other money market and capital market securities.

Marketable securities are classified as financial assets at fair value through profit/loss, available-for-sale, and held-to-maturity. Refer to Note 2d for the accounting policy of financial assets held-for-trading, available-for-sale, and held-to-maturity.

2. KEBIJAKAN AKUNTANSI (lanjutan)

j. Efek-efek (lanjutan)

Pada pengukuran awal, efek-efek disajikan sebesar nilai wajar ditambah dengan biaya transaksi yang dapat diatribusikan secara langsung. Untuk efek-efek yang diukur pada nilai wajar melalui laba rugi, biaya transaksi diakui secara langsung sebagai laba/rugi.

Investasi pada efek-efek sukuk, diklasifikasikan berdasarkan model usaha yang ditentukan oleh Bank berdasarkan klasifikasi sesuai PSAK No. 110 (Revisi 2011) tentang "Akuntansi Sukuk" sebagai berikut:

1) Efek-efek yang diukur pada biaya perolehan disajikan sebesar biaya perolehan (termasuk biaya transaksi) yang disesuaikan dengan premi dan/atau diskonto yang belum diamortisasi. Premi dan diskonto diamortisasi selama periode hingga jatuh tempo.

2) Efek-efek yang diukur pada nilai wajar disajikan sebesar nilai wajar. Keuntungan atau kerugian yang belum direalisasi akibat kenaikan atau penurunan nilai wajarnya disajikan dalam laporan laba rugi tahun yang bersangkutan.

k. Kredit yang diberikan

Kredit yang diberikan adalah penyediaan uang atau tagihan yang dapat disetarakan dengan kas, berdasarkan persetujuan atau kesepakatan pinjam-meminjam dengan peminjam, mewajibkan pihak peminjam untuk melunasi hutang berikut bunganya setelah jangka waktu tertentu.

Kredit yang diberikan diklasifikasikan sebagai kredit yang diberikan dan piutang. Lihat Catatan 2d untuk kebijakan akuntansi atas kredit yang diberikan dan piutang.

Restrukturisasi kredit meliputi modifikasi persyaratan kredit, konversi kredit menjadi saham atau instrumen keuangan lainnya dan/atau kombinasi dari keduanya.

2. ACCOUNTING POLICIES *(continued)*

j. Marketable securities *(continued)*

Marketable securities are initially presented at fair value plus directly attributable transaction costs. For marketable securities measured at fair value through profit and loss, the transaction costs are directly charged as profit/loss.

Investment in marketable securities - sukuk, are classified based on busines model defined by the Bank in accordance with SFAS No. 110 (Revised 2011) on "Accounting for Sukuk" as follows:

1) At cost securities are stated at cost (including transaction costs), adjusted by unamortised premium and/or discount. Premium and discount are amortised over the period until maturity.

2) At fair value securities are stated at fair values. Unrealised gains or losses from the increase or decrease in fair values are presented in current year profit or loss.

k. Loans

Loans represent provision of cash or cash equivalent based on agreements with borrowers, where borrowers required to repay their debts with interest after specified periods.

Loans are classified as loans and receivables. Refer to Note 2d for the accounting policy of loans and receivables.

Loan restructuring may involve a modification of the terms of the loans, conversion of loans into equity or other financial instruments and/or a combination of both.

2. KEBIJAKAN AKUNTANSI (lanjutan)

k. Kredit yang diberikan (lanjutan)

Kredit yang direstrukturisasi disajikan sebesar nilai yang lebih rendah antara nilai tercatat kredit pada tanggal restrukturisasi atau nilai tunai penerimaan kas masa depan setelah restrukturisasi. Kerugian akibat selisih antara nilai tercatat kredit pada tanggal restrukturisasi dengan nilai tunai penerimaan kas masa depan setelah restrukturisasi diakui sebagai laba/rugi. Setelah restrukturisasi, semua penerimaan kas masa depan yang ditetapkan dalam persyaratan baru dicatat sebagai pengembalian pokok kredit yang diberikan dan pendapatan bunga sesuai dengan syarat-syarat restrukturisasi.

Di dalam kredit yang diberikan termasuk pembiayaan oleh Bank Victoria Syariah, Entitas Anak, berupa piutang dan pembiayaan syariah.

Penjelasan secara ringkas dari masing-masing jenis pembiayaan tersebut adalah sebagai berikut:

Mudharabah adalah kerja sama suatu usaha antara pihak pertama (*malik*, *shahibul mal* atau Entitas Anak) yang menyediakan seluruh modal dan pihak kedua (*amil*, *mudharib* atau nasabah) yang bertindak selaku pengelola dana dengan membagi keuntungan usaha sesuai dengan persentase tertentu yang disepakati dalam akad, sedangkan kerugian ditanggung sepenuhnya oleh Entitas Anak kecuali jika pihak kedua melakukan kesalahan yang disengaja, lalai atau menyalahi perjanjian. Pembiayaan *Mudharabah* dinyatakan sebesar saldo pembiayaan dikurangi dengan penyisihan kerugian.

Musyarakah adalah kerja sama di antara dua pihak atau lebih untuk suatu usaha tertentu dimana masing-masing pihak memberikan porsi dana dengan ketentuan bahwa keuntungan akan dibagi sesuai dengan persentase yang disepakati, sedangkan kerugian ditanggung sesuai dengan porsi dana masing-masing. Pembiayaan *Musyarakah* permanen adalah *musyarakah* dengan ketentuan bagian dana setiap mitra ditentukan sesuai akad dan jumlahnya tetap hingga akhir masa akad. Pembiayaan *Musyarakah* menurun (*musyarakah mutanaqisha*) adalah *musyarakah* dengan ketentuan bagian dana salah satu mitra akan dialihkan secara bertahap kepada mitra lainnya sehingga bagian dananya akan menurun dan pada akhir masa akad mitra lain tersebut akan menjadi pemilik penuh usaha tersebut. Pembiayaan *Musyarakah* dinyatakan sebesar saldo pembiayaan dikurangi dengan penyisihan kerugian.

***2. ACCOUNTING POLICIES** (continued)*

***k. Loans** (continued)*

Restructured loans are stated at the lower of carrying value of the loan at the time of restructuring or net present value of the total future cash receipts after restructuring. Losses arising from any excess of the carrying value of the loan at the time of restructuring over the net present value of the total future cash receipts after restructuring are recognised as profit/loss. Thereafter, all cash receipts under the new terms shall be accounted for as the recovery of principal and interest revenue, in accordance with the restructuring scheme.

Included in loans are financing by Bank Victoria Syariah, a Subsidiary, in the form of sharia receivables and sharia financing.

Brief explanation for each type of sharia financing is as follows:

Mudharabah financing is a co-operation for certain project between first party (malik, shahibul mal or Subsidiary) as owner of fund and second party (amil, mudharib or debtors) as fund manager whereas the profit sharing will be shared in accordance with percentage as stated in the agreement, meanwhile losses will be borne by the Subsidiary except if the second party does negligence, error or violate the agreement. Mudharabah financing is stated at the outstanding financing balance less allowance for possible losses.

Musyarakah financing is a co-operation between two or more parties in a certain business wherein each party provides a portion of fund on condition that the profit shall be shared based on the agreement, whereas losses shall be borne in accordance with the portion of the fund of each party. Permanent musyarakah is musyarakah in which the fund portion of each partner is stated explicitly in the contract and remains the same until the contract expires. Declining musyarakah (musyarakah mutanaqisha) is musyarakah in which the fund portion of the Bank will be transferred in several stages to the other partner, resulting in the declining of fund portion of the Bank and, at the end of contract, the other partner will become the sole owner of the business. Musyarakah financing is stated at the outstanding financing balance less allowance for possible losses.

2. KEBIJAKAN AKUNTANSI (lanjutan)

k. Kredit yang diberikan (lanjutan)

Piutang *Ijarah* adalah penyediaan dana dalam rangka memindahkan hak guna atau manfaat dari suatu barang atau jasa berdasarkan transaksi sewa, tanpa diikuti dengan pemindahan kepemilikan barang itu sendiri kepada penyewa. *Ijarah muntahiyah bittamlik* adalah penyediaan dana dalam rangka memindahkan hak guna atau manfaat dari suatu barang atau jasa berdasarkan transaksi sewa dengan opsi pemindahan kepemilikan barang kepada penyewa. Piutang pendapatan *ijarah* diakui pada saat jatuh tempo sebesar sewa yang belum diterima dan disajikan sebesar nilai bersih yang dapat direalisasikan, yakni sebesar saldo piutang.

Pembiayaan *Murabahah* adalah pembiayaan suatu barang dengan menegaskan harga belinya kepada pembeli dan pembeli membayarnya dengan harga yang lebih tinggi sebagai keuntungan yang disepakati. Piutang *Murabahah* dinyatakan sebesar jumlah piutang setelah dikurangi dengan ”marjin yang ditangguhkan” yang dapat direalisasikan dan penyisihan kerugian.

l. Tagihan dan liabilitas akseptasi

Tagihan akseptasi diklasifikasikan sebagai kredit yang diberikan dan piutang. Lihat Catatan 2d untuk kebijakan akuntansi atas kredit yang diberikan dan piutang.

Liabilitas akseptasi diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi. Lihat Catatan 2d untuk kebijakan akuntansi atas liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

m. Penyertaan saham

Penyertaan saham merupakan investasi jangka panjang pada perusahaan non-publik.

Penyertaan dalam bentuk saham dengan kepemilikan kurang dari 20% yang nilai wajarnya tidak tersedia dan dimaksudkan untuk penyertaan jangka panjang dinyatakan sebesar biaya perolehan (metode biaya). Bila terjadi penurunan nilai yang bersifat permanen, nilai tercatatnya dikurangi untuk mengakui penurunan tersebut yang ditentukan untuk setiap investasi secara individu dan kerugiannya dibebankan pada laporan laba rugi konsolidasian tahun berjalan.

***2. ACCOUNTING POLICIES** (continued)*

***k. Loans** (continued)*

Ijarah receivables are the financing on the availability of fund in relation to transferring the right to use and benefit of a good and service based on rental transaction which was not followed by transfer of the goods ownership to the lessee. Ijarah muntahiyah bittamlik is an agreement on the availability of fund in relation to transferring the use right and benefit of a good or service based on rental transaction with an option to transfer the ownership title of goods to the lessee. Ijarah receivables are recognised at due date at the amount of it lease income not yet received and presented at its net realisable value, which is the outstanding balance of the receivables.

Murabahah financing are the financing of goods by confirming purchase price to a buyer and the buyer pays it with a higher price as an agreed profit. Murabahah receivables are stated at the balance of the receivable less deferred margin and allowance for possible losses.

l. Acceptance receivables and payables

Acceptance receivables are classified as loans and receivables. Refer to Note 2d for the accounting policy of loans and receivables.

Acceptance payables are classified as financial liabilities at amortised cost. Refer to Note 2d for the accounting policy for financial liabilities are measured at amortised cost.

m. Investments in shares

Investment in shares of stock are long-term investments in non-public companies.

Investments in shares of stock where the ownership interest of less than 20% that do not have readily determinable fair values and are intended for long-term investments are stated at cost (cost method). The carrying amount of the investments is written-down to recognize a permanent decline in the value of the individual investments. Any such write-down is charged directly to current year consolidated profit or loss.

2. KEBIJAKAN AKUNTANSI (lanjutan)

n. Aset tetap dan penyusutan

Aset tetap diakui sebesar harga perolehan setelah dikurangi akumulasi penyusutan.

Harga perolehan mencakup semua pengeluaran yang terkait secara langsung dengan perolehan aset tetap.

Tanah tidak disusutkan.

Penyusutan aset tetap selain tanah dihitung dengan menggunakan metode garis lurus untuk mengalokasikan harga perolehan atau nilai setelah penilaian kembali mencapai nilai sisa sepanjang estimasi masa manfaatnya sebagai berikut:

2. ACCOUNTING POLICIES *(continued)*

n. Fixed assets and depreciation

Fixed assets are recognised at cost less accumulated depreciation.

Historical cost includes expenditure that is directly attributable to the acquisition of the assets.

Land is not depreciated.

Depreciation on fixed assets other than land are calculated on the straight-line method to allocate their cost or revalued amount to their residual values over their estimated useful lives as follows:

	Bank dan entitas anak/ *Bank and subsidiary*		
	Masa manfaat/ *Useful life* Tahun/*Years*	**Penyusutan (Persentase)/ *Depreciation (Percentage)***	
Gedung kantor	20	5%	*Office buildings*
Kendaraan bermotor	4 - 8	25% - 12.5%	*Vehicles*
Mesin dan peralatan	4 - 8	25% - 12.5%	*Machinery and equipment*
Perlengkapan dan perabotan kantor	4 - 8	25% - 12.5%	*Office furniture and equipment*

Apabila nilai tercatat aset lebih besar dari nilai yang dapat diperoleh kembali, nilai tercatat aset diturunkan menjadi sebesar nilai yang dapat diperoleh kembali, dengan menggunakan nilai tertinggi antara harga jual neto dan nilai pakai.

When the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount, which is determined as the higher of net selling price or value in use.

Apabila aset tetap tidak digunakan lagi atau dijual, maka nilai perolehan dan akumulasi penyusutannya dihapuskan dari laporan keuangan konsolidasian. Keuntungan atau kerugian yang terjadi, diakui sebagai laba/rugi periode terjadinya.

When assets are retired or disposed, their costs and the related accumulated depreciation are eliminated from the consolidated financial statements. The resulting gains or losses are recognised as related period's profit/loss.

Biaya pemeliharaan dan perbaikan dicatat sebagai beban pada saat terjadinya. Pengeluaran yang memperpanjang masa manfaat aset dikapitalisasi dan disusutkan.

Maintenance and repair cost are charged as an expense when incurred. Expenditure that extends the useful life of assets is capitalised and depreciated.

Akumulasi biaya konstruksi aset tetap dikapitalisasi dan dicatat sebagai "aset dalam penyelesaian". Biaya tersebut direklasifikasi ke akun aset tetap yang terkait pada saat proses konstruksi atau pemasangan telah selesai.

The accumulated costs of construction of fixed assets are capitalized and recognised as "assets under construction". Those costs are reclassified to the related fixed assets account when the construction of installation is completed.

2. KEBIJAKAN AKUNTANSI (lanjutan)

o. Aset tak berwujud

Aset takberwujud yang dimiliki oleh Bank berupa perangkat lunak dan *goodwill*.

Perangkat lunak, yang bukan merupakan bagian integral dari perangkat keras yang terkait, dicatat sebagai aset tak berwujud dan dinyatakan sebesar nilai tercatat, yaitu sebesar harga perolehan dikurangi dengan akumulasi amortisasi.

Biaya perolehan perangkat lunak terdiri dari seluruh pengeluaran yang dapat dikaitkan langsung dalam persiapan perangkat lunak tersebut sehingga siap digunakan sesuai dengan maksud manajemen.

Pengeluaran setelah perolehan perangkat lunak dapat ditambahkan pada biaya perolehan perangkat lunak atau dikapitalisasi sebagai perangkat lunak hanya jika pengeluaran tersebut menambah manfaat ekonomis masa depan dari perangkat lunak yang bersangkutan sehingga menjadi lebih besar dari standar kinerja yang diperkirakan semula. Pengeluaran yang tidak menambah manfaat ekonomis masa depan dari perangkat lunak diakui sebagai beban pada saat terjadinya.

Perangkat lunak dengan umur manfaat terbatas, diamortisasi dengan menggunakan metode garis lurus selama estimasi masa manfaat ekonomis aset yaitu 5 (lima) tahun.

Goodwill merupakan selisih lebih antara harga perolehan investasi dan bagian Bank atas nilai wajar aset neto Entitas Anak pada tanggal akuisisi.

Goodwill tidak diamortisasi dan selanjutnya disajikan sebesar harga perolehan dikurangi dengan akumulasi penurunan nilai. Pada setiap tanggal laporan posisi keuangan konsolidasian, saldo *goodwill* harus dievaluasi dan, apabila terdapat indikasi bahwa jumlah tersebut tidak dapat sepenuhnya atau sebagian dipulihkan *(recovered)* dari ekspektasi manfaat keekonomian di masa mendatang, maka bagian jumlah yang tidak dapat dipulihkan tersebut langsung dibukukan sebagai beban pada periode yang bersangkutan. Setiap penurunan nilai *(write-down) goodwill* tidak boleh dipulihkan kembali pada tahun selanjutnya.

***2. ACCOUNTING POLICIES** (continued)*

o. Intangible assets

Intangible assets held by the Bank are software and goodwill

The software, that is not an integral part of the related hardware, is recorded as an intangible asset and is stated at carrying value, which is at cost less accumulated amortisation.

Software acquisition costs consist of all expenditures attributed directly in the preparation of the software so ready to use in accordance with the intent of management.

Expenditures after acquisition software can be added to the cost of software or capitalised as software only if the expenses add future economic benefits of the software so as to be larger than originally expected performance standards. Expenditure that does not add to future economic benefits of the software are recognised as an expense when incurred.

Software with certain useful life, are amortised using straight-line method over the estimated useful life of the assets, which is 5 (five) years.

Goodwill represents the difference between the acquisition cost of an investment and the Bank's share of the fair value of the net assets of the Subsidiary as of the date of acquisition.

Goodwill is not amortized and subsequently measured at cost less accumulated impairment losses. At each consolidated statement of financial position date, the balance of goodwill should be reviewed and, if there is an indication that the amount cannot be fully or partly recovered from the expected future economic benefits, then the unrecoverable amount should be recognized immediately as an expense. Any write-down of goodwill should not be reversed in a subsequent year.

2. KEBIJAKAN AKUNTANSI (lanjutan)

p. Aset yang diambil alih dan Properti terbengkalai

Aset yang diambil alih (AYDA) adalah aset yang diperoleh Bank dan Entitas Anak, baik melalui pelelangan maupun diluar pelelangan berdasarkan penyerahan secara sukarela oleh pemilik agunan atau berdasarkan kuasa untuk menjual diluar lelang dari pemilik agunan dalam hal debitur tidak memenuhi kewajibannya kepada Bank dan Entitas Anak. AYDA merupakan jaminan kredit yang diberikan yang telah diambil alih sebagai bagian dari penyelesaian kredit yang diberikan. Bank memiliki kebijakan untuk selalu berusaha menjual AYDA untuk menyelesaikan sisa kewajiban debitur.

Properti terbengkalai adalah aset tetap dalam bentuk properti yang dimiliki Bank tetapi tidak digunakan untuk kegiatan usaha operasional Bank.

AYDA dan properti terbengkalai diakui sebesar nilai bersih yang dapat direalisasi (*net realisable value*), yaitu nilai wajar agunan setelah dikurangi estimasi biaya pelepasan.

Biaya pemeliharaan atas AYDA dan properti terbengkalai yang terjadi setelah pengambilalihan atau akuisisi aset dibebankan sebagai laba/rugi pada saat terjadinya. Keuntungan atau kerugian dari penjualan aset yang diambil alih diakui sebagai laba/rugi periode berjalan.

q. Beban dibayar dimuka dan Aset lain-lain

Beban dibayar dimuka merupakan pembayaran kepada pihak lain yang telah dilakukan namun belum merupakan beban pada saat pembayaran dilakukan. Beban dibayar dimuka akan digunakan untuk aktivitas Bank di masa mendatang. Beban dibayar dimuka akan diakui sebagai beban pada saat diamortisasi sesuai dengan masa manfaatnya.

Termasuk dalam beban dibayar di muka adalah beban sewa, beban asuransi, beban renovasi gedung dan beban sewa ditangguhkan. Beban sewa ditangguhkan merupakan pembayaran dimuka terkait sewa gedung kantor yang diamortisasi selama masa sewa dan dimulai sejak gedung digunakan.

Termasuk di dalam aset lain-lain antara lain adalah uang muka jaminan, uang muka pembelian aset, agunan yang diambil alih dan lain-lain.

***2. ACCOUNTING POLICIES** (continued)*

p. Foreclosed assets and Abandoned properties

Foreclosed assets represent assets acquired by Bank and Subsidiaries, both from auction and non-auction based on voluntary transfer by the debtors or based on debtors' approval to sell the collateral where the debtors could not fulfill their obligations to Bank and Subsidiaries. Foreclosed assets represent loan collateral acquired in settlement of loans. Bank has policy to sell foreclosed assets to settle debtors' liabilities.

Abandoned properties represent Bank's fixed assets in form of properties which were not used for Bank's business operational activity.

Foreclosed assets and abandoned properties are recognised at their net realisable value, which is the fair value of the foreclosed assets less estimated cost of liquidating the foreclosed assets.

Holding costs of foreclosed assets and abandoned properties subsequent to the foreclosure or acquisition of the assets are charged as current year profit/loss as incurred. Gains or losses from sale of foreclosed assets are charged as current period profit/loss as incurred.

q. Prepaid expenses and Other assets

Prepaid expenses are payments made to other parties but have not been recognised as expense at the time of payment. Prepaid expenses will be used for Bank's activities in the future. Prepaid expenses are recognised as expenses during the amortisation in accordance with the expected period of benefit.

Included in prepaid expenses are rental expenses, insurance expense, office building renovation and deferred rental cost. Deferred rental cost is advance payment for rent of office building which will be amortised for rental period when building is in use.

Included in other assets are amongst others membership deposits, advance for fixed asset purchase, foreclosed asset, etc.

2. KEBIJAKAN AKUNTANSI (lanjutan)

r. Liabilitas segera

Liabilitas segera adalah liabilitas Bank kepada pihak lain yang sifatnya wajib segera dibayarkan sesuai perjanjian yang ditetapkan sebelumnya.

Liabilitas segera disajikan sebesar biaya perolehan yang diamortisasi. Lihat Catatan 2d untuk kebijakan akuntansi atas liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

s. Simpanan nasabah dan simpanan dari bank lain

Simpanan nasabah adalah dana yang dipercayakan oleh masyarakat (selain bank) kepada Bank berdasarkan perjanjian penyimpanan dana. Termasuk dalam pos ini adalah giro, tabungan, deposito berjangka, sertifikat deposito dan bentuk lain yang dapat dipersamakan dengan itu.

Simpanan dari bank lain terdiri dari liabilitas terhadap bank lain dalam bentuk giro, *interbank call money*, deposito berjangka, tabungan, SIMA dan *deposito on call*.

Simpanan dari nasabah dan dari bank lain diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi. Lihat Catatan 2d untuk kebijakan akuntansi atas liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

t. Dana s*yirkah* temporer

Dana *syirkah* temporer merupakan investasi dari pihak lain dengan akad *mudharabah mutlaqah,* dimana pemilik dana (*shahibul maal*) memberikan kebebasan kepada pengelola dana (*mudharib*/Bank) dalam pengelolaan investasinya dengan keuntungan dibagikan sesuai kesepakatan. Dana *syirkah* temporer terdiri dari tabungan *mudharabah*, deposito *mudharabah*, dan giro *mudharabah.*

Tabungan *mudharabah* dan giro *mudharabah* merupakan investasi yang bisa ditarik kapan saja (*on call*) atau sesuai dengan persyaratan tertentu yang disepakati. Tabungan *mudharabah* dinyatakan sebesar saldo tabungan nasabah di Bank.

Deposito *mudharabah* merupakan investasi yang hanya bisa ditarik pada waktu tertentu sesuai dengan perjanjian antara pemegang deposito *mudharabah* dengan Bank. Deposito *mudharabah* dinyatakan sebesar nilai nominal sesuai dengan perjanjian antara pemegang deposito dengan Bank.

***2. ACCOUNTING POLICIES** (continued)*

r. Obligations due immediately

Obligations due immediately represent Bank's liabilities to other parties that immediately paid in accordance with terms of the relevant agreements.

Obligations due immediately are presented at the amortised cost. Refer to Note 2d for the accounting policy for financial liabilities measured at amortised cost.

s. Deposits from customers and deposits from other banks

Deposits from customers are the funds placed by customers (excluding banks) with Bank based on fund deposit agreements. Included in this account are demand deposits, saving deposits, time deposits, certificates of deposits, and other forms which are similar.

Deposits from other banks represent liabilities to banks in the form of demand deposits, inter-bank call money, time deposits, saving accounts, SIMA and deposits on call.

Deposits from customers and other banks are classified as financial liabilities measured at amortised cost. Refer to Note 2d for the accounting policy for financial liabilities measured at amortised cost.

t. Temporary syirkah funds

Temporary syirkah funds represent investments from other parties conducted on the basis mudharabah mutlaqah contract in which the owners of the funds (shahibul maal) grant freedom to the fund manager (mudharib/Bank) in the management of their investments with profit distributed based on the contract. Temporary syirkah funds consist of mudharabah saving deposits, mudharabah time deposits, and mudharabah demand deposits.

Mudharabah savings deposits and mudharabah demand deposits represent investment which could be withdrawn anythime (on call) or can be withdrawn based on certain agreed terms. Mudharabah savings deposits are stated based on the customer's savings deposit balance.

Mudharabah time deposits represent investment that can only be withdrawn at a certain time based on the agreement between the customer and the Bank. Mudharabah time deposits are stated at nominal amount as agreed between the deposit holder and the Bank.

2. KEBIJAKAN AKUNTANSI (lanjutan)

t. Dana s*yirkah* temporer (lanjutan)

Dana *syirkah* temporer tidak dapat digolongkan sebagai kewajiban. Hal ini karena Bank tidak berkewajiban untuk mengembalikan jumlah dana awal dari pemilik dana, kecuali akibat kelalaian atau wanprestasi ketika mengalami kerugian. Di sisi lain, dana *syirkah* temporer tidak dapat digolongkan sebagai ekuitas karena mempunyai waktu jatuh tempo dan pemilik dana tidak mempunyai hak kepemilikan yang sama dengan pemegang saham seperti hak *voting* dan hak atas realisasi keuntungan yang berasal dari aset lancar dan aset non-investasi (*current and other non-investment accounts*).

Pemilik dana *syirkah* temporer mendapatkan imbalan bagi hasil sesuai dengan *nisbah* yang ditetapkan.

u. Efek-efek yang diterbitkan

Efek-efek yang diterbitkan adalah obligasi yang diterbitkan dan diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi (lihat Catatan 2d untuk kebijakan akuntansi atau liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi).

Biaya transaksi yang timbul sehubungan dengan penerbitan efek-efek dikurangkan dari hasil penerbitan efek-efek bersangkutan. Selisih antara hasil emisi bersih dengan nilai nominal obligasi diakui sebagai diskonto yang diamortisasi menggunakan metode suku bunga efektif selama umur obligasi.

v. Pinjaman yang diterima dan pinjaman subordinasi

Pada pengukuran awal pinjaman diterima dan pinjaman subordinasi disajikan sebesar nilai wajar dikurangi dengan biaya transaksi yang dapat diatribusikan langsung dengan perolehan/penerbitan pinjaman dan obligasi subordinasi.

Pinjaman yang diterima dan pinjaman subordinasi diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi (lihat Catatan 2d untuk kebijakan akuntansi atas liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi).

2. ACCOUNTING POLICIES *(continued)*

t. Temporary syirkah funds *(continued)*

Temporary syirkah fund cannot be classified as liability. This was due to the Bank does not have any liability to return the initial fund to the owners, except for losses due to the Bank's management negligence or default of loss is incurred. On the other hand, temporary syirkah fund cannot be classified as shareholders' equity, because of the maturity period and the depositors do not have the same rights as the shareholders' such as voting rights and the rights of realised gain from current assets and other non-investment accounts.

The owner of temporary syirkah funds receives a return from the profit sharing based on a predetermined ratio (nisbah).

u. Marketable securities issued

Marketable securities issued is the issuance of bond which is classified as financial liabilities measured at amortised cost (refer to Note 2d for the accounting policy for financial liabilities at amortised cost).

Transaction cost in relation with the marketable securities issued is deducted from the related marketable securities issued. Any difference between net proceed of bond issuance and nominal of bond is recognised as discount and will be amortised using effective interest rate during bond's period.

v. Borrowings and subordinated loans

Borrowings and subordinated loans are initially presented at fair value less directly attributable transaction costs.

Borrowings and subordinated loans are classified as financial liabilities measured at amortised cost (refer to Note 2d for the accounting policy for financial liabilities measured at amortised cost).

2. KEBIJAKAN AKUNTANSI (lanjutan)

w. Pendapatan dan beban bunga

Konvensional

Pendapatan dan beban bunga untuk semua instrumen keuangan dengan *interest bearing* dicatat dalam pendapatan bunga dan beban bunga menggunakan metode suku bunga efektif.

Metode suku bunga efektif adalah metode yang digunakan untuk menghitung biaya perolehan diamortisasi dari aset keuangan atau liabilitas keuangan dan metode untuk mengalokasikan pendapatan bunga atau beban bunga selama periode yang relevan.

Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas di masa datang selama perkiraan umur dari instrumen keuangan, atau bilamana tepat, digunakan periode yang lebih singkat untuk memperoleh nilai tercatat bersih dari aset keuangan atau liabilitas keuangan. Pada saat menghitung suku bunga efektif, Bank mengestimasi arus kas dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, namun tidak mempertimbangkan kerugian kredit di masa datang. Perhitungan ini mencakup seluruh komisi, provisi, dan bentuk lain yang dibayarkan atau diterima oleh para pihak dalam kontrak yang merupakan bagian tak terpisahkan dari suku bunga efektif, biaya transaksi, dan seluruh premi atau diskon lainnya.

Jika aset keuangan atau kelompok aset keuangan serupa telah diturunkan nilainya sebagai akibat kerugian penurunan nilai, maka pendapatan bunga yang diperoleh setelahnya diakui atas bagian aset keuangan yang tidak mengalami penurunan nilai, berdasarkan suku bunga yang digunakan untuk mendiskonto arus kas masa datang dalam menghitung kerugian penurunan nilai.

Pendapatan bunga atas kredit yang diberikan atau aset produktif lainnya yang diklasifikasikan sebagai bermasalah diakui pada saat pendapatan tersebut diterima. Pada saat aset keuangan diklasifikasikan sebagai bermasalah, bunga yang telah diakui tetapi belum ditagih akan dibatalkan pengakuannya. Selanjutnya bunga yang dibatalkan tersebut diakui sebagai tagihan kontinjensi.

2. ACCOUNTING POLICIES *(continued)*

w. Interest income and expense

Conventional

Interest income and expense for all interest bearing financial instruments are recorded within interest income and interest expense using the effective interest rate method.

The effective interest rate method is a method of calculating the amortised cost of a financial asset or a financial liability and method of allocating the interest income or interest expense over the relevant period.

The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, Bank estimates cash flows considering all contractual terms of the financial instrument, but does not consider future credit losses. The calculation includes all fees, commissions, and other fees paid or received between parties to the contract that are an integral part of the effective interest rate, transaction costs, and all other premiums or discounts.

Once a financial asset or a group of similar financial assets has been written down as a result of an impairment loss, interest income is recognised on the unimpaired portion using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss.

Interest income on loans or other earning assets that classified as non-performing is recognised at the time the interest is received. When a financial asset is classified as non-performing, any interest income previously recognised but not yet collected is reversed against interest income. The reversed interest income is recognised as a contingent receivable.

2. KEBIJAKAN AKUNTANSI (lanjutan)

w. Pendapatan dan beban bunga (lanjutan)

Pendapatan syariah

Pendapatan pengelolaan dana oleh Bank sebagai *mudharib* terdiri atas pendapatan dari jual dan beli transaksi *murabahah*, pendapatan bagi hasil dari *mudharabah* dan *musyarakah*, pendapatan dari sewa (*ijarah*) dan pendapatan usaha utama lainnya.

Bank menetapkan kebijakan tingkat risiko berdasarkan ketentuan internal. Bank melakukan penghentian amortisasi pendapatan ditangguhkan pada saat pembiayaan diklasifikasikan sebagai *non-performing*. Pendapatan Bank dari transaksi usaha yang diklasifikasikan sebagai *non-performing* dicatat sebagai pendapatan yang akan diterima pada laporan komitmen dan kontinjensi.

Pendapatan *ijarah* diakui selama masa akad menggunakan metode flat (proporsional).

Pendapatan bagi hasil *musyarakah* yang menjadi hak mitra pasif diakui dalam periode terjadinya hak bagi hasil sesuai *nisbah* yang disepakati.

Pendapatan bagi hasil *mudharabah* diakui dalam periode terjadinya hak bagi hasil sesuai *nisbah* yang disepakati dan tidak diperkenankan mengakui pendapatan dan proyek hasil usaha.

Pengakuan pendapatan transaksi *murabahah* sejak 1 Januari 2014

Pengakuan pendapatan atas piutang *murabahah* diakui pada laporan laba rugi dengan menggunakan metode tingkat imbal hasil efektif.

***2. ACCOUNTING POLICIES** (continued)*

***w. Interest income and expense** (continued)*

Syariah Revenue

Revenue from fund management by Bank as mudharib consists of income from sales and purchases murabahah transactions, profit sharing from mudharabah and musyarakah financing, income from lease (ijarah) and other main operating income.

The Bank prescribes the risk rate policies based on the internal regulation. The Bank leases the amortisation of deferred income at the time its financing is classified as non-performing. The Bank's income from business transactions that are classified as non-performing is recorded as revenue to be received in the statement of commitments and contingencies.

Income from ijarah is recognised over the period of the contract with flat (proportional) method.

Profit sharing income for passive partner in musyarakah is recognised in the period when the right arises in accordance with nisbah (the agreed sharing ratio).

Profit sharing income from mudharabah is recognised in the period when the right arises in accordance with the agreed sharing ratio and the recognition based on projection of income is not allowed.

Revenue recognition of murabahah transaction starting 1 January 2014

The revenue recognition of murabahah receivables are recognised in profit or loss using the effective rate of return method.

2. KEBIJAKAN AKUNTANSI (lanjutan)

w. Pendapatan dan beban bunga (lanjutan)

Pendapatan syariah (lanjutan)

Pengakuan pendapatan transaksi *murabahah* sejak 1 Januari 2014 (lanjutan)

Tingkat imbal hasil efektif merupakan metode alokasi pengakuan pendapatan dan merupakan tingkat imbal hasil yang secara tepat mendiskontokan estimasi penerimaan kas di masa depan selama perkiraan umur dari piutang *murabahah* untuk memperoleh biaya perolehan diamortisasi dari piutang *murabahah*. Pada saat menghitung tingkat imbal hasil efektif, Bank mengestimasi arus kas di masa datang dengan mempertimbangkan seluruh persyaratan kontraktual dalam piutang *murabahah* tersebut, tetapi tidak mempertimbangkan kerugian piutang di masa mendatang. Perhitungan ini mencakup seluruh komisi, provisi, dan bentuk lain yang diterima oleh para pihak dalam akad yang merupakan bagian tidak terpisahkan dari tingkat imbal hasil efektif, biaya transaksi, dan seluruh premi atau diskon lainnya.

Pengakuan pendapatan transaksi *murabahah* sebelum 1 Januari 2014

Pengakuan pendapatan transaksi *murabahah* dengan pembayaran tangguh atau angsuran menggunakan metode anuitas dan flat (proporsional).

Hak pihak ketiga atas bagi hasil dana *syirkah* temporer

Hak nasabah atas bagi hasil dana *syirkah* temporer merupakan bagian bagi hasil milik nasabah yang didasarkan pada prinsip *mudharabah* atas hasil pengelolaan dana mereka oleh Bank. Pendapatan yang dibagikan adalah kas yang telah diterima (*cash basis*) dari bagi hasil.

Pembagian hasil usaha dilakukan berdasarkan prinsip bagi hasil usaha yaitu dari laba kotor Bank (*gross profit margin*).

2. ACCOUNTING POLICIES *(continued)*

w. Interest income and expense *(continued)*

Syariah Revenue *(continued)*

Revenue recognition of murabahah transaction starting 1 January 2014 (continued)

Effective rate of return is an allocation method of revenue recognition and the rate that exactly discounts the estimated future cash receipts through the expected life of the murabahah receivable to obtain the carrying amount of a murabahah receivable. When calculating the effective rate of return, the Bank estimates cash flows in the future by considering all contractual terms of the murabahah receivable, but does not consider the loss of receivables in the future. This calculation includes all commissions, fees, and other forms received by the parties in a contract that are an integral part of the effective rate of return, transaction costs, and all other premiums or discounts.

Revenue recognition of murabahah transaction prior to 1 January 2014

Revenue recognition of murabahah transaction with deferred payment or installment is conducted with annuity and flat (proportional) method.

Third parties' share on returns of temporary syirkah funds

Third parties' share on returns of temporary syirkah funds represents customer's share on the Bank's income derived from the management of their funds by the Bank under mudharabah principles. Income that will be distributed is the cash received (cash basis) from the share.

The distribution of revenue is based on profit sharing scheme on the Bank's gross profit margin.

2. KEBIJAKAN AKUNTANSI (lanjutan)

w. Pendapatan dan beban bunga (lanjutan)

Hak pihak ketiga atas bagi hasil dana *syirkah* temporer (lanjutan)

Pendapatan marjin dan bagi hasil atas pembiayaan yang diberikan dan atas aset produktif lainnya akan dibagikan kepada nasabah penyimpan dana dan Bank sesuai dengan proporsi dana yang dipakai dalam pembiayaan yang diberikan dan aset produktif lainnya. Pendapatan marjin dan bagi hasil yang tersedia untuk nasabah tersebut kemudian dibagihasilkan ke nasabah penabung dan deposan sebagai *shahibul maal* dan Bank sebagai *mudharib* sesuai porsi *nisbah* bagi hasil yang telah disepakati bersama sebelumnya. Pendapatan marjin dan bagi hasil dari pembiayaan dan aset produktif lainnya yang memakai dana Bank, seluruhnya menjadi milik Bank, termasuk pendapatan dari investasi bank berbasis imbalan.

x. Pendapatan provisi dan komisi

Provisi dan komisi yang berkaitan langsung dengan kegiatan pemberian kredit diakui sebagai bagian/(pengurang) dari biaya perolehan kredit dan akan diakui sebagai pendapatan bunga dengan cara diamortisasi berdasarkan metode suku bunga efektif.

Pendapatan provisi dan komisi yang tidak berkaitan dengan kegiatan pemberian kredit atas suatu jangka waktu diakui sebagai pendapatan pada saat terjadinya transaksi sebagai pendapatan operasional lainnya.

y. Pendapatan dan beban operasional lainnya

Beban tenaga kerja

Beban tenaga kerja meliputi beban berupa gaji karyawan, bonus, lembur, tunjangan, dan pelatihan.

Beban umum dan administrasi

Beban umum dan administrasi merupakan beban yang timbul sehubungan dengan aktivitas kantor dan operasional Bank dan Entitas Anak.

Seluruh pendapatan dan beban yang terjadi dibebankan sebagai laba/rugi pada saat terjadinya.

***2. ACCOUNTING POLICIES** (continued)*

***w. Interest income and expense** (continued)*

***Third parties' share on returns of temporary syirkah funds** (continued)*

Margin income and profit sharing on financing facilities and other earning assets are distributed to fund owners and the Bank based on proportion of fund used in the financing and other earning assets. Margin income and profit sharing income allocated to the fund owners are then distributed to fund owners as shahibul maal and the Bank as mudharib based on a predetermined ratio (nisbah). Margin income and profit sharing from financing facilities and other earning assets using the Bank's funds, are entirely shared for the Bank, including income from the Bank's fee-based transactions.

x. Fees and commissions income

Fees and commissions income directly related to lending activities, are recognised as a part/(deduction) of lending cost and will be recognised as interest income by amortising the carrying value of loan with effective interest rate method.

Fees and commissions income which are not related to lending activities on a specific period are recognised as income as incurred at the transaction date as other operating income.

y. Other operating income and expenses

Personnel expenses

Personnel expenses include expenses related with salaries for employees, bonuses, overtime, allowances, and training.

General and administrative expenses

General and administrative expenses represent expenses which related to office activities and Bank and Subsidiary' operational activities.

All of these income and expenses are recorded as profit/loss when incurred.

2. KEBIJAKAN AKUNTANSI (lanjutan)

z. Perpajakan

Beban pajak terdiri dari pajak kini dan pajak tangguhan. Pajak diakui dalam laporan laba rugi konsolidasian, kecuali jika pajak tersebut terkait dengan transaksi atau kejadian yang langsung diakui ke ekuitas. Dalam hal ini, pajak tersebut masing-masing diakui dalam pendapatan komprehensif lain atau ekuitas.

Bank mengevaluasi secara periodik implementasi terhadap peraturan perpajakan yang berlaku terutama yang memerlukan interpretasi lebih lanjut mengenai pelaksanaannya termasuk juga evaluasi terhadap surat ketetapan pajak yang diterima dari kantor pajak.

Pajak penghasilan tangguhan disajikan dengan menggunakan metode *balance sheet* liabilitas. Pajak penghasilan tangguhan timbul akibat perbedaan temporer antara aset dan liabilitas menurut ketentuan-ketentuan pajak dengan nilai tercatat aset dan liabilitas dalam laporan keuangan konsolidasian. Tarif pajak yang berlaku atau yang secara substansial telah berlaku digunakan dalam menentukan besarnya jumlah pajak penghasilan tangguhan.

Aset pajak tangguhan diakui apabila terdapat kemungkinan besar bahwa jumlah laba fiskal di masa mendatang akan memadai untuk mengkompensasi perbedaan temporer yang menimbulkan aset pajak tangguhan tersebut.

Koreksi terhadap liabilitas perpajakan dicatat pada saat diterimanya surat ketetapan, atau apabila dilakukan banding, ketika hasil banding sudah ditetapkan.

Taksiran pajak penghasilan Bank dan Entitas Anak dihitung untuk masing-masing perusahaan sebagai badan hukum terpisah. Aset pajak kini (current tax assets) dan liabilitas pajak kini (current tax liabilities) untuk badan hukum yang berbeda tidak disalinghapuskan dalam laporan keuangan konsolidasian. Utang pajak penghasilan badan dan utang pajak lainnya Bank dan Entitas Anak disajikan sebagai "Utang pajak" di laporan posisi keuangan konsolidasian. Aset pajak tangguhan disajikan bersih setelah dikurangi dengan liabilitas pajak tangguhan di laporan posisi keuangan konsolidasian.

***2. ACCOUNTING POLICIES** (continued)*

z. Taxation

The tax expense comprises current and deferred tax. Tax is recognised in the consolidated statement of income, except to the extent that it relates to items recognised directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

Bank periodically evaluates the implementation of prevailing tax regulations especially those that are subject to further interpretation on its implementation, including evaluation on tax assessment letters received from tax authorities.

Deferred income tax is provided, using the balance sheet liability method. Deferred income tax on temporary differences arising between the tax base of assets and liabilities and their carrying amounts in the consolidated financial statements. Currently enacted or substantially enacted tax rates are used in the determination of deferred income tax.

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Amendments to taxation obligations are recorded when an assessment letter is received or, if appealed against, when the results of the appeal have been determined.

The estimated corporate income tax of Bank and Subsidiary is calculated for each company as a separate legal entity. Current tax assets and current tax liabilities for different legal entities can not be set-off in the consolidated financial statements. Corporate tax payables and other tax payables of Bank and Subsidiary are presented as "Taxes payable" in the consolidated statement of financial position. Deferred tax assets are presented net of deferred tax liabilities in the consolidated statements of financial position.

2. KEBIJAKAN AKUNTANSI (lanjutan)

aa. Imbalan kerja

Liabilitas pensiun

Bank dan Entitas Anak memiliki program-program pensiun sesuai dengan peraturan dan perundang-undangan yang berhubungan dengan ketenagakerjaan atau kebijakan yang ditetapkan oleh Bank dan Entitas Anak. Program-program ini pada umumnya didanai melalui pembayaran kepada pengelola dana pensiun yang besarnya ditentukan dalam perhitungan aktuarial yang dilakukan secara berkala.

Bank dan Entitas Anak harus menyediakan program pensiun dengan jumlah minimal tertentu sesuai dengan Undang-Undang (UU) Ketenagakerjaan No. 13/2003. Karena UU Ketenagakerjaan menentukan rumus tertentu untuk menghitung jumlah minimal imbalan pensiun, maka pada dasarnya program pensiun berdasarkan UU Ketenagakerjaan adalah program manfaat pasti. Program pensiun manfaat pasti adalah program pensiun yang menentukan jumlah imbalan pensiun yang akan diberikan, biasanya didasarkan pada satu faktor atau lebih seperti usia, masa kerja atau jumlah kompensasi.

Liabilitas program pensiun imbalan pasti yang diakui di laporan posisi keuangan konsolidasian adalah nilai kini liabilitas imbalan pasti pada tanggal laporan posisi keuangan yang disesuaikan dengan keuntungan/kerugian aktuarial dan biaya jasa lalu yang belum diakui. Liabilitas imbalan pasti dihitung setiap tahun oleh aktuaris independen dengan menggunakan metode *Projected Unit Credit*. Nilai kini liabilitas imbalan pasti ditentukan dengan mendiskontokan estimasi arus kas keluar di masa yang akan datang dengan menggunakan tingkat bunga Obligasi Pemerintah dalam mata uang yang sama dengan mata uang pensiun yang akan dibayarkan dan waktu jatuh tempo yang kurang lebih sama dengan waktu jatuh tempo pensiun yang bersangkutan.

Keuntungan atau kerugian aktuarial dapat timbul dari penyesuaian yang dibuat berdasarkan pengalaman, perubahan asumsi-asumsi aktuarial, dan perubahan pada program pensiun. Apabila jumlah keuntungan atau kerugian aktuarial ini melebihi 10% dari nilai kini liabilitas imbalan pasti atau 10% dari nilai wajar aset program maka kelebihannya dibebankan atau dikreditkan pada pendapatan atau beban selama sisa masa kerja rata-rata para karyawan yang bersangkutan.

***2. ACCOUNTING POLICIES** (continued)*

aa. Employee benefits

Pension obligations

Bank and Subsidiary have pension schemes in accordance with prevailing labor-related laws and regulations of Bank and Subsidiary' policies. The schemes are generally funded through payments to trustee-administered funds as determined by periodic actuarial calculations.

Bank and Subsidiary are required to provide a minimum amount of pension benefits in accordance with Labor Law No. 13/2003. Since the Labor Law sets the formula for determining the minimum amount of benefits, in substance pension plans under the Labor Law represent defined benefit plans. A defined benefit plan is a pension plan that defines an amount of pension benefit to be provided, usually as a function of one or more factors such as age, years of service or total compensation.

The liability recognised in the consolidated statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the statement of financial position's date together with adjustments for unrecognised actuarial gains/losses and past service cost. The defined benefit obligation is calculated annually by independent actuaries using the Projected Unit Credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of Government Bonds that are denominated in the currency in which the pension will be paid, and that have terms to maturity approximating the terms of the related pension liability.

Actuarial gains or losses can arise from experience adjustments, changes in actuarial assumptions, and amendments to pension plans. When its exceeding 10% of present value of the defined benefit obligation or 10% of fair value program's asset, the excess are charged or credited to income over the average remaining service lifes of the related employees.

2. KEBIJAKAN AKUNTANSI (lanjutan)

aa. Imbalan kerja (lanjutan)

Pesangon pemutusan kontrak kerja

Pesangon pemutusan kontrak terhutang ketika karyawan diberhentikan sebelum usia pensiun normal.

Bank dan Entitas Anak mengakui pesangon pemutusan kontrak kerja ketika Bank dan Entitas Anak menunjukkan komitmennya untuk memutuskan hubungan kerja dengan karyawan berdasarkan suatu rencana formal terperinci yang kecil kemungkinannya untuk dibatalkan. Pesangon yang akan dibayarkan dalam waktu lebih dari 12 (dua belas) bulan setelah tanggal laporan posisi keuangan didiskontokan untuk mencerminkan nilai kini.

ab. Laba per saham

Laba per saham dasar dihitung dengan membagi laba bersih dengan rata-rata tertimbang jumlah saham biasa yang beredar pada periode yang bersangkutan.

Laba per saham dilusian dihitung dengan membagi laba bersih dengan rata-rata tertimbang jumlah saham yang beredar ditambah dengan rata-rata tertimbang jumlah saham yang akan diterbitkan atas konversi efek yang berpotensi saham yang bersifat dilutif.

ac. Transaksi dengan pihak berelasi

Bank melakukan transaksi dengan pihak berelasi. Sesuai dengan PSAK No. 7 (revisi 2010) tentang "Pengungkapan Pihak-pihak yang Berelasi", yang dimaksud dengan pihak yang berelasi adalah orang atau entitas yang berelasi dengan entitas pelapor sebagai berikut:

a. Orang atau anggota keluarga terdekatnya berelasi dengan entitas pelapor jika orang tersebut:
   i. memiliki pengendalian atau pengendalian bersama terhadap entitas pelapor;
   ii. memiliki pengaruh signifikan terhadap entitas pelapor; atau
   iii. personal manajemen kunci entitas pelapor atau entitas induk pelapor.

2. ACCOUNTING POLICIES *(continued)*

aa. Employee benefits *(continued)*

Termination benefits

Termination benefits are payable whenever an employee's employment is terminated before the normal retirement age.

Bank and Subsidiary recognise termination benefits when it is demonstrably committed to terminate the employment of current employees according to a detailed formal plan which has small probability to withdraw. Benefits, due more than 12 (twelve) months after statement of financial position's date are discounted to present value.

ab. Earnings per share

Basic earnings per share is computed by dividing net income with the weighted average number of common shares outstanding during the period.

Diluted earnings per share is calculated by dividing net income by the weighted average number of shares outstanding plus the weighted average number of shares outstanding which would be issued on the conversion of the dilutive potential shares.

ac. Transactions with related parties

The Bank has transactions with related parties. In accordance with SFAS No.7 (revised 2010) regarding "Related Party Disclosure", the meaning of a related party is a person or entity that is related to a reporting entity as follow:

a. A person or a close member of that person's family is related to a reporting entity if that person
   i. has control or joint control over the reporting entity;
   ii. has significant influence over the reporting entity; or
   iii. is member of the key management personnel of the reporting entity or a parent of the reporting entity.

2. KEBIJAKAN AKUNTANSI (lanjutan)

ac. Transaksi dengan pihak berelasi (lanjutan)

b. Suatu entitas berelasi dengan entitas pelapor jika memenuhi hal-hal sebagai berikut:
   i. entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya terkait dengan entitas lain);
   ii. suatu entitas adalah entitas asosiasi atau ventura bersama bagi entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, di mana entitas lain tersebut adalah anggotanya);
   iii. kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
   iv. suatu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
   v. entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari suatu entitas pelapor atau entitas yang terkait dengan entitas pelapor;
   vi. entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam butir (a); atau
   vii. orang yang diidentifikasi, dalam butir (a) (i) memiliki pengaruh signifikan terhadap entitas atau anggota manajemen kunci entitas (atau entitas induk dari entitas).

Jenis transaksi dan saldo dengan pihak-pihak berelasi diungkapkan dalam catatan atas laporan keuangan konsolidasian.

ad. Pelaporan segmen

Sebuah segmen operasi adalah suatu komponen dari entitas:
a. yang terlibat dalam aktivitas bisnis yang memperoleh pendapatan dan menimbulkan beban (termasuk pendapatan dan beban yang terkait dengan transaksi dengan komponen lain dari entitas yang sama);
b. hasil operasinya dikaji ulang secara reguler oleh kepala operasional untuk membuat keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya; dan
c. tersedia informasi keuangan yang dapat dipisahkan.

2. ACCOUNTING POLICIES *(continued)*

ac. Transactions with related parties *(continued)*

b. An entity is related to a reporting entity if any of the following conditions applies:
   i. the entity and the reporting entity are member of the same the company (which means that each parent, subsidiary, and fellow subsidiary is related to the others);
   ii. one entity is an associate or joint venture of the other entity (or an associate or joint venture of member of a company of which the other entity is a member);
   iii. both entities are joint ventures of the same third party;
   iv. one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
   v. the entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity;
   vi. the entity controlled or jointly controlled by a person identified in (a); or
   vii. a person identified in (a) (i) has significant influence over the entity or is a member of the key management personel of the entity (or of a parent of the entity).

The nature of transactions and balances of accounts with related parties are disclosed in the notes to the consolidated financial statements.

ad. Segment reporting

An operating segment is a component of entity which:
a. involves with business activities to generate income and expenses (include income and expenses relating to the transactions with other components with the same entity);
b. operations result is observed regularly by chief decision maker to make decisions regarding the allocation of resources and to evaluate the works; and
c. separated financial information is available.

2. KEBIJAKAN AKUNTANSI (lanjutan)

ad. Pelaporan segmen (lanjutan)

Bank menyajikan segmen operasi berdasarkan informasi yang disiapkan secara internal untuk pengambil keputusan operasional. Berdasarkan PSAK 5 (Revisi 2009), sebuah segmen usaha adalah sekelompok aset dan operasi yang menyediakan barang atau jasa yang memiliki risiko serta tingkat pengembalian yang berbeda dengan segmen usaha lainnya.

Segmen operasi Bank dan Entitas Anak disajikan berdasarkan bank umum - konvensional dan bank syariah.

Segmen geografis adalah komponen Bank dan Entitas Anak yang dapat dibedakan dalam menghasilkan jasa pada lingkungan (wilayah) ekonomi tertentu dan komponen itu memiliki risiko dan imbalan yang berbeda dengan risiko dan imbalan pada komponen yang beroperasi pada lingkungan (wilayah) ekonomi lain. Bank dan Entitas Anak melaporkan segmen geografis berdasarkan daerah Jadetabek, Jawa Barat, Jawa Tengah & Jawa Timur dan Luar Jawa.

***2. ACCOUNTING POLICIES** (continued)*

***ad. Segment reporting** (continued)*

Bank presents operating segments based on the information that internally is provided to the chief operating decision maker. Under SFAS 5 (Revised 2009), a business segment is a group of assets and operations engaged in providing products or services that are subject to risks and returns that are difference from those of other business segments.

The Bank's and its Subsidiary's operating segments are presented by commercial banks - conventional and sharia bank.

A geographical segment is a distinguishable component of the Bank and its Subsidiary that is engaged in providing services within a particular economic environment and that is subject to risks and returns that are different from those operating in other economic environments. The Bank and its Subsidiary report geographical segment information based on Jadetabek , West Java, Central Java & East Java and Non Java.

3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG PENTING

Beberapa estimasi dan asumsi dibuat dalam rangka penyusunan laporan keuangan konsolidasian dimana dibutuhkan pertimbangan manajemen dalam menentukan metodologi yang tepat untuk penilaian aset dan liabilitas.

Manajemen membuat estimasi dan asumsi yang berimplikasi pada pelaporan nilai aset dan liabilitas atas tahun keuangan satu tahun kedepan. Semua estimasi dan asumsi yang diharuskan oleh PSAK adalah estimasi terbaik yang didasarkan standar yang berlaku. Estimasi dan pertimbangan dievaluasi secara terus menerus dan berdasarkan pengalaman masa lalu dan faktor-faktor lain termasuk harapan atas kejadian yang akan datang.

Walaupun estimasi dan asumsi ini dibuat berdasarkan pengetahuan terbaik manajemen atas kejadian dan tindakan saat ini, hasil yang timbul mungkin berbeda dengan estimasi dan asumsi semula.

3. USE OF SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

Certain estimates and assumption are made in the presentation of the consolidated financial statements. These often require management judgement in determining the appropriate methodology for valuation of assets and liabilities.

Management makes estimates and assumptions that affect the reported amounts of assets and liabilities within the next financial year. All estimates and assumptions required in conformity with SFAS are best estimates undertaken in accordance with the applicable standard. Estimates and judgements are evaluated on a continuous basis, and are based on past experience and other factors, including expectations with regard to future events.

Although these estimates and assumption are based on management's best knowledge of current events and activities, actual result may differ from those estimates and assumption.

3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG PENTING (lanjutan)

Cadangan kerugian penurunan nilai aset keuangan

Aset keuangan yang dicatat berdasarkan biaya perolehan diamortisasi dievaluasi penurunan nilainya sesuai dengan Catatan 2f.

Kondisi spesifik penurunan nilai *counterparty* dalam pembentukan cadangan kerugian atas aset keuangan dievaluasi secara individu berdasarkan estimasi terbaik manajemen atas nilai kini arus kas yang diharapkan akan diterima. Dalam mengestimasi arus kas tersebut, manajemen membuat pertimbangan tentang situasi keuangan *counterparty* dan nilai realisasi bersih dari setiap agunan. Setiap aset yang mengalami penurunan nilai dinilai sesuai dengan manfaat yang ada dan strategi penyelesaian serta estimasi arus kas yang diperkirakan dapat diterima disetujui secara independen oleh Manajemen Risiko.

Perhitungan cadangan penurunan nilai kolektif meliputi kerugian kredit yang melekat dalam portofolio aset keuangan dengan karakteristik ekonomi yang sama ketika terdapat bukti objektif penurunan nilai, tetapi penurunan nilai secara individu belum dapat diidentifikasi. Dalam menilai kebutuhan untuk cadangan kolektif, manajemen mempertimbangkan faktor-faktor seperti antara lain kualitas kredit, industri, dan jenis produk.

Guna membuat estimasi cadangan yang diperlukan, asumsi dibuat untuk menentukan kerugian yang melekat dan untuk menentukan parameter input yang diperlukan berdasarkan pengalaman masa lalu dan kondisi ekonomi saat ini.

Keakuratan penyisihan tergantung pada seberapa baik estimasi arus kas masa depan untuk cadangan *counterparty* tertentu dan asumsi model dan parameter yang digunakan dalam menentukan cadangan kolektif.

3. USE OF SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS *(continued)*

Allowance for impairment losses of financial assets

Financial assets accounted for at amortised cost are evaluated for impairment on a basis described in Note 2f.

The specific counterparty conditions of the total allowances for impairment applies to financial assets evaluated individually for impairment and is based upon management's best estimate of the present value of the cash flows that are expected to be received. In estimating these cash flows, management makes judgements about the counterparty's financial situation and the net realizable value of any underlying collateral. Each impaired asset is assessed on its merits and the workout strategy and estimated cash flows considered recoverable are independently approved by the Risk Management.

Collectively assessed impairment allowances cover credit losses inherent in portfolios of financial assets with similar economic characteristics when there is objective evidence to suggest that they contain impaired financial assets, but the individual impaired items cannot yet be identified. In assessing the need for collective allowances, management considers factors such as credit quality, industry, and type of product amongst others.

In order to estimate the required allowance, assumptions are made to define the way inherent losses are modelled and to determine the required input parameters, based on historical experience and current economic conditions.

The accuracy of the allowances depends on how well these estimate future cash flows for specific counterparty allowances and the model assumptions and parameters used in determining collective allowances.

4. KAS / ***4. CASH***

	2014	2013	
Kas dalam khasanah	58,658,561	53,072,337	*Cash in vault*
Kas	198,000	177,000	*Cash on hand*
	58,856,561	**53,249,337**	

5. GIRO PADA BANK INDONESIA / *5. CURRENT ACCOUNTS WITH BANK INDONESIA*

	2014	2013	
Rupiah	1,524,951,197	1,120,640,663	***Rupiah***

Pada tanggal 31 Desember 2014 dan 2013, saldo giro pada Bank Indonesia termasuk giro yang berdasarkan pada prinsip perbankan Syariah (Entitas Anak) masing-masing adalah sebesar Rp 51.604.874 dan Rp 47.535.713. Saldo giro pada Bank Indonesia disediakan untuk memenuhi persyaratan Giro Wajib Minimum (GWM) dari Bank Indonesia.

As of 31 December 2014 and 2013, current accounts with Bank Indonesia include amounts under Sharia banking principles (Subsidiary) of Rp 51,604,874 and Rp 47,535,713, respectively. Account balance in Bank Indonesia are maintained to comply with Minimum Statutory Reserve regulation set by Bank Indonesia.

Rasio GWM Bank dan Entitas Anak pada tanggal 31 Desember 2014 dan 2013 adalah sebagai berikut:

As of 31 December 2014 and 2013, the GWM ratios of the Bank and its Subsidiary are as follows:

	2014	2013	
Bank Umum – Konvensional			*Commercial Bank – Conventional*
Giro Wajib Minimum Primer - Rupiah	8.86%	8.06%	*Primary Statutory Reserve - Rupiah*
Giro Wajib Minimum Sekunder - Rupiah	12.67%	16.23%	*Secondary Statutory Reserve- Rupiah*
Giro Wajib Minimum - LDR	-	-	*Primary Statutory Reserve - LDR*
Bank Syariah	5.01%	5.04%	*Sharia Bank*

Pada tanggal 31 Desember 2014 dan 2013, Bank dan Entitas Anak telah memenuhi ketentuan Bank Indonesia mengenai GWM.

As of 31 December 2014 and 2013, the Bank and its Subsidiary have complied with Bank Indonesia regulation on the GWM.

GWM Primer adalah simpanan minimum yang wajib dibentuk oleh Bank dalam bentuk saldo Rekening Giro pada Bank Indonesia, sedangkan GWM Sekunder adalah cadangan minimum yang wajib dibentuk oleh Bank berupa Sertifikat Bank Indonesia ("SBI"), Surat Utang Negara ("SUN") dan/atau kelebihan saldo Rekening Giro Rupiah Bank dari GWM Primer dan GWM Loan to Deposit Ratio ("LDR") yang dipelihara di Bank Indonesia. GWM LDR adalah tambahan simpanan minimum yang wajib dipelihara oleh Bank dalam bentuk saldo Rekening Giro pada Bank Indonesia, jika LDR Bank di bawah atau di atas target LDR Bank Indonesia sebesar 78% dan 92%. LDR Bank boleh melebihi target LDR dari Bank Indonesia sebesar 92% jika KPMM Bank lebih besar dari KPMM Insentif Bank Indonesia sebesar 14%.

Primary statutory reserve is a minimum reserves that should be maintained by the Bank in the current accounts with Bank Indonesia while secondary statutory reserve is a minimum reserves that should be maintained by the Bank which comprises of Certificates of Bank Indonesia ("SBI"), Government Debenture Debt ("SUN") and/or excess reserve of the Bank's current accounts from Primary Statutory Reserve and Loan to Deposit Ratio ("LDR") Statutory Reserve that should be maintained in Bank Indonesia. LDR Statutory Reserve is a minimum reserve that should be maintained by the Bank in the current accounts with Bank Indonesia if LDR is below or above the LDR target from Bank Indonesia amounted to 78% and 92%. The Bank's LDR may exceed the target LDR of 92% given that the Capital Adequacy Ratio is above BI requirement of 14%.

5. GIRO PADA BANK INDONESIA (lanjutan)

Giro Wajib Minimum ("GWM") Bank telah sesuai dengan Peraturan Bank Indonesia ("PBI") No. 13/10/PBI/2011 tentang perubahan atas PBI No. 12/19/PBI/2010 dan terakhir dengan PBI No. 15/15/PBI/2013 mengenai GWM Bank Umum dalam Rupiah dan valuta asing yang terdiri dari GWM Primer dan GWM Sekunder pada 31 Desember 2014 masing-masing sebesar 8,00% dan 4,00% (2013: 8,00% dan 4,00%). Pada tanggal 31 Desember 2014 dan 2013 Bank tidak memiliki GWM LDR karena memenuhi ketentuan LDR Bank Indonesia.

Sesuai dengan Peraturan Bank Indonesia No. 6/21/PBI/2004 tanggal 3 Agustus 2004 tentang "Giro Wajib Minimum Dalam Rupiah dan Valuta Asing Bagi Bank Umum yang Melaksanakan Kegiatan Usaha Berdasarkan Prinsip Syariah" sebagaimana telah diubah dengan Peraturan Bank Indonesia No. 8/23/PBI/2006 tanggal 5 Oktober 2006, Peraturan Bank Indonesia No. 10/23/PBI/2008 tanggal 16 Oktober 2008, dan terakhir berdasarkan Peraturan Bank Indonesia No. 15/16/PBI/2013 tanggal 24 Desember 2013, setiap Bank diwajibkan memelihara GWM dalam Rupiah dan valuta asing yang besarnya ditetapkan masing-masing sebesar 5% dan 1% dari dana pihak ketiga dalam Rupiah dan valuta asing.

5. CURRENT ACCOUNTS WITH BANK INDONESIA*(continued)*

The Bank's minimum statutory reserve complies with BI regulation No. 13/10/PBI/2011 regarding amendment of PBI No. 12/19/PBI/2010 and last by PBI No. 15/15/PBI/2013 concerning Statutory Reserves of Commercial Banks in Rupiah and foreign currency which consists of Primary Statutory Reserve and Secondary Statutory Reserve as at 31 December 2014 of 8.00% and 4.00%, respectively (2013: 8.00% and 4.00%). As at 31 December 2014 and 2013 the Bank did not have LDR Statutory Reserve since it complied with Bank Indonesia regulations on LDR.

Based on Bank Indonesia Regulation No. 6/21/PBI/2004 dated 3 August 2004 regarding "Minimum Statutory Reserve Requirements in Rupiah and Foreign Currencies of Commercial Banks under Sharia Principle" as amended, by Bank Indonesia Regulation No. 8/23/PBI/2006 dated 5 October 2006, No. 10/23/PBI/2008 dated 16 October 2008, and the lastest amandement No. 15/16/PBI/2013 dated 24 December 2013, each bank is required to maintain Minimum Statutory Reserve Requirements (GWM) in Rupiah and foreign currencies equivalent to 5% and 1% of its third party funds denominated in Rupiah and foreign currencies, respectively.

6. GIRO PADA BANK LAIN

a. Berdasarkan bank

6. CURRENT ACCOUNTS WITH OTHER BANK

a. By bank

	2014	2013	
Rupiah			***Rupiah***
PT Bank Central Asia Tbk	8,287,133	5,437,567	*PT Bank Central Asia Tbk*
PT Bank Mandiri (Persero) Tbk	3,778,758	4,052,700	*PT Bank Mandiri (Persero) Tbk*
PT Bank Syariah Mandiri	306,024	1,542,198	*PT Bank Syariah Mandiri*
PT Bank Pan Indonesia Tbk	15,812	13,710	*PT Bank Pan Indonesia Tbk*
	12,387,727	11,046,175	
Cadangan kerugian penurunan nilai	(70,797)	(49,128)	*Allowance for impairment losses*
	12,316,930	**10,997,047**	

Pada tanggal 31 Desember 2014 dan 2013, saldo giro pada bank lain (pihak ketiga) yang berdasarkan pada prinsip perbankan Syariah (Entitas Anak) masing-masing adalah sebesar Rp 6.711.525 (setelah dikurangi cadangan penurunan nilai sebesar Rp 70.797) dan Rp 4.863.678 (setelah dikurangi cadangan penurunan nilai sebesar Rp 49.128).

As of 31 December 2014 and 2013, current accounts with other banks (third parties) include amount under Sharia banking principles (Subsidiary) of Rp 6,711,525 (net of allowance for impairment losses of Rp70,797) and Rp 4,863,678 (net of allowance for impairment losses of Rp 49,128), respectively.

Pada tanggal 31 Desember 2014 dan 2013, tidak terdapat giro pada bank lain yang dijaminkan.

As of 31 December 2014 and 2013, there are no current account with other banks pledged as collateral.

6. GIRO PADA BANK LAIN (lanjutan)

b. Berdasarkan kolektibilitas sesuai Peraturan Bank Indonesia

Pada tanggal 31 Desember 2014 dan 2013, semua giro pada bank lain diklasifikasikan lancar.

c. Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

	2014	2013	
Saldo awal tahun	49,128	33,881	*Balance at beginning of the year*
Penyisihan tahun berjalan (Catatan 33)	21,669	15,247	*Provision during the year (Note 33)*
Saldo akhir tahun	**70,797**	**49,128**	***Balance at end of the year***

Penyisihan kerugian penurunan nilai dihitung berdasarkan kualitas aset produktif untuk perbankan Syariah sesuai dengan Catatan 2f.

Pada tanggal 31 Desember 2014 dan 2013, manajemen berpendapat bahwa cadangan kerugian penurunan nilai yang dibentuk telah memadai.

6. CURRENT ACCOUNTS WITH OTHER BANK *(continued)*

b. By collectibility according to Bank Indonesia Regulation

All current accounts with other banks are classified as current as of 31 December 2014 and 2013.

c. The changes in allowance for impairment losses are as follows:

Provision for impairment losses is calculated based on earnings assets quality for Sharia banking in Note 2f.

As of 31 December 2014 and 2013, management believes that the allowance for impairment losses is adequate.

7. PENEMPATAN PADA BANK INDONESIA DAN BANK LAIN

a. Berdasarkan jenis, pihak dan bank

	2014	2013	
Pihak Ketiga			*Third Parties*
Fasilitas simpanan Bank Indonesia (FASBI)	635,711,702	653,926,871	*Fasilitas simpanan Bank Indonesia (FASBI)*
Penempatan pada bank lain			*Interbank Call Money*
PT Bank Pan Indonesia Tbk	700,000,000	-	*PT Bank Pan Indonesia Tbk*
PT Bank Mega Tbk	400,000,000	-	*PT Bank Mega Tbk*
PT Bank BRI Syariah	200,000,000	100,000,000	*PT Bank BRISyariah*
PT Bank Mega Syariah	200,000,000	100,000,000	*PT Bank Mega Syariah*
PT Indonesia Eximbank	100,000,000	100,000,000	*PT Indonesia Eximbank*
BPD Riau Kepri	50,000,000	-	*BPD Riau Kepri*
BPD Jawa Tengah	25,000,000	-	*BPD Jawa Tengah*
PT Bank Panin Syariah	-	50,000,000	*PT Bank Panin Syariah*
PT Bank Mutiara Syariah	-	400,000,000	*PT Bank Mutiara Syariah*
	2,310,711,702	1,403,926,871	
Cadangan kerugian penurunan nilai	-	-	*Allowance for impairment losses*
	2,310,711,702	**1,403,926,871**	

7. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS

a. By type, counterparties and bank

7. PENEMPATAN PADA BANK INDONESIA DAN BANK LAIN (lanjutan)

a. Berdasarkan jenis, pihak dan bank (lanjutan)

Pada tanggal 31 Desember 2014 dan 2013, saldo penempatan pada Bank Indonesia yang berdasarkan prinsip perbankan Syariah (Entitas Anak) masing-masing adalah sebesar Rp 82.800.000 dan Rp 196.000.000.

Pada tanggal 31 Desember 2014 dan 2013, tidak terdapat penempatan pada bank lain yang dijaminkan.

7. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS *(continued)*

a. By type, counterparties and bank *(continued)*

As of 31 December 2014 and 2013, placements with Bank Indonesia include amounts under Sharia banking principles (Subsidiary) of Rp 82,800,000 and Rp 196,000,000, respectively.

As of 31 December 2014 and 2013, there are no placements with other banks pledged as collateral.

b. Berdasarkan tenor jatuh tempo / ***b. By period maturity***

	2014	2013	
Rupiah			*Rupiah*
Kurang dari 1 bulan	1,960,711,702	1,303,926,871	*Less than 1 month*
1 sampai 3 bulan	350,000,000	100,000,000	*1 up to 3 months*
	2,310,711,702	1,403,926,871	
Cadangan kerugian penurunan nilai	-	-	*Allowance for impairment losses*
	2,310,711,702	**1,403,926,871**	

c. Berdasarkan kolektibilitas sesuai Peraturan Bank Indonesia

Seluruh penempatan pada Bank Indonesia dan bank lain pada tanggal 31 Desember 2014 dan 2013 digolongkan sebagai lancar.

c. By collectibility according to Bank Indonesia Regulation

All placements with Bank Indonesia and other banks are classified as current as of 31 December 2014 and 2013.

d. Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

d. The changes in allowance for impairment losses are as follows:

	2014	2013	
Saldo awal tahun	-	200,000	*Balance at beginning of the year*
Pemulihan tahun berjalan (Catatan 33)	-	(200,000)	*Reversal during the year (Note 33)*
Saldo akhir tahun	**-**	**-**	***Balance at end of the year***

Penyisihan kerugian penurunan nilai dihitung berdasarkan kualitas aset produktif untuk perbankan Syariah sesuai Catatan 2f.

Pada tanggal 31 Desember 2014 dan 2013, manajemen berpendapat bahwa tidak terdapat penurunan nilai atas penempatan pada bank lain sehingga tidak diperlukan pembentukan cadangan kerugian penurunan nilai.

Provision for impairment losses is calculated based on earnings assets quality for Sharia banking in Note 2f.

As at 31 December 2014 and 2013, the management believes that there are no impaired placements with other banks therefore no allowance for impairment losses was provided.

8. EFEK-EFEK / *8. MARKETABLE SECURITIES*

a. Berdasarkan jenis / *a. By type*

	2014	2013	
Sertitifikat Bank Indonesia	1,646,342,338	1,499,928,047	*Certificate of Bank Indonesia*
Obligasi Korporasi	1,228,681,154	1,535,607,289	*Corporate Bonds*
Reksadana	1,095,556,793	1,301,764,418	*Mutual Funds*
Surat Utang Negara	391,098,285	330,147,054	*Government Promissory Notes*
Surat Berharga Syariah Negara	183,869,923	178,664,928	*Government Sharia Bonds*
Wesel jangka menengah	100,000,000	100,000,000	*Medium-term notes*
Efek Beragun Aset	69,125,074	111,886,543	*Asset Backed Securities*
Sukuk korporasi	44,033,058	42,322,682	*Corporate sukuk*
Wesel berjangka lokal	-	1,812,208	*Trading local bills*
	4,758,706,625	5,102,133,169	
Dikurangi:			*Less :*
Cadangan kerugian penurunan nilai	(442,516)	(472,858)	*Allowance for impairment losses*
Jumlah - bersih	**4,758,264,109**	**5,101,660,311**	***Total - net***

Pada tanggal 31 Desember 2014 dan 2013, tidak terdapat efek-efek yang dijaminkan.

As of 31 December 2014 and 2013, there are no marketable securities pledged as collateral.

Sertifikat Bank Indonesia / ***Certificate of Bank Indonesia***

Sertifikat Bank Indonesia terdiri dari : / *Sertifikat Bank Indonesia consists of :*

Sertifikat Bank Indonesia	Nilai Wajar/*Fair Value* 2014	2013	*Certificate of Bank Indonesia*
Tersedia untuk di jual			***Available for sale***
SBI LELANG IDBI100415273S	1,000,000,000	-	*SBI LELANG IDBI100415273S*
SBI LELANG IDBI130315273S	300,000,000	-	*SBI LELANG IDBI130315273S*
SBI LELANG IDBI100415273S	200,000,000	-	*SBI LELANG IDBI100415273S*
SBI LELANG IDBI130315273S	100,000,000	-	*SBI LELANG IDBI130315273S*
SBI LELANG IDBI130315273S	74,924,000	-	*SBI LELANG IDBI130315273S*
SBI 10 JULI 2014	-	1,300,000,000	*SBI 10 JULI 2014*
SBI 11 APR 2013	-	50,000,000	*SBI 11 APR 2013*
SBI 11 APR 2013	-	50,000,000	*SBI 11 APR 2013*
SBI 19 JUN 2014	-	50,000,000	*SBI 19 JUN 2014*
SBI 12 JUN 2014	-	20,000,000	*SBI 12 JUN 2014*
SBI 12 JUN 2014	-	20,000,000	*SBI 12 JUN 2014*
SBI 12 JUN 2014	-	20,000,000	*SBI 12 JUN 2014*
SBI 12 JUN 2014	-	20,000,000	*SBI 12 JUN 2014*
SBI 12 JUN 2014	-	10,000,000	*SBI 12 JUN 2014*
SBI 12 JUN 2014	-	10,000,000	*SBI 12 JUN 2014*
	1,674,924,000	1,550,000,000	
Diskonto yang belum diamortisasi	(28,581,662)	(50,071,953)	*Unamortised discount*
Jumlah	**1,646,342,338**	**1,499,928,047**	***Total***

8. EFEK-EFEK (lanjutan)

a. Berdasarkan jenis (lanjutan)

Reksadana

Reksadana terdiri dari :

8. MARKETABLE SECURITIES*(continued)*

a. By type *(continued)*

Mutual Funds

Mutual funds consists of :

	Nilai wajar/Fair value		
	2014	**2013**	
Tersedia untuk Dijual:			***Available for sale:***
BNI Assets Management	185,000,000	185,000,000	*BNI Assets Management*
PT Batavia Prosperindo Aset Manajemen	154,000,000	154,000,000	*PT Batavia Prosperindo Aset Manajemen*
PT OSO Manajemen Investasi	101,000,000	101,000,000	*PT OSO Manajemen Investasi*
PT Danareksa Investment Management	111,000,000	111,000,000	*PT Danareksa Investment Management*
PT Henan Putihrai Asset Management	103,000,000	103,000,000	*PT Henan Putihrai Asset Management*
PT Sucorinvest Asset Management	100,000,000	100,000,000	*PT Sucorinvest Asset Management*
GMT Asset Management	100,000,000	98,000,000	*GMT Asset Management*
Pasific Capital Invesment Management	87,000,000	87,000,000	*Pasific Capital Investment Management*
Brent Asset Management	51,000,000	51,000,000	*Brent Asset Management*
PT Mandiri Manajemen Investasi	50,000,000	50,000,000	*PT Mandiri Manajemen Investasi*
Mega Dana Capital	42,000,000	42,000,000	*Mega Dana Capital*
Mandiri Investa Dana Syariah	-	5,000,000	*Mandiri Investa Dana Syariah*
PT AAA Sekuritas	-	215,000,000	*PT AAA Sekuritas*
	1,084,000,000	1,302,000,000	
Keuntungan/(kerugian) yang belum direalisasi	11,556,793	(235,582)	*Unrealized gains/ (losses)*
Jumlah reksadana	**1,095,556,793**	**1,301,764,418**	***Total mutual funds***

Obligasi Korporasi

Obligasi korporasi terdiri dari :

Corporate Bonds

Corporate bonds consists of :

	2014		2013		
	Nilai Wajar/ *Fair Value*	**Peringkat/ *Rating***	**Nilai Wajar/ *Fair Value***	**Peringkat/ *Rating***	
Tersedia untuk dijual:					***Available for sale:***
PT Aneka Tambang Tbk	49,000,000	idA	46,000,000	idAA-	*PT Aneka Tambang Tbk*
PT Indosat Tbk	30,000,000	idAAA	30,000,000	idAA+	*PT Indosat Tbk*
PT Bank Danamon Indonesia Tbk	-	-	15,000,000	idAA+	*PT Bank Danamon Indonesia Tbk*
PT Bank BPD Sulut	20,000,000	idA-	-	-	*PT Bank BPD Sulut*
PT Bank BPD Sulut	14,000,000	idA-	14,000,000	idA-	*PT Bank BPD Sulut*
PT Bank Tabungan Negara (Persero) Tbk	11,000,000	idAA	10,000,000	idAA	*PT Bank Tabungan Negara (Persero) Tbk*
PT Summarecon Agung Tbk	10,000,000	idA+	-	-	*PT Summarecon Agung Tbk*
PT Mitra Adi Perkasa Tbk	8,000,000	idAA-	-	-	*PT Mitra Adi Perkasa Tbk*
PT Agung Podomoro Land Tbk	5,000,000	idA	5,000,000	idA	*PT Agung Podomoro Land Tbk*
PT BPD Lampung	5,000,000	idA-	5,000,000	idA-	*PT BPD Lampung*
PT Selamat Sempurna Tbk	3,000,000	idAA-	-	-	*PT Selamat Sempurna*
PT Modernland Realty Tbk	2,000,000	idA	-	-	*PT Modemland Reality Tbk*
PT Bank Himpunan Saudara 1906 Tbk	1,000,000	idA-	-	-	*PT Bank Himpunan Saudara 1960 Tbk*
PT BCA Finance	1,000,000	idAAA	-	-	*PT BCA Finance*
PT Indofood Sukses Makmur Tbk	1,000,000	idAA+	-	-	*PT Indofood Sukses Makmur Tbk*
PT Toyota Astra Financial Services	1,000,000	idAA+	-	-	*PT Toyota Astra Financial Services*
PT Mayora Indah Tbk	1,000,000	idAA-	-	-	*PT Mayora Indah Tbk*
	162,000,000		125,000,000		

8. EFEK-EFEK (lanjutan)

a. Berdasarkan jenis (lanjutan)

Obligasi Korporasi (lanjutan)

8. MARKETABLE SECURITIES*(continued)*

a. By type *(continued)*

Corporate Bonds *(continued)*

	2014		2013		
	Nilai Tercatat/ *Carrying Value*	**Peringkat/ *Rating***	**Nilai Tercatat/ *Carrying Value***	**Peringkat/ *Rating***	
Kerugian yang belum direalisasi	(7,794,765)		(8,659,954)		*Unrealized losses*
(Diskonto)/Premi yang belum diamortisasi	(477,798)		95,316		*Unamortized (discount)/ premium*
Jumlah obligasi korporasi - Tersedia untuk dijual	153,727,437		116,435,362		***Total corporate bonds - available for sale***
Dimiliki hingga jatuh tempo:					***Held To Maturity*:**
PT Bank Tabungan Pensiunan Nasional Tbk	115,000,000	AA(dn)	120,000,000	AA-(idn)	*PT Bank Tabungan Pensiunan Nasional Tbk*
PT Panorama Transportasi Tbk	100,000,000	idBBB+	100,000,000	idBBB+	*PT Panorama Transportasi Tbk*
PT Bank Pembangunan Daerah Jawa Barat & Banten, Tbk	100,000,000	idAA-	100,000,000	idAA-	*PT Bank Pembangunan Daerah Jawa Barat & Banten, Tbk*
PT Verena Multi Finance Tbk	80,000,000	idA	55,000,000	idA	*PT Verena Multi Finance Tbk*
PT Indomobil Finance Indonesia	79,000,000	idA	64,000,000	idA	*PT Indomobil Finance Indonesia*
PT Batavia Prosperindo Finance Tbk	70,000,000	idBBB	70,000,000	idBBB	*PT Batavia Prosperindo Finance Tbk*
PT Agung Podomoro Land Tbk	55,000,000	idA	35,000,000	idA	*PT Agung Podomoro Land Tbk*
PT Medco Energi International Tbk	45,000,000	idAA-	45,000,000	idAA-	*PT Medco Energi International Tbk*
PT Wahana Ottomitra Multiartha Tbk	40,000,000	AA(idn)	40,000,000	AA(idn)	*PT Wahana Ottomitra Multiartha Tbk*
PT BW Plantation Tbk	38,000,000	idBBB+	38,000,000	idBBB+	*PT BW Plantation Tbk*
PT Indomobil Wahana Trada	33,000,000	idBBB	33,000,000	idA	*PT Indomobil Wahana Trada*
PT Danareksa (Persero)	31,000,000	idA	31,000,000	idA	*PT Danareksa (Persero)*
PT Bima Multi Finance	21,000,000	(idn)BBB	21,000,000	[Idr]BBB	*PT Bima Multi Finance*
PT Bank Nagari	25,000,000	idA	25,000,000	idA	*PT Bank Nagari*
PT Duta Anggada Realty Tbk	21,000,000	idA-	20,000,000	idA-	*PT Duta Anggada Realty Tbk*
PT Federal International Finance	20,000,000	idAAA	114,000,000	idAA+	*PT Federal International Finance*
PT Tiga Pilar Sejahtera Food Tbk	20,000,000	idA-	20,000,000	idA-	*PT Tiga Pilar Sejahtera Food Tbk*
PT Bank Sulut	19,000,000	idA-	19,000,000	idA-	*PT Bank Sulut*
PT Japfa Comfeed Indonesia Tbk	19,000,000	idA+	19,000,000	idA+	*PT Japfa Comfeed Indonesia Tbk*
PT Bank DKI	15,000,000	idAA-	15,000,000	idA+	*PT Bank DKI*
PT Astra Sedaya Finance	15,000,000	idAAA	43,000,000	idAA+	*PT Astra Sedaya Finance*
PT Bank Sumut	14,000,000	idA	14,000,000	idA+	*PT Bank Sumut*
PT BFI Finance Indonesia	10,000,000	A+(idn)	-	-	*PT BFI Finance Indonesia*
PT Ciputra Residence	10,000,000	A(idn)	-	-	*PT Ciputra Residence*
PT Sumberdaya Sewatama	10,000,000	idA	5,000,000	idA	*PT Sumberdaya Sewatama*
PT Bank Maluku	10,000,000	A(idn)	10,000,000	A(idn)	*PT Bank Maluku*
PT Mitra Adiperkasa Tbk	10,000,000	idAA-	10,000,000	idAA-	*PT Mitra Adiperkasa Tbk*
PT BPD Nusa Tenggara Timur	10,000,000	idA-	10,000,000	idA-	*PT BPD Nusa Tenggara Timur*
PT Serasi Autoraya	10,000,000	idA+	10,000,000	idA+	*PT Serasi Autoraya*
PT Intiland Development Tbk	10,000,000	idA	10,000,000	idA	*PT Intiland Development Tbk*
PT Sarana Multi Finance	7,000,000	AA+(idn)	12,000,000	AA(idn)	*PT Sarana Multi Finance*
PT Fast Food Indonesia Tbk	5,000,000	idAA	5,000,000	idAA	*PT Fast Food Indonesia Tbk*
PT Bank Danamon Indonesia Tbk	4,000,000	idAAA	4,000,000	idAA+	*PT Bank Danamon Indonesia Tbk*
PT Express Transindo Utama Tbk	2,000,000	idA	-	-	*PT Express Transindo Utama Tbk*
PT Indosat Tbk	-	-	5,000,000	idAA+(sy)	*PT Indosat Tbk*
PT Bank Himpunan Saudara 1906 Tbk	-	-	105,000,000	idBBB+	*PT Bank Himpunan Saudara 1906 Tbk*
PT Clipan Finance Indonesia Tbk	-	-	100,000,000	idA+	*PT Clipan Finance Indonesia Tbk*
PT Summit Oto FInance	-		10,000,000	idAA	*PT Summit Oto Finance*
PT Indosat Tbk	-	-	8,000,000	idAA+	*PT Indosat Tbk*
PT Adira Dinamika Multi Finance Tbk	-	-	5,000,000	idAA+	*PT Adira Dinamika Multi Finance Tbk*
PT BCA Finance	-	-	5,000,000	AAA(idn)	*PT BCA Finance*
PT Bank Sulselbar	-	-	5,000,000	idA	*PT Bank Sulselbar*
PT Bank Pan Indonesia Tbk	-	-	30,000,000	idAA	*PT Bank Pan Indonesia Tbk*
PT Salim Ivomas Pratama Tbk	-	-	25,000,000	idAA	*PT Salim Ivomas Pratama Tbk*
	1,073,000,000		1,415,000,000		
Premi yang belum diamortisasi	1,953,717		4,171,927		*Unamortized premium*
Jumlah obligasi korporasi - dimiliki hingga jatuh tempo	1,074,953,717		1,419,171,927		*Total corporate bonds - held to maturity*
Jumlah obligasi korporasi	**1,228,681,154**		**1,535,607,289**		***Total corporate bonds***

8. EFEK-EFEK (lanjutan)

a. Berdasarkan jenis (lanjutan)

Efek Beragun Aset

Efek beragun aset terdiri dari :

8. MARKETABLE SECURITIES*(continued)*

a. By type *(continued)*

Asset Backed Securities

Asset backed securities consists of :

	2014		2013		
	C/ *Fair Value*	Peringkat/ *Rating*	Nilai Wajar/ *Fair Value*	Peringkat/ *Rating*	
Tersedia untuk dijual:					***Available for sale:***
EBA BTN 02 A 2011	49,838,314	idAAA	72,872,877	idAAA	*EBA BTN 02 A 2011*
Kerugian yang belum direalisasi	(420,010)		(680,778)		*Unrealized losses*
Jumlah efek beragun asset - tersedia untuk dijual	49,418,304		72,192,099		*Total asset backed securities - available for sale*
Dimiliki hingga jatuh tempo:					***Held-to maturity:***
EBA BTN 01 A 2010	19,706,770	idAAA	39,694,444	idAAA	*EBA BTN 01 A 2010*
Premi/(diskonto) yang belum diamortisasi	-		-		*Unamortised premium/(discount)*
Jumlah efek beragun asset - tersedia untuk dijual	19,706,770		39,694,444		*Total asset backed securities - available for sale*
Jumlah efek beragun asset	**69,125,074**		**111,886,543**		***Total asset backed securities***

Surat Berharga Syariah Negara

Surat berharga syariah negara terdiri dari :

Government Sharia Bonds

Government sharia bonds consists of :

	2014	2013	
	Nilai Tercatat/ *Carrying Value*	Nilai Tercatat/ *Carrying Value*	
Diukur pada biaya perolehan:			***At acquisition cost:***
PBS004	50,000,000	50,000,000	*PBS004*
PBS003	40,000,000	40,000,000	*PBS003*
SR005	40,000,000	40,000,000	*SR005*
PBS004	24,632,000	24,632,000	*PBS004*
SR004	10,000,000	10,000,000	*SR004*
PBS004	8,000,000	8,000,000	*PBS004*
PBS003	5,000,000	5,000,000	*PBS003*
IFR001	4,000,000	-	*IFR001*
PBS004	3,000,000	3,000,000	*PBS004*
SR004	1,270,000	1,270,000	*SR004*
	185,902,000	181,902,000	
Kerugian yang belum direalisasi	(305,895)	(1,302,259)	*Unrealized losses*
Premi yang belum diamortisasi	(1,726,182)	(1,934,813)	*Unamortized premium*
Jumlah surat berharga syariah negara – diukur pada biaya perolehan	183,869,923	178,664,928	***Total government sharia bonds – at acquisition cost***
Jumlah surat berharga syariah negara	**183,869,923**	**178,664,928**	***Total government sharia bonds***

Surat Utang Negara

Surat utang negara terdiri dari :

Government Promissory Notes

Government promissory notes consists of :

	2014	2013	
	Nilai Tercatat/ *Carrying Value*	Nilai Wajar/ *Carrying Value*	
Tersedia untuk dijual:			***Available for sale:***
FR0068	20,000,000	-	*FR0068*
FR0064	15,236,000	15,236,000	*FR0064*
FR0063	10,000,000	10,000,000	*FR0063*
	45,236,000	25,236,000	
Kerugian yang belum direalisasi	(2,563,703)	(4,171,632)	*Unrealized losses*
Diskonto yang belum diamortisasi	(1,171,417)	(971,958)	*Unamortized discount*
Jumlah surat utang negara - tersedia untuk dijual	41,560,880	20,092,410	*Total government promissory notes – available for sale*

8. EFEK-EFEK (lanjutan) / ***8. MARKETABLE SECURITIES****(continued)*

a. Berdasarkan jenis (lanjutan) / ***a. By type*** *(continued)*

Surat Utang Negara (lanjutan) / ***Government Promissory Notes*** *(continued)*

	2014 Nilai Wajar/ *Fair Value*	2013 Nilai Wajar/ *Fair Value*	
Dimiliki hingga jatuh tempo			***Held-to maturity:***
FR0065	245,070,000	236,968,860	*FR0065*
FR0062	50,000,000	-	*FR0062*
FR0059	40,000,000	-	*FR0059*
FR0064	10,000,000	-	*FR0064*
FR0068	10,000,000	-	*FR0068*
ORI008	-	21,012,062	*ORI008*
FR0026	-	10,268,468	*FR0026*
	335,070,000	268,249,390	
Diskonto yang belum diamortisasi	(5,532,595)	-	*Unamortized discount*
Jumlah surat utang Negara - dimiliki hingga jatuh tempo	349,537,405	268,249,390	*Total government promissory notes - held-to-maturity*
Diperdagangkan			***Trading:***
FR0068	-	41,805,254	*FR0068*
Jumlah surat utang Negara - Diperdagangkan	-	41,805,254	*Total government promissory notes – trading*
Jumlah surat utang Negara	**391,098,285**	**330,147,054**	***Total government promissory notes***

Wesel jangka menengah / ***Medium term notes***

Wesel jangka menengah terdiri dari : / *Medium term notes consists of :*

	2014 Nilai Tercatat/ *Carrying Value*	2013 Nilai Tercatat/ *Carrying Value*	
Disimpan hingga jatuh tempo:			***Held-to maturity:***
PT Perkebunan Nusantara II (persero)	100,000,000	-	*PT Perkebunan Nusantara II (persero)*
PT Pegadaian (persero)	-	100,000,000	*PT Pegadaian (persero)*
	100,000,000	100,000,000	
Jumlah wesel jangka menengah	**100,000,000**	**100,000,000**	***Total medium term notes***

Wesel berjangka lokal / ***Trading local bills***

Wesel berjangka lokal terdiri dari : / *Trading local bills consists of :*

	2014 Nilai Tercatat/ *Carrying Value*	2013 Nilai Tercatat/ *Carrying Value*	
Disimpan hingga jatuh tempo:			***Held-to maturity:***
Wesel berjangka lokal	-	1,812,208	*Trading local bills*
Jumlah wesel berjangka lokal - disimpan hingga jatuh tempo	-	1,812,208	*Total trading local bills - held to maturity*
Jumlah wesel berjangka lokal	**-**	**1,812,208**	***Total trading local bills***

8. EFEK-EFEK (lanjutan)

a. Berdasarkan jenis (lanjutan)

Sukuk korporasi

Sukuk korporasi terdiri dari :

8. MARKETABLE SECURITIES*(continued)*

a. By type *(continued)*

Corporate sukuk

Corporate sukuk consists of :

	2014		2013		
	Nilai Tercatat/ *Carrying Value*	**Peringkat/ *Rating***	**Nilai Tercatat/ *Carrying Value***	**Peringkat/ *Rating***	
Diukur pada biaya perolehan:					***At acquisition cost:***
Sukuk Ijarah Aneka Gas II 2012	18,000,000	A-(idn)	18,000,000	A-(idn)	*Sukuk Ijarah Aneka Gas II 2012*
Sukuk Mudharabah Adira IC/2013	12,000,000	idAA+(sy)	12,000,000	idAA+(sy)	*Sukuk Mudharabah Adira IC/2013*
Sukuk Ijarah Indosat V Th 2012	6,000,000	idAAA(sy)	6,000,000	dAAA(sy)	*Sukuk Ijarah Indosat V Th 2012*
Sukuk Ijarah Titan Petrokimia 2010	5,000,000	A+(idn)	5,000,000	A+(idn)	*Sukuk Ijarah Titan Petrokimia 2010*
Sukuk Mudharabah Mayora 2012	2,000,000	idAA-(sy)	-	idAA-(sy)	*Sukuk Mudharabah Mayora 2012*
Sukuk Mudharabah Mayora 2012	1,000,000	idAA-(sy)	1,000,000	idAA-(sy)	*Sukuk Mudharabah Mayora 2012*
	44,000,000		42,000,000		
Premi yang belum diamortisasi	33,058		322,682		*Unamortised premium*
Jumlah sukuk korporasi - Diukur pada biaya perolehan	44,033,058		42,322,682		*Total corporate sukuk - at acquisition cost*
Cadangan kerugian penurunan Nilai	(442,516)		(472,858)		*Allowance for impairment losses*
Jumlah sukuk korporasi	**43,590,542**		**41,849,824**		***Total corporate sukuk***
Jumlah efek-efek	**4,758,264,109**		**5,101,660,311**		***Total marketable securities***

b. Informasi lainnya

Pada tanggal 31 Desember 2014 dan 2013, Bank menjadi investor mayoritas dalam beberapa investasi unit reksa dana yang diklasifikasikan sebagai tersedia untuk dijual, dengan nilai wajar total sebesar Rp 1.030,093,001,453 dan Rp 1.301.764.417.

b. Other information

As at 31 December 2014 and 2013, the Bank has become the major investor in some mutual fund classified as available for sale with total fair value amounting to Rp 1.030,093,001,453 and Rp. 1,301,764,417.

9. PENDAPATAN BUNGA YANG MASIH AKAN DITERIMA

9. INTEREST RECEIVABLES

	2014	**2013**	
Kredit yang diberikan	107,012,399	98,455,491	*Loans*
Efek-efek	26,097,211	29,593,486	*Marketable securities*
Penempatan pada Bank Indonesia dan bank lain	2,499,444	977,460	*Placement with Bank Indonesia and other banks*
Jumlah	**135,609,054**	**129,026,437**	***Total***

10. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH

Semua kredit yang diberikan dan pembiayaan/piutang Syariah kepada debitur menggunakan mata uang Rupiah.

10. LOANS AND SHARIA FINANCING/ RECEIVABLES

All loans and Sharia financing/receivables granted by the Bank to the debtors denominated in Rupiah.

10. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

10. LOANS AND SHARIA FINANCING/ RECEIVABLES *(continued)*

a. Berdasarkan pihak dan tipe

a. By counterparties and type

	2014	2013	
Pihak Ketiga			***Third Parties***
Pinjaman tetap	7,800,600,925	6,367,390,534	*Fixed loans*
Pinjaman tetap dengan angsuran	1,713,451,457	2,128,915,649	*Fixed loans with installments*
Pinjaman rekening koran	1,127,258,408	1,209,990,709	*Overdraft loans*
Syariah	1,071,621,276	859,944,508	*Sharia*
Pinjaman konsumen	532,429,363	451,690,659	*Consumer loans*
Pinjaman serba guna	157,236,224	184,621,636	*Other loans*
Pinjaman tanpa agunan	1,072,943	1,314,364	*Unsecured loans*
	12,403,670,596	11,203,868,059	
Pihak Berelasi			***Related Parties***
Pinjaman rekening koran	12,602,870	2,722,985	*Overdraft loans*
Pinjaman konsumen	9,951,528	13,513,609	*Consumer loans*
Pinjaman tetap dengan angsuran	157,983	212,576	*Fixed loans with installments*
Pinjaman serba guna	204,371	81,421	*Other loans*
Syariah	3,802,668	-	*Sharia*
	26,719,420	16,530,591	
	12,430,390,016	11,220,398,650	
Dikurangi: cadangan kerugian penurunan nilai	(184,713,348)	(162,600,525)	*Less: allowance for impairment of loan losses*
	12,245,676,668	**11,057,798,125**	

b. Berdasarkan sektor ekonomi

b. By economic sector

	2014	2013	
Pihak Ketiga			***Third Parties***
Lembaga Pembiayaan	2,558,779,052	2,262,061,091	*Financing*
Perdagangan, restoran dan hotel	2,340,351,552	2,230,081,825	*Trading, restaurant, and hotel*
Industri	1,583,972,413	1,612,787,486	*Industry*
Real estate	1,174,733,634	852,187,204	*Real Estate*
Konstruksi	1,010,864,455	651,421,488	*Construction*
Syariah	1,071,621,276	859,944,508	*Sharia*
Jasa-jasa sosial/masyarakat	343,638,529	136,899,968	*Social Community Service*
Lain-lain	2,319,709,685	2,598,484,489	*Others*
	12,403,670,596	11,203,868,059	

10. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan) / ***10. LOANS AND SHARIA FINANCING/ RECEIVABLES*** *(continued)*

b. Berdasarkan sektor ekonomi (lanjutan) / ***b. By economic sector*** *(continued)*

	2014	2013	
Pihak Berelasi			***Related Parties***
Lembaga pembiayaan	12,406,377	2,526,944	*Financing*
Perdagangan, restoran dan hotel	354,476	408,617	*Trading, restaurant, and hotel*
Lain-lain	13,958,567	13,595,030	*Others*
	26,719,420	16,530,591	
	12,430,390,016	11,220,398,650	
Dikurangi: Cadangan kerugian penurunan nilai	(184,713,348)	(162,600,525)	*Less:Allowance for impairment losses*
	12,245,676,668	**11,057,798,125**	

Pada tanggal 31 Desember 2014 dan 2013, rasio kredit kepada Usaha Mikro Kecil terhadap kredit yang diberikan sesuai dengan Surat Edaran Bank Indonesia No. 13/30/DPNP tanggal 16 Desember 2011 masing-masing sebesar 10.23% dan 1.15%.

As of 31 December 2014 and 2013, the ratio of micro business loans to the total loans inaccordance with Bank Indonesia Circular Letter No. 13/30/DPNP dated 16 December 2011 was 10.23% and 1.15%, respectively.

c. Berdasarkan jangka waktu periode perjanjian kredit / ***c. By period of the loan agreement***

	2014	2013	
Kurang dari 1 tahun	5,628,207,187	1,461,602,975	*Less than 1 year*
1 sampai dengan 2 tahun	652,739,329	2,334,183,905	*1 up to 2 years*
2 sampai dengan 5 tahun	2,000,228,183	3,341,424,498	*2 up to 5 years*
Lebih dari 5 tahun	4,149,215,317	4,083,187,272	*More than 5 years*
	12,430,390,016	11,220,398,650	
Dikurangi: Cadangan kerugian penurunan nilai	(184,713,348)	(162,600,525)	*Less:Allowance for impairment losses*
	12,245,676,668	**11,057,798,125**	

d. Berdasarkan sisa umur jatuh tempo / ***d. By remaining period to maturity***

	2014	2013	
Kurang dari 1 tahun	5,950,428,642	4,874,683,534	*Less than 1 year*
1 sampai dengan 2 tahun	1,393,630,594	694,232,852	*1 up to 2 years*
2 sampai dengan 5 tahun	2,866,581,539	3,528,454,011	*2 up to 5 years*
Lebih dari 5 tahun	2,219,749,241	2,123,028,253	*More than 5 years*
	12,430,390,016	11,220,398,650	
Dikurangi: Cadangan kerugian penurunan nilai	(184,713,348)	(162,600,525)	*Less:Allowance for impairment losses*
	12,245,676,668	**11,057,798,125**	

10. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

10. LOANS AND SHARIA FINANCING/ RECEIVABLES *(continued)*

e. Berdasarkan pihak

e. By counterparties

	2014	2013	
Pihak ketiga	12,403,670,596	11,203,868,059	*Third parties*
Pihak berelasi	26,719,420	16,530,591	*Related parties*
	12,430,390,016	11,220,398,650	
Dikurangi: Cadangan kerugian penurunan nilai	(184,713,348)	(162,600,525)	*Less:Allowance for impairment losses*
	12,245,676,668	**11,057,798,125**	

f. Berdasarkan kolektibilitas sesuai Peraturan Bank Indonesia

f. By collectibility as per Bank Indonesia Regulation

	2014		2013		
	Pokok / *Principal*	Cadangan/ *Allowance*	Pokok/ *Principal*	Cadangan/ *Allowance*	
Lancar	11,130,792,901	46,020,311	10,840,442,244	108,836,276	*Pass*
Dalam perhatian khusus	823,637,158	22,660,813	275,756,569	13,934,601	*Special Mention*
Kurang lancar	91,909,412	4,663,491	8,388,588	1,402,146	*Substandard*
Diragukan	102,161,068	26,725,467	30,720,461	10,075,777	*Doubtful*
Macet	281,889,477	84,643,266	65,090,788	28,351,725	*Loss*
Dikurangi:	12,430,390,016		11,220,398,650		*Less :*
Cadangan kerugian penurunan nilai	(184,713,348)		(162,600,525)		*Allowance for impairment losses*
Jumlah	**12,245,676,668**	**184,713,348**	**11,057,798,125**	**162,600,525**	***Total***

g. Kredit yang diberikan dan pembiayaan/piutang syariah yang mengalami penurunan nilai dan cadangan kerugian penurunan nilainya berdasarkan sektor ekonomi

g. Impaired loans and sharia financing/receivables and allowances for impairment losses by economic sector

Kredit bermasalah berdasarkan sektor ekonomi dan cadangan yang dibentuk:

Non-performing loan based on economic sector and allowance:

	2014 *)	2013 *)	
Konvensional			*Conventional*
Industri	175,468,672	49,590,427	*Industry*
Perdagangan, restoran dan hotel	132,445,240	7,023,030	*Trading, restaurant and hotel*
Real estate	39,883,127	-	*Real estate*
Konstruksi	15,776,405	-	*Construction*
Jasa-jasa sosial/masyarakat	2,664,945	-	*Social/community services*
Lain-lain	103,634,444	16,146,084	*Others*
Syariah	135,936,539	31,918,667	*Sharia*
	605,809,372	104,678,208	
Dikurangi:			*Less:*
Cadangan kerugian penurunan nilai	(129,215,941)	(75,214,910)	*Allowance for impairment losses*
Jumlah	**476,593,431**	**29,463,298**	***Total***

*) Termasuk dalam kategori ini adalah debitur dengan kolektibilitas 3, 4, 5 dan debitur kredit yang direstrukturisasi

Included in this category is debtor in collectibility 3,4.5 and restructured loan debtors.

10. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

g. Kredit yang diberikan dan pembiayaan/piutang syariah yang mengalami penurunan nilai dan cadangan kerugian penurunan nilainya berdasarkan sektor ekonomi (lanjutan)

Termasuk dalam jumlah diatas kredit yang diberikan dan pembiayaan/piutang syariah yang direstrukturisasi sejumlah Rp 197.736.707 (2013: Rp 67.229.327).

Jumlah minimum penyisihan kerugian penurunan nilai atas kredit yang diberikan yang wajib dibentuk sesuai dengan ketentuan Bank Indonesia untuk perhitungan Kewajiban Penyediaan Modal Minimum (KPMM) masing-masing adalah sebesar Rp 23.216.633 (entitas induk) dan Rp 4.140.783 (entitas induk) pada tanggal 31 Desember 2014 dan 2013. Rasio pemenuhan penyisihan kerugian penurunan nilai untuk kredit yang diberikan sesuai dengan ketentuan Bank Indonesia pada tanggal 31 Desember 2014 dan 2013 masing-masing adalah sebesar 102% (entitas induk) dan 104,80% (entitas induk).

Pada tanggal 31 Desember 2014 dan 2013, kredit yang telah dihentikan pembebanan bunganya secara akrual masing-masing sebesar Rp 475.314.349 (entitas induk) dan Rp 104.559.744 (entitas induk).

Rasio kredit bermasalah (Non-Performing Loan - NPL) kotor masing-masing sebesar 3,52% (entitas induk) dan 0,70% (entitas induk) pada tanggal 31 Desember 2014 dan 2013. Rasio NPL neto masing-masing sebesar 2,61% (entitas induk) dan 0,32% (entitas induk) pada tanggal 31 Desember 2014 dan 2013.

10. LOANS AND SHARIA FINANCING/ RECEIVABLES *(continued)*

g. Impaired loans and sharia financing/receivables and allowances for impairment losses by economic sector *(continued)*

Including the above amount are restructured loans and sharia financing/receivables of Rp 197,736,707 (2013: Rp 67,229,327).

The minimum allowance for impairment losses for loans which is required by Bank Indonesia for the calculation of Capital Adequacy Ratio (CAR) amounted to Rp 23,216,633 (parent entity) and Rp 4,140,783 (parent entity) as of 31 December 2014 and 2013, respectively.The adequacy ratio for allowance for impairment losses of loans which is required by Bank Indonesia as of 31 December 2014 and 2013 are 102% (parent entity) and 104.80% (parent entity), respectively.

As at 31 December 2014 and 2013, the loan that has stopped to accrue for interest amounted to Rp 475,314,349 (parent entity) and Rp 104,559,744 (parent entity), respectively.

The ratio of non-performing loan (NPL)-gross was 3.83% (parent entity) and 0.92% (parent entity) as at 31 December 2014 and 2013, respectively. Ratio NP-net was 2.90% (parent entity) and 0.57% (parent entity) as at 31 December 2014 and 2013, respectively.

h. Kredit yang direstrukturisasi / ***h. Restructured loans***

	2014	2013	
Penambahan plafon, penggabungan fasilitas, perpanjangan jangka waktu, penurunan suku bunga kredit	67,609,475	1,122,924	*Additions of plafond, combined facility, extention of credit period, reduction of interest rate*
Perpanjangan jangka waktu kredit	66,769,279	-	*Extention of credit period*
Penjadwalan kembali angsuran dan perpanjangan jangka waktu kredit	63,357,953	10,799,000	*Rescheduling of installments and the extention of credit period*
Penjadwalan kembali angsuran kredit	-	55,307,403	*Rescheduling of installment loans*
Jumlah kredit yang direstrukturisasi	197,736,707	67,229,327	*Total restructured loans*

10. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

10. LOANS AND SHARIA FINANCING/ RECEIVABLES *(continued)*

h. Kredit yang direstrukturisasi (lanjutan)

h. Restructured loans *(continued)*

	2014	2013	
Dikurangi: Cadangan kerugian penurunan nilai	(22,809,680)	(4,812,120)	*Less: Allowance for impairment losses*
	174,927,027	**62,417,207**	

Pada tahun 2014 dan 2013, tidak terdapat keuntungan atau kerugian atas kredit yang direstrukturisasi.

In 2014 and 2013, no gains or losses on restructured loans was recognized.

i. Pembiayaan Syariah

i. Sharia financing

Rincian pembiayaan/piutang Syariah pada tanggal 31 Desember 2014 dan 2013 adalah sebagai berikut:

The details of Sharia financing/receivables as of 31 December 2014 and 2013 are as follows:

	2014	2013	
Piutang *Musyarakah*	582,129,073	271,777,563	*Musyarakah receivables*
Piutang *Murabahah*	479,230,621	581,715,763	*Murabahah receivables*
Piutang *Mudharabah*	14,055,958	5,884,619	*Mudharabah receivables*
Piutang *Ijarah*	8,292	566,563	*Ijarah receivables*
Jumlah pembiayaan/piutang Syariah	1,075,423,944	859,944,508	*Total Sharia financing/ receivables*
Dikurangi: Cadangan kerugian penurunan nilai	(33,999,583)	(11,046,956)	*Less: Allowance for impairment losses*
Jumlah pembiayaan/piutang Syariah - neto	**1,041,424,361**	**848,897,552**	***Total Sharia financing/ receivables – net***

j. Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

j. The changes in allowance for impairment losses are as follows:

	2014	2013	
Saldo awal tahun	162,600,525	242,910,502	*Balance at beginning of the year*
Penerimaan kembali kredit yang telah dihapusbukukan tahun berjalan	5,144,287	752,372	*Recoveries from written-off loans during the year*
Penyisihan/(pembalikan) tahun berjalan (Catatan 33)	44,720,319	(55,596,283)	*Provision/(reversal) during the year (Note 33)*
Penghapusan tahun berjalan	(27,751,783)	(25,466,066)	*write-off during the year*
Saldo akhir tahun	**184,713,348**	**162,600,525**	***Balance at end of the year***

Manajemen Bank dan Entitas Anak berpendapat bahwa cadangan kerugian penurunan nilai untuk kredit yang diberikan adalah cukup untuk menutup kerugian yang mungkin timbul akibat tidak tertagihnya kredit.

The Bank's and its Subsidiary's management believe that allowance for impairment losses is adequate to cover impairment losses that might arise from uncollectible loans.

10. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

k. Kredit dihapusbukukan

Kredit yang telah dihapusbukukan oleh Bank dan entitas anak dicatat sebagai kredit ekstra-komtabel di dalam rekening administratif.

Jaminan atas kredit yang diberikan berupa tanah, bangunan, saham, giro, deposito berjangka, mesin, persediaan, dan piutang. Deposito berjangka yang dijadikan jaminan tunai untuk kredit yang diberikan pada tanggal 31 Desember 2014 dan 2013 masing-masing sebesar Rp 1.679.076.158 dan Rp 1.048.376.768 (Catatan 18) dengan plafon pinjaman masing-masing sebesar Rp 1.632.222.126 dan Rp 1.113.280.761. Giro yang dijadikan jaminan tunai untuk kredit yang diberikan pada tanggal 31 Desember 2014 dan 2013 masing-masing sebesar Rp 55.000.000 dan Rp 55.000.000 (Catatan 18) dengan plafon pinjaman masing-masing sebesar Rp 65.000.000 dan Rp 65.000.000.

l. Pada tanggal 20 Januari 2005, BI mengeluarkan peraturan No. 7/3/PBI/2005 tentang "Batas Maksimum Pemberian Kredit ("BMPK") Bank Umum"yang berlaku efektif sejak tanggal 20 Januari 2005. Peraturan tersebut menetapkan batas maksimum penyediaan dana kepada satu peminjam yang bukan merupakan pihak berelasi tidak melebihi 20% dari modal Bank. Peraturan tersebut juga menetapkan batas maksimum penyediaan dana kepada satu kelompok peminjam yang bukan pihak berelasi tidak melebihi 25% dari modal Bank. Peraturan ini telah diubah dengan PBI No. 8/13/PBI/2006 tanggal 5 Oktober 2006 tentang kriteria penyediaan dana kepada pihak berelasi yang dikecualikan dari perhitungan BMPK. Pada tanggal 31 Desember 2014 dan 2013, tidak terdapat pelampauan dan pelanggaran atas BMPK baik kepada pihak berelasi maupun pihak ketiga.

m. Bank juga melakukan pembelian kredit (*asset buy*) dari PT Sejahtera Pertama Multi Finance sebesar Rp 2.999.827 dan Rp 14.036.125, masing-masing pada tanggal 31 Desember 2014 dan 2013.

***10. LOANS AND SHARIA FINANCING/ RECEIVABLES** (continued)*

k. Loans written off

The loans written off by Bank and subsidiary are recorded as extra-comptable in the administrative account.

Collaterals for loans such as land, building, stock, demand deposits, time deposits, machinery, inventories, and receivables. Time deposits that are pledged as cash collateral for loans as of 31 December 2014 and 2013 amounted to Rp 1,679,076,158 and Rp 1,048,376,768, (Note 18) with loan plafond of Rp 1,632,222,126 and Rp 1,113,280,761, respectively. Demand deposits that are pledged as cash collateral for loans as of 31 December 2014 and 2013 amounted to Rp 55,000,000 and Rp 55,000,000 (Note 18) with loan plafond of Rp 65,000,000 and Rp 65,000,000, respectively.

l. On 20 January 2005, BI issued regulation No. 7/3/PBI/2005 regarding "Legal Lending Limit for Commercial Banks" which effective on 20 January 2015. This regulation requires the maximum lending limit to one non-related party borrower not to exceed 20% of the Bank's capital. This regulation also requires the maximum lending limit to non related party group of borrowers not to exceed 25% of Bank's capital. This regulation has been amended by BI regulation No. 8/13/PBI/2006 dated 5 October 2006 regarding criteria of lending to related parties which exempted from calculation of the LLL. As at 31 December 2014 and 2013, there were no breach and no violation of the LLL requirements both to related parties and third parties.

m. The Bank has also asset buy from PT Sejahtera Pertama Multi Finance amounting to Rp 2,999,827 and Rp 14,036,125, as of 31 December 2014 and 2013, respectively.

10. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

n. Bank juga menyalurkan kredit dengan sistem pembiayaan bersama *without recourse* (*joint financing without recourse*) dengan PT Sinar Mitra Sepadan Finance dan PT First Indo American Leasing untuk kredit kendaraan bermotor, dengan saldo sebesar Rp nihil dan Rp 327.045.994 pada tanggal 31 Desember 2014 dan 2013. Risiko kredit yang ditanggung oleh Bank adalah sesuai dengan porsi kredit yang dibiayai oleh Bank sebagaimana disebutkan dalam perjanjian pembiayaan bersama (*joint financing*) dengan pola *without recourse* (tanpa jaminan).

10. LOANS AND SHARIA FINANCING/ RECEIVABLES *(continued)*

n. The Bank has also entered into without recourse joint financing with PT Sinar Mitra Sepadan Finance and PT First Indo American Leasing for vehicles loans amounting to Rp nil and Rp 327.045.994 as of 31 December 2014 and 2013. The credit risk of the Bank is proportionate with the credit funded by the Bank as stated in without recourse joint financing agreement.

11. TAGIHAN DAN LIABILITAS AKSEPTASI

a. Tagihan Akseptasi

	2014	2013	
Bukan bank - pihak ketiga			*Non bank - third parties*
Rupiah	-	397,117	*Rupiah*
Jumlah	**-**	**397,117**	***Total***

Tagihan akseptasi pada tanggal 31 Desember 2013 dikelompokkan lancar.

Pada tanggal 31 Desember 2013, manajemen Bank berpendapat bahwa tidak terdapat penurunan nilai atas tagihan akseptasi sehingga tidak diperlukan pembentukan cadangan kerugian penurunan nilai.

11. ACCEPTANCE RECEIVABLE AND PAYABLE

a. Acceptance Receivable

Acceptance receivable as of 31 December 2013 are classified as current.

As of 31 December 2013, the Bank's management believes that there are no impaired acceptance receivable therefore no allowance for impairment losses was provided.

b. Liabilitas Akseptasi

Liabilitas akseptasi berdasarkan pihak terdiri dari:

b. Acceptance Payable

Acceptance payable classified based on counterparty are as follows:

	2014	2013	
PT Bank Windu Kentjana International Tbk			*PT Bank Windu Kentjana International Tbk*
Rupiah	-	397,117	*Rupiah*
Jumlah	**-**	**397,117**	***Total***

12. PENYERTAAN SAHAM

Entitas Anak memiliki penyertaan saham pada perusahaan yang dicatat mengunakan metode biaya perolehan sebagai berikut:

12. INVESTMENTS IN SHARES

The Subsidiary has investments in shares in the following companies that are accounted for under cost method as follows:

12. PENYERTAAN SAHAM (lanjutan) / *12. INVESTMENTS IN SHARES (continued)*

	2014	2013	
PT Sarana Bersama Pembiayaan Indonesia	31,000	31,000	*PT Sarana Bersama Pembiayaan Indonesia*
PT Aplikanusa Lintas Arta	29,469	29,469	*PT Aplikanusa Lintas Arta*
Jumlah	60,469	60,469	*Total*
Cadangan kerugian penurunan nilai	(605)	(605)	*Allowance for Impairment losses*
Jumlah - neto	**59,864**	**59,864**	***Total – net***

Entitas Anak memiliki persentase kepemilikan sebesar 0,46% pada PT Sarana Bersama Pembiayaan Indonesia (bergerak dalam bidang usaha pembiayaan) dan 0,47% pada PT Aplikanusa Lintas Arta (bergerak dalam bidang jasa komunikasi).

The Subsidiary has an ownership interest of 0.46% in PT Sarana Bersama Pembiayaan Indonesia (engaged in financing) and 0.47% in PT Aplikanusa Lintas Arta (engaged in communication services).

Perubahan cadangan kerugian penurunan nilaiadalah sebagai berikut:

The changes in allowance for impairment losses areas follows:

	2014	2013	
Saldo awal tahun	605	31,295	*Balance at beginning of the year*
Penyisihan tahun berjalan	-	310	*Provision during the year*
Pemulihan tahun berjalan	-	(31,000)	*Reversal during the year*
Saldo akhir tahun	**605**	**605**	***Balance at end of the year***

Berdasarkan hasil evaluasi dan penelaahan manajemen Entitas Anak, klasifikasi penyertaan saham pada tanggal 31 Desember 2014 dan 2013 adalah sebagai berikut:

Based on the Subsidiary's management evaluation and review, the classification of investments in shares of stock as of December 31, 2014 and 2013 is as follows:

	2014	2013	
Lancar			*Current*
PT Sarana Bersama Pembiayaan Indonesia	31,000	31,000	*PT Sarana Bersama Pembiayaan Indonesia*
PT Aplikanusa Lintas Arta	29,469	29,469	*PT Aplikanusa Lintas Arta*
Jumlah	60,469	60,469	*Total*
Dikurangi: Cadangan kerugian penurunan nilai	(605)	(605)	*Less: Allowance for Impairment losses*
Jumlah - neto	**59,864**	**59,864**	***Total – net***

Manajemen Entitas Anak berpendapat bahwa cadangan kerugian penurunan nilai untuk penyertaan saham adalah cukup untuk menutup kerugian yang mungkin timbul akibat tidak tertagihnya penyertaan saham.

The Subsidiary's management believes that allowance for impairment losses is adequate to cover impairment losses that might arise from uncollectible investment in shares.

13. BIAYA DIBAYAR DI MUKA / *13. PREPAID EXPENSES*

Akun ini terdiri dari:

This account consists of:

	2014	2013	
Sewa dibayar di muka	8,573,797	5,323,109	*Prepaid rent*
Renovasi gedung kantor	5,385,562	4,427,422	*Office building renovation*
Pengembangan teknologi	311,498	865,061	*Technology development*
Pembiayaan	3,306,325	166,151	*Financing*
Lain-lain	3,678,194	4,674,317	*Others*
Jumlah	**21,255,376**	**15,456,060**	***Total***

13. BIAYA DIBAYAR DI MUKA / *13. PREPAID EXPENSES*

Lain-lain sebagian besar terdiri dari premi asuransi dibayar di muka, iuran keanggotaan OJK dan biaya jasa pengantaran uang.

Others mainly consists of prepaid insurances, OJK membership fees and cash delivery services.

14. ASET TETAP / *14. FIXED ASSETS*

	2014					
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deductions***	**Reklasifikasi/ *Reclassifications***	**Saldo Akhir/ Ending Balance**	
Biaya Perolehan						***Acquisition Cost***
Kepemilikan langsung:						*Direct ownership:*
Tanah	47,123,731	2,853,511	-	-	49,977,242	*Land*
Gedung kantor	163,325,252	2,589,336	-	14,566,093	180,480,681	*Office buildings*
Kendaraan bermotor	33,227,540	5,557,226	(3,593,700)	-	35,191,066	*Vehicles*
Mesin-mesin dan peralatan	16,682,040	1,541,532	(668,241)	1,976,749	19,532,080	*Machinery and equipment*
Perlengkapan dan perabotan kantor	6,478,955	1,700,284	(8,000)	-	8,171,239	*Office furniture and equipment*
Aset pra operasional	34,748,842	246,250	-	(16,542,842)	18,452,250	*Construction in progress*
Jumlah Biaya Perolehan	301,586,360	14,488,139	(4,269,941)	-	311,804,558	*Total Acquisition Cost*
Akumulasi Penyusutan						***Accumulated Depreciation***
Kepemilikan langsung:						*Direct ownership:*
Gedung kantor	36,935,798	8,576,592	-	-	45,512,390	*Office buildings*
Kendaraan bermotor	18,710,294	4,541,235	(3,311,217)	-	19,940,312	*Vehicles*
Mesin-mesin dan peralatan	11,703,383	2,667,818	(607,968)	(35,914)	13,727,319	*Machinery and equipment*
Perlengkapan dan perabotan kantor	3,539,220	1,391,102	(8,000)	-	4,922,322	*Office furniture and equipment*
Jumlah Akumulasi Penyusutan	70,888,695	17,176,747	(3,927,185)	(35,914)	84,102,343	*Total Accumulated Depreciation*
Nilai Buku Neto	**230,697,665**				**227,702,215**	***Net Book Value***

	2013					
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deductions***	**Reklasifikasi/ *Reclassifications***	**Saldo Akhir/ Ending Balance**	
Biaya Perolehan						***Acquisition Cost***
Kepemilikan langsung:						*Direct ownership:*
Tanah	45,168,976	1,954,755	-	-	47,123,731	*Land*
Gedung kantor	160,327,484	339,798	-	2,657,970	163,325,252	*Office buildings*
Kendaraan bermotor	30,849,500	5,301,890	(2,923,850)	-	33,227,540	*Vehicles*
Mesin-mesin dan peralatan	15,031,371	393,903	(1,824,422)	3,081,188	16,682,040	*Machinery and equipment*
Perlengkapan dan perabotan kantor	4,888,247	208,814	(251,487)	1,633,381	6,478,955	*Office furniture and equipment*
Aset pra operasional	39,642,890	2,478,491	-	(7,372,539)	34,748,842	*Construction in progress*
Jumlah Biaya Perolehan	295,908,468	10,677,651	(4,999,759)	-	301,586,360	*Total Acquisition Cost*

14. ASET TETAP (lanjutan) / ***14. FIXED ASSETS** (continued)*

	2013					
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deductions***	**Reklasifikasi/ *Reclassifications***	**Saldo Akhir/ Ending Balance**	
Akumulasi Penyusutan						***Accumulated Depreciation***
Kepemilikan langsung:						*Direct ownership:*
Gedung kantor	28,937,139	7,998,659	-	-	36,935,798	*Office buildings*
Kendaraan	16,406,610	4,556,654	(2,252,970)	-	18,710,294	*Vehicles*
Mesin-mesin dan peralatan	10,903,523	2,598,373	(1,798,513)	-	11,703,383	*Machinery and equipment*
Perlengkapan dan perabotan kantor	2,642,967	1,128,464	(232,211)	-	3,539,220	*Office furniture and equipment*
Jumlah Akumulasi Penyusutan	58,890,239	16,282,150	(4,283,694)	-	70,888,695	*Total Accumulated Depreciation*
Nilai Buku Neto	**237,018,229**				**230,697,665**	***Net Book Value***

Penyusutan yang dibebankan pada beban umum dan administrasi masing-masing adalah sebesar Rp 17.176.747 dan Rp 16.282.150 untuk tahun yang berakhir pada tanggal 31 Desember 2014 dan 2013 (Catatan 34).

Depreciation charged to general and administrative expenses amounted to Rp 17,176,747 and Rp 16,282,150 for the years ended 31 December 2014 and 2013 (Note 34).

Rincian laba penjualan aset tetap adalah sebagai berikut:

The details of gain on sale of fixed assets are as follows:

	2014	**2013**	
Hasil penjualan aset tetap	2,215,843	2,020,277	*Proceeds from sale of fixed assets*
Nilai buku	342,756	716,065	*Book value*
Laba penjualan aset tetap	**1,873,087**	**1,304,212**	***Gain on sale of fixed assets***

Laba penjualan aset tetap disajikan sebagai bagian dari akun "Pendapatan Non Operasional - Neto" pada laporan laba rugi konsolidasian (Catatan 37).

Gain on sale of fixed assets is presented as part of "Non-Operating Income - Net" in the consolidated profit and loss (Note 37).

Bank dan Entitas Anak memiliki beberapa bidang tanah yang terletak di Jakarta, Bekasi, Surabaya, Cirebon, Tegal dan Denpasar dengan hak kepemilikan berupa Hak Guna Bangunan yang berjangka waktu antara 20 (dua puluh) sampai dengan 30 (tiga puluh) tahun yang akan jatuh tempo dalam berbagai tahun sampai tahun 2040. Manajemen Bank dan Entitas Anak berpendapat bahwa tidak terdapat masalah dengan perpanjangan hak atas tanah karena seluruh tanah diperoleh secara sah dan didukung dengan bukti pemilikan yang memadai.

The Bank and its Subsidiary own several fields of land in Jakarta, Bekasi, Surabaya, Cirebon, Tegal and Denpasar with Building Usage Rights (HGB) for 20 (twenty) up to 30 (thirty) years which will expire in various years up to 2040. The Bank's and Subsidiary's management believe that there will be no difficulty in the extension of the landrights since all of the land were acquired legally and supported by sufficient evidence of ownership.

14. ASET TETAP (lanjutan)

Aset tetap, kecuali tanah, diasuransikan terhadap risiko kebakaran dan pencurian kepada PT Victoria Insurance (pihak berelasi), PT Asuransi Multi Artha Guna Tbk dan PT Panin Insurance Tbk. Nilai pertanggungan seluruhnya pada tanggal 31 Desember 2014 dan 2013 masing-masing adalah sebesar Rp 158.558.400 dan Rp 170.674.102.PT Asuransi Multi Artha Guna Tbk dan PT PaninInsurance Tbk bukan merupakan pihak berelasi dengan Bank dan Entitas Anak. Manajemen Bank dan Entitas Anak berpendapat bahwa nilai pertanggungan tersebut telah memadai untuk menutup kemungkinan kerugian atas aset tetap yang dipertanggungkan.

Pada tanggal 31 Desember 2014 dan 2013, jumlah nilai perolehan aset tetap Bank dan Entitas Anak yang telah disusutkan penuh namun masih digunakan masing-masing adalah sebesar Rp 9.029.751 dan Rp 16.851.995.

Pada tanggal 31 Desember 2014 dan 2013, tidak terdapat aset tetap yang dijaminkan.

Pada tanggal 31 Desember 2014 dan 2013, Bank dan Entitas Anak melakukan peninjauan kembali atas masa manfaat, metode penyusutan, dan nilai residu aset tetap dan menyimpulkan bahwa tidak terdapat perubahan atas metode dan asumsi tersebut.

Berdasarkan penelaahan manajemen Bank dan Entitas Anak, tidak terdapat kejadian atau perubahan keadaan yang mengindikasikan adanya penurunan nilai aset tetap pada tanggal 31 Desember 2014 dan 2013.

***14. FIXED ASSETS** (continued)*

Fixed assets, except land, are insured against losses by fire and theft risks to PT Victoria Insurance (related party), PT Asuransi Multi Artha Guna Tbk and PT Panin Insurance Tbk. Total insurance coverage as of 31 December 2014 and 2013 amounting to Rp 158,558,400 and Rp 170,674,102, respectively. PT Asuransi Multi Artha Guna Tbk and PT Panin Insurance Tbk are not related parties with the Bank and its Subsidiary.The Bank's and its Subsidiary's management believe that the insurance coverage is adequate to cover possible losses on fixed assets insured.

As of 31 December 2014 and 2013, the total acquisition cost of fixed assets of the Bank and its Subsidiary that have been fully depreciated but are still in use amounted to Rp 9,029,751 and Rp 16,851,995, respectively.

As of 31 December 2014 and 2013, there are no fixed assets pledged as collateral.

As of 31 December 2014 and 2013, the Bank and its Subsidiary undertake a review of useful life, depreciation method and residual values of fixed assets and concluded that there was no change in the methods and assumptions.

Based on the Bank's and its Subsidiary's management assessment, there are no events or changes in circumstances that indicate an impairment of fixed assets as of 31 December 2014 and 2013.

15. ASET TAK BERWUJUD

Aset tak berwujud terdiri dari *goodwill* dan piranti lunak sebagai berikut:

15. INTANGIBLE ASSETS

Intangible assets consist of goodwill and software as follows:

	2014	2013	
Piranti lunak	4,281,645	954,893	*Softwares*
Goodwill	1,363,880	1,363,880	*Goodwill*
	5,645,525	**2,318,773**	

15. ASET TAK BERWUJUD (lanjutan)

a. *Goodwill*

Goodwill timbul dari pembelian 99,98% dari jumlah saham yang dikeluarkan oleh PT Bank Victoria Syariah (dahulu PT Bank Swaguna) (Catatan 1c) dengan rincian sebagai berikut:

***15. INTANGIBLE ASSETS** (continued)*

a. Goodwill

Goodwill arose from the purchase of 99.98% of the issued share of PT Bank Victoria Syariah (formerly PT Bank Swaguna) (Note 1c) with details as follows:

	2014	2013	
Harga perolehan	4,091,640	4,091,640	*Acquisition costs*
Akumulasi amortisasi	(2,727,760)	(2,727,760)	*Accumulated amortization*
Nilai buku - neto	**1,363,880**	**1,363,880**	***Book value - net***

b. Piranti lunak / *b. Softwares*

	2014					
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deductions***	**Reklasifikasi/ *Reclassifications***	**Saldo Akhir/ Ending Balance**	
Biaya Perolehan	1,431,970	4,310,147	-	-	5,742,117	*Acquisition Cost*
Dikurangi : Akumulasi amortisasi	(477,077)	(983,395)	-	-	(1,460,472)	*Less: Accumulated amortization*
Nilai buku neto	954,893	3,326,752			4,281,645	***Net book value***

	2013					
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deductions***	**Reklasifikasi/ *Reclassifications***	**Saldo Akhir/ Ending Balance**	
Biaya Perolehan	1,089,290	342,680	-	-	1,431,970	*Acquisition Cost*
Dikurangi : Akumulasi amortisasi	(203,195)	(273,882)	-	-	(477,077)	*Less: Accumulated amortization*
Nilai buku neto	886,095	68,798			954,893	***Net book value***

Amortisasi yang dibebankan pada beban umum dan administrasi masing-masing adalah sebesar Rp 983.395 dan Rp 273.882 untuk tahun yang berakhir pada tanggal 31 Desember 2014 dan 2013.

Amortization charged to general and administrative expenses amounted to Rp 983,395 and Rp 273,882 for the years ended 31 December 2014 and 2013, respectively.

Berdasarkan penelaahan manajemen Bank, tidak terdapat kejadian atau perubahan keadaan yang mengindikasikan adanya penurunan nilai aset tak berwujud pada tanggal 31 Desember 2014 dan 2013.

Based on the Bank's management assessment, there are no events or changes in circumstances indicate an impairment of intangible assets as of31 December 2014 and 2013.

16. ASET LAIN-LAIN – NETO

16. OTHER ASSETS – NET

	2014	2013	
Agunan yang diambil alih	18,327,949	-	*Foreclosed collaterals*
Uang jaminan	6,691,581	8,215,846	*Security deposits*
Aset yang diperoleh untuk ijarah – bersih	1,125,380	-	*Assets acquired for ijarah – net*
Uang muka pembelian aset tetap	325,000	500,560	*Advance for fixed assets purchase*
Properti terbengkalai	231,002	231,002	*Abandoned properties*
Lain-lain	4,987,771	6,138,604	*Others*
Jumlah	31,688,683	15,086,012	*Total*
Cadangan kerugian penurunan nilai	(341,404)	(1,648,219)	*Allowance for impairment losses*
	31,347,279	**13,437,793**	

16. ASET LAIN-LAIN - NETO (lanjutan)

Agunan yang diambil alih merupakan jaminan pinjaman yang diberikan yang telah diambil alih oleh bank berupa tanah dan bangunan.

Agunan yang diambil alih yang dijual selama tahun yang berakhir pada tanggal 31 Desember 2014 adalah sebesar Rp. 252.488 (2013: Rp. nihil) dengan laba penjualan sebesar Rp. 139.854 (2013: keuntungan penjualan sebesar Rp. nihil).

Manajemen berpendapat bahwa saldo agunan yang diambil alih merupakan nilai bersih yang dapat direalisasi.

Uang jaminan merupakan uang yang disetor sebagai jaminan untuk sewa gedung kantor.

16. OTHER ASSETS - NET *(continued)*

Foreclosed collateral represent loan collateral that has been foreclosed by the bank in the form of land and building.

Total foreclosed collateral sold for the year ended 31 December 2014 amounting to Rp. 252,488 (2013: Rp. Nil) With loss on sales amounting to Rp. 139,854 (2013: Gain / loss on sale amounting toRp. Nil)

The management believe that the foreclosed collateral balance represents net realisable value.

Security deposits represent deposit pledged as guarantee for building rental

17. LIABILITAS SEGERA

17. OBLIGATIONS DUE IMMEDIATELY

	2014	2013	
Titipan pembiayaan	3,327,925	877,442	*Financing funds*
Titipan asuransi	305,470	500,706	*Insurance funds*
Liabilitas lainnya	591,805	1,132,424	*Other liabilities*
	4,225,200	**2,510,572**	

18. SIMPANAN NASABAH

18. DEPOSITS FROM CUSTOMERS

Semua simpanan nasabah adalah dalam mata uang Rupiah dan terdiri dari:

All deposits from customers are in Rupiah currency and consist of:

	2014	2013	
Rupiah			**Rupiah**
Deposito berjangka	14,617,422,758	12,380,339,752	*Time deposits*
Tabungan	878,869,937	670,694,019	*Savings deposits*
Giro	681,685,116	1,102,047,963	*Demand deposits*
	16,177,977,811	**14,153,081,734**	

Berdasarkan Undang-Undang No. 24 tanggal 22 September 2004, efektif sejak tanggal 22 September 2005, Lembaga Penjamin Simpanan (LPS) dibentuk untuk menjamin kewajiban tertentu bank-bank umum berdasarkan program penjaminan yang berlaku.

Based on Law No. 24 dated 22 September 2004, effective on 22 September 2005, the Deposit Insurance Agency was established to guarantee certain liabilities of commercial banks under the prevailing guarantee program.

18. SIMPANAN NASABAH (lanjutan)

Sesuai dengan Peraturan Pemerintah No. 66 Tahun 2008 tanggal 13 Oktober 2008 tentang "Besaran Nilai Simpanan yang Dijamin Lembaga Penjamin Simpanan" maka nilai simpanan setiap nasabah pada satu bank yang dijamin oleh Pemerintah naik dari Rp 100 juta (dalam Rupiah penuh) menjadi Rp 2 miliar (dalam Rupiah penuh), efektif sejak tanggal tersebut di atas.

a. Giro

Berdasarkan pihak

	2014	2013	
Pihak ketiga	676,969,116	1,096,995,348	
Pihak berelasi	4,716,000	5,052,615	
	681,685,116	**1,102,047,963**	

Pada tanggal 31 Desember 2014 dan 2013, jumlah giro Wadiah pihak ketiga yang berdasarkan pada prinsip perbankan Syariah (Entitas Anak) masing-masing adalah sebesar Rp 15.256.358 dan Rp 36.616.869.

Giro yang dijadikan sebagai jaminan tunai atas kredit yang diberikan pada tanggal 31 Desember 2014 dan 2013 masing-masing adalah sebesar Rp 55.000.000 (Catatan 10).

b. Tabungan

Berdasarkan pihak

	2014	2013	
Pihak ketiga	858,758,387	658,636,257	
Pihak berelasi	20,111,550	12,057,762	
Jumlah	**878,869,937**	**670,694,019**	

Pada tanggal 31 Desember 2014 dan 2013, tidak terdapat tabungan yang dijadikan jaminan tunai atas kredit yang diberikan.

c. Deposito Berjangka

(i) Berdasarkan pihak

	2014	2013	
Pihak ketiga	14,570,116,261	12,365,032,953	
Pihak berelasi	47,306,497	15,306,799	
Jumlah	**14,617,422,758**	**12,380,339,752**	

18. DEPOSITS FROM CUSTOMERS *(continued)*

Based on Government Regulation No. 66 Year 2008 dated 13 October 2008 regarding "The Savings Amount Guaranteed by the Deposit Insurance Agency", the savings amount for each customer in a bank which is guaranteed by the Government increased from Rp 100 million (full amount) to Rp 2 billion (full amount), effective on the date stated above.

a. Demand Deposits

By counterparties

Pihak ketiga			*Third parties*
Pihak berelasi			*Related parties*

As of 31 December 2014 and 2013, Wadiah demand deposits from third parties under Sharia banking principles (Subsidiary) amounted to Rp 15,256,358 and Rp 36,616,869, respectively.

Demand deposits amounting to Rp 55,000,000 are pledged as collateral or blocked as of 31 December 2014 and 2013, respectively (Note 10).

b. Savings Deposits

By counterparties

Pihak ketiga			*Third parties*
Pihak berelasi			*Related parties*
Jumlah			***Total***

As of 31 December 2014 and 2013, there are no savings deposits that are pledged as cash collateral.

c. Time Deposits

(i) By counterparties

Pihak ketiga			*Third parties*
Pihak berelasi			*Related parties*
Jumlah			***Total***

18. SIMPANAN NASABAH (lanjutan) / ***18. DEPOSITS FROM CUSTOMERS*** *(continued)*

c. Deposito Berjangka (lanjutan) / *c. Time Deposits (continued)*

(ii) Berdasarkan periode / *(ii) By period*

	2014	2013	
1 bulan	5,889,247,677	6,251,358,437	*1 month*
3 bulan	4,014,619,246	2,468,204,614	*3 months*
6 bulan	3,751,671,598	2,947,797,899	*6 months*
12 bulan	961,884,237	712,978,802	*12 months*
Jumlah	**14,617,422,758**	**12,380,339,752**	***Total***

(iii) Berdasarkan sisa umur sampai dengan jatuh tempo / *(iii) By remaining period until maturity*

	2014	2013	
Kurang dari 1 bulan	7,447,920,067	6,295,123,581	*Less than 1 month*
1 sampai dengan 3 bulan	4,145,210,715	3,345,271,979	*1 up to 3 months*
3 sampai dengan 6 bulan	2,464,754,090	2,177,136,624	*3 up to 6 months*
6 sampai dengan 12 bulan	559,537,886	562,807,568	*6 up to 12 months*
Jumlah	**14,617,422,758**	**12,380,339,752**	***Total***

Deposito berjangka yang dijadikan sebagai jaminan tunai atas kredit yang diberikan pada tanggal 31 Desember 2014 dan 2013 masing-masing adalah sebesar Rp 1.679.076.158 dan Rp 1.048.376.768 (Catatan 10).

Time deposits which are pledged as collateral on loans as of 31 December 2014 and 2013 amounted to Rp 1,679,076,158 and Rp 1,048,376,768, respectively (Note 10).

Informasi mengenai tingkat suku bunga diungkapkan pada Catatan 44.

Informations respect to interest rate are disclosed in Note 44.

d. Informasi lainnya / *d. Other information*

Termasuk di dalam saldo simpanan tabungan adalah tabungan *wadiah* masing-masing sebesar Rp 15.256.359 dan Rp 36.616.869 pada tanggal 31 Desember 2014 dan 2013.

Included in saving deposits were wadiah deposits amounting Rp 15,256,359 and Rp 36,616,869 as at 31 December 2014 and 2013, respectively.

19. SIMPANAN DARI BANK LAIN / ***19. DEPOSITS FROM OTHER BANKS***

Semua simpanan dari bank lain adalah dalam mata uang Rupiah dan terdiri dari:

All deposits from other banks are in Rupiah currency and consist of:

	2014	2013	
Call money	935,000,000	930,000,000	*Call money*
Deposito berjangka	93,932,849	107,719,002	*Time deposits*
Giro	24,093,627	33,180,651	*Demand deposits*
Tabungan	14,817,758	13,110,265	*Savings deposits*
SIMA (Sertifikat Investasi Mudharabah Antar Bank)	-	70,000,000	*SIMA (Mudharabah Interbank Investment Certificate)*
Deposito on call	-	3,500,000	*Deposits on call*
Jumlah	**1,067,844,234**	**1,157,509,918**	***Total***

19. SIMPANAN DARI BANK LAIN (lanjutan) / ***19. DEPOSITS FROM OTHER BANKS*** *(continued)*

a. *Call Money*

(i) Berdasarkan pihak / *(i) By counterparties*

	2014	2013	
Pihak ketiga	935,000,000	930,000,000	*Third parties*

(ii) Berdasarkan periode / *(ii) By period*

Seluruh *call money* memiliki periode kurang dari 1 bulan. / *All call money were in 1 month period.*

(iii) Berdasarkan sisa umur sampai dengan jatuh tempo / *(iii) By remaining period until maturity*

Seluruh *call money* akan jatuh tempo dalam periode kurang dari 1 bulan. / *All call money will be matured in less than 1 month.*

b. Deposito Berjangka / *Time Deposits*

(i) Berdasarkan pihak / *(i) By counterparties*

	2014	2013	
Pihak ketiga	93,932,849	107,719,002	*Third parties*

(ii) Berdasarkan periode / *(ii) By period*

	2014	2013	
1 bulan	52,572,849	41,809,002	*1 month*
3 bulan	33,000,000	42,250,000	*3 months*
6 bulan	6,360,000	21,660,000	*6 months*
12 bulan	2,000,000	2,000,000	*12 months*
Jumlah	**93,932,849**	**107,719,002**	***Total***

(iii) Berdasarkan sisa umur sampai dengan jatuh tempo / *(iii) By remaining period until maturity*

	2014	2013	
Kurang dari 1 bulan	50,054,054	42,333,904	*Less than 1 month*
1 sampai dengan 3 bulan	39,528,795	51,335,098	*1 up to 3 months*
3 sampai dengan 6 bulan	4,350,000	14,050,000	*3 up to 6 months*
Jumlah	**93,932,849**	**107,719,002**	***Total***

c. Giro dan tabungan / *Demand and saving deposits*

Pada tanggal 31 Desember 2014 dan 2013, tidak terdapat saldo giro dan tabungan dari pihak berelasi. / *As at 31 December 2014 and 2013 there are no demand and saving deposits from related parties.*

Informasi mengenai tingkat suku bunga diungkapkan pada Catatan 44. / *Informations in respect to interest rates are disclosed in Note 44.*

20. SURAT BERHARGA YANG DITERBITKAN / *20. SECURITIES ISSUED*

	2014	2013	
Obligasi Subordinasi Bank Victoria III Tahun 2013	300,000,000	300,000,000	*Bank Victoria Subordinated Bonds III Year 2013*
Obligasi Bank Victoria IV Tahun 2013	200,000,000	200,000,000	*Bank Victoria Bonds IV Year 2013*
Obligasi Subordinasi Bank Victoria II Tahun 2012	300,000,000	300,000,000	*Bank Victoria Subordinated Bonds II Year 2012*
Obligasi Bank Victoria III Tahun 2012	200,000,000	200,000,000	*Bank Victoria Bonds III Year 2012*
Jumlah	1,000,000,000	1,000,000,000	*Total*
Dikurangi: biaya emisi yang belum di amortisasi	(8,347,375)	(9,156,979)	*Less: unamortised issuance cost*
Jumlah	**991,652,625**	**990,843,021**	*Total*

Obligasi Bank Victoria IV Tahun 2013 dan Obligasi Subordinasi Bank Victoria III Tahun 2013

Pada tanggal 28 Juni 2013, Bank menerbitkan Obligasi Bank Victoria IV Tahun 2013 dan Obligasi Subordinasi Bank Victoria III Tahun 2013 masing-masing sebesar Rp 200.000.000 dan Rp 300.000.000.

Obligasi Bank Victoria IV memiliki tingkat suku bunga tetap sebesar 9,5% per tahun, yang akan dibayarkan setiap 3 (tiga) bulan. Pembayaran bunga pertama dilakukan pada tanggal 27 September 2013 sedangkan pembayaran bunga obligasi terakhir yang sekaligus menjadi tanggal jatuh tempo obligasi akan dilakukan pada tanggal 27 Juni 2018.

Obligasi Subordinasi Bank Victoria III memiliki tingkat suku bunga tetap sebesar 10,5% per tahun, yang akan dibayarkan setiap 3 (tiga) bulan. Pembayaran bunga pertama dilakukan pada tanggal 27 September 2013 sedangkan pembayaran bunga obligasi terakhir yang sekaligus menjadi tanggal jatuh tempo obligasi akan dilakukan pada tanggal 27 Juni 2020.

Bank membayar bunga obligasi tersebut di atas sesuai dengan jadwal waktunya. Beban bunga atas Obligasi Bank Victoria IV setiap tahunnya masing-masing sebesar Rp 19.000.000 dan Obligasi Subordinasi Bank Victoria III setiap tahunnya masing- masing sebesar Rp 31.500.000.

Penerbitan obligasi ini telah memperoleh pernyataan efektif dari Dewan Komisioner Otoritas Jasa Keuangan dengan Surat No. S-179/D.04/2013 tanggal 19 Juni 2013 dan dicatatkan pada Bursa Efek Indonesia tanggal 28 Juni 2013.

Bank Victoria Bonds IV Year 2013 and Bank Victoria Subordinated Bonds III Year 2013

On 28 June 2013, the Bank issued Bank Victoria Bonds IV Year 2013 and Bank Victoria Subordinated Bonds III Year 2013 amounting to Rp 200,000,000 and Rp 300,000,000, respectively.

Bank Victoria Bonds IV has a fixed interest rate of 9.5% per annum, and the interest will be paid every 3 (three) months starting from 27 September 2013 for the first payment whereas the last payment will be on 27 June 2018, at the maturity date of the bond.

Bank Victoria Subordinated Bonds III has a fixed interest rate of 10.5% per annum, and the interest will be paid every 3 (three) months starting from 27 September 2013 for the first payment whereas the last payment will be on 27 June 2020, at the maturity date of the bond.

The Bank pays interest on the bonds in accordance with time schedules. Interest expense for the Bank Victoria Bonds IV amounted to Rp 19,000,000 per year and the Bank Victoria Subordinated Bonds III amounted to Rp 31,500,000 per year, respectively.

The Bonds issuance has received the effective notification letter from the Board of Commissioner of Financial Services Authority in its Letter No. S-179/D.04/2013 dated 19 June 2013 and has been listed in Indonesian Stock Exchange dated 28 June 2013.

20. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Obligasi Bank Victoria IV Tahun 2013 dan Obligasi Subordinasi Bank Victoria III Tahun 2013 (lanjutan)

Berdasarkan pemeringkatan yang dilaksanakan oleh PT Pemeringkat Efek Indonesia (Pefindo) sesuai dengan Surat No. 650/PEF-Dir/IV/2013 tanggal 4 April 2013, hasil pemeringkatan atas Obligasi Bank Victoria IV Tahun 2013 adalah idA- dan Surat No. 651/PEF-Dir/IV/2013 tanggal 4 April 2013, hasil pemeringkatan atas Obligasi Subordinasi Bank Victoria III Tahun 2013 adalah idBBB+.

Obligasi-obligasi tersebut di atas tidak dijamin dengan suatu agunan khusus dan tidak dijamin oleh pihak ketiga manapun dan tidak termasuk dalam Program Jaminan Pemerintah Terhadap Liabilitas Pembayaran Bank Umum, akan tetapi dijamin dengan seluruh harta kekayaan Bank baik barang bergerak maupun barang tidak bergerak, kecuali aset Bank yang telah dijaminkan secara khusus kepada krediturnya.

Selaku Wali Amanat dari penerbitan obligasi ini adalah PT Bank Mega Tbk.

Obligasi Bank Victoria III Tahun 2012 dan Obligasi Subordinasi Bank Victoria II Tahun 2012

Pada tanggal 27 Juni 2012, Bank menerbitkan Obligasi Bank Victoria III Tahun 2012 dan Obligasi Subordinasi Bank Victoria II Tahun 2012 masing-masing sebesar Rp 200.000.000 dan Rp 300.000.000.

Obligasi Bank Victoria III memiliki tingkat suku bunga tetap sebesar 10% per tahun, yang akan dibayarkan setiap 3 (tiga) bulan. Pembayaran bunga pertama dilakukan pada tanggal 27 September 2012 sedangkan pembayaran bunga obligasi terakhir yang sekaligus menjadi tanggal jatuh tempo obligasi akan dilakukan pada tanggal 27 Juni 2017.

Obligasi Subordinasi Bank Victoria II memiliki tingkat suku bunga tetap sebesar 11% per tahun, yang akan dibayarkan setiap 3 (tiga) bulan. Pembayaran bunga pertama dilakukan pada tanggal 27 September 2012 sedangkan pembayaran bunga obligasi terakhir yang sekaligus menjadi tanggal jatuh tempo obligasi akan dilakukan pada tanggal 27 Juni 2019.

***20. SECURITIES ISSUED** (continued)*

Bank Victoria Bonds IV Year 2013 and Bank Victoria Subordinated Bonds III Year 2013 (continued)

Based on the report issued by PT Pemeringkat Efek Indonesia (Pefindo) as stated in its Letter No. 650/PEF-Dir/IV/2013 dated 4 April 2013, the rating of Bank Victoria Bonds IV Year 2013 is idA- and Letter No. 651/PEF-Dir/IV/2013 dated 4 April 2013, the rating of Bank Victoria Subordinated Bonds III Year 2013 is idBBB+.

The above bonds are unsecured by a specific collateral and by third parties and are excluded from the Government Guarantee to Certain Liabilities of Commercial Banks Program, but are secured by the whole Bank's assets, both fixed and moveable, except for the Bank's assets which has already pledged to creditors.

The trustee of the bond issuance is PT Bank Mega Tbk.

Bank Victoria Bonds III Year 2012 and Bank Victoria Subordinated Bonds II Year 2012

On 27 June 2012, the Bank issued Bank Victoria Bonds III Year 2012 and Bank Victoria Subordinated Bonds II Year 2012 amounting to Rp 200,000,000 and Rp 300,000,000, respectively.

Bank Victoria Bonds III has a fixed interest rate of 10% per annum, and the interest will be paid every 3 (three) months starting from 27 September 2012 for the first payment whereas the last payment will be on 27 June 2017, at the maturity date of the bond.

Bank Victoria Subordinated Bonds II has a fixed interest rate of 11% per annum, and the interest will be paid every 3 (three) months starting from 27 September 2012 for the first payment whereas the last payment will be on 27 June 2019, at the maturity date of the bond.

20. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Obligasi Bank Victoria III Tahun 2012 dan Obligasi Subordinasi Bank Victoria II Tahun 2012 (lanjutan)

Bank membayar bunga obligasi tersebut di atas sesuai dengan jadwal waktunya. Beban bunga atas Obligasi Bank Victoria III setiap tahunnya masing-masing sebesar Rp 20.000.000 dan Obligasi Subordinasi Bank Victoria II setiap tahunnya masing- masing sebesar Rp 33.000.000.

Penerbitan obligasi ini telah memperoleh pernyataan efektif dari Ketua Bapepam dan LK dengan Surat No. S-7574/BL/2012 tanggal 19 Juni 2012 dan dicatatkan pada Bursa Efek Indonesia tanggal 28 Juni 2012.

Berdasarkan pemeringkatan yang dilaksanakan oleh PT Pemeringkat Efek Indonesia (Pefindo) sesuai dengan Surat No. 652/PEF-Dir/IV/2013 tanggal 4 April 2013, hasil pemeringkatan atas Obligasi Bank Victoria III Tahun 2012 adalah idA- dan Surat No. 653/PEF-Dir/IV/2013 tanggal 4 April 2013, hasil pemeringkatan atas Obligasi Subordinasi Bank Victoria II Tahun 2012 adalah idBBB+.

Obligasi-obligasi tersebut di atas tidak dijamin dengan suatu agunan khusus dan tidak dijamin oleh pihak ketiga manapun dan tidak termasuk dalam Program Jaminan Pemerintah Terhadap Liabilitas Pembayaran Bank Umum, akan tetapi dijamin dengan seluruh harta kekayaan Bank baik barang bergerak maupun barang tidak bergerak, kecuali aset Bank yang telah dijaminkan secara khusus kepada krediturnya.

Selaku Wali Amanat dari penerbitan obligasi ini adalah PT Bank Mega Tbk.

Tidak terdapat pelanggaran atas pembatasan perjanjian perwaliamanatan obligasi pada tanggal 31 Desember 2014 dan 2013.

20. SECURITIES ISSUED *(continued)*

Bank Victoria Bonds III Year 2012 and Bank Victoria Subordinated Bonds II Year 2012 (continued)

The Bank pays interest on the bonds in accordance with time schedules. Interest expense for the Bank Victoria Bonds III amounted to Rp 20,000,000 per year and the Bank Victoria Subordinated Bonds II amounted to Rp 33,000,000 per year, respectively.

The Bonds issuance has received the effective notification letter from the Chairman of Bapepam and LK in its Letter No. S-7574/BL/2012 dated 19 June 2012 and has been listed in Indonesian Stock Exchange dated June 28, 2012.

Based on rating report by PT Pemeringkat Efek Indonesia (Pefindo) as stated in its Letter No. 652/PEF-Dir/IV/2013 dated 4 April 2013, the rating of Bank Victoria Bonds III Year 2012 is idA- and Letter No. 653/PEF-Dir/IV/2013 dated 4 April 2013, the rating of Bank Victoria Subordinated Bonds II Year 2012 is idBBB+.

The above bonds are unsecured by a specific collateral and by third parties and are excluded from the Government Guarantee to Certain Liabilities of Commercial Banks Program, but are secured by the whole Bank's assets, both fixed and moveable, except for the Bank's assets which has already pledged to creditors.

The trustee of the bond issuance is PT Bank Mega Tbk.

There was no violation to the convenant of trusteeship agreement as of 31 December 2014 and 2013.

21. PERPAJAKAN

21. TAXATION

a. Pajak dibayar dimuka

a. Prepaid tax

	2014	2013	
Bank			***Bank***
Pajak penghasilan badan Pasal 29	5,051,008	-	*Corporate income tax Article 29*

21. PERPAJAKAN (lanjutan) / ***21. TAXATION*** *(continued)*

a. Pajak dibayar dimuka (lanjutan) / ***a. Prepaid tax*** *(continued)*

	2014	2013	
Entitas Anak			***Subsidiary***
Pajak penghasilan badan			*Corporate income tax*
Pasal 29	814,398	-	*Article 29*
Konsolidasian			***Consolidated***
Pajak penghasilan badan			*Corporate income tax*
Pasal 29	5,865,406	-	*Article 29*

b. Utang pajak / ***b. Taxes payable***

	2014	2013	
Bank			***Bank***
Pajak penghasilan badan			*Corporate income tax*
Pasal 29	-	11,343,918	*Article 29*
Pasal 25	1,548,415	5,607,039	*Article 25*
	1,548,415	16,950,957	
Bank			***Bank***
Pajak lainnya			*Other taxes*
Pasal 4 ayat 2	28,149,291	18,985,307	*Article 4 (2)*
Pasal 21	1,108,103	917,223	*Article 21*
Pasal 23	61,245	11,522	*Article 23*
Pajak Pertambahan Nilai	25,204	10,790	*Value Added Tax*
Pasal 26	-	7,590	*Article 26*
	29,343,843	19,932,432	
Jumlah Utang Pajak - Entitas Induk	30,892,258	36,883,389	*Total Taxes Payable - Parent Company*
Entitas Anak			***Subsidiary***
Pajak penghasilan badan			*Corporate income tax*
Pasal 29	-	120,868	*Article 29*
Pasal 25	-	1,092,462	*Article 25*
	-	1,213,330	
Entitas Anak			***Subsidiary***
Pajak lainnya			*Other taxes*
Pasal 4 ayat 2	33,078	1,083,593	*Article 4 (2)*
Pasal 21	231,770	168,704	*Article 21*
Pasal 23	1,578,431	865	*Article 23*
	1,843,279	1,253,162	
Jumlah Utang Pajak - Entitas Anak	1,843,279	2,466,492	*Total Taxes Payable - Subsidiary*

21. PERPAJAKAN (lanjutan) / ***21. TAXATION*** *(continued)*

b. Utang pajak (lanjutan) / ***b. Taxes payable*** *(continued)*

	2014	2013	
Konsolidasian			***Consolidated***
Pajak penghasilan badan			*Corporate income tax*
Pasal 29	-	11,464,786	*Article 29*
Pasal 25	1,548,415	6,699,501	*Article 25*
	1,548,415	18,164,287	
Konsolidasian			***Consolidated***
Pajak lainnya			*Other taxes*
Pasal 4 ayat 2	28,182,369	20,068,900	*Article 4 (2)*
Pasal 21	1,339,873	1,085,927	*Article 21*
Pasal 23	1,639,676	12,387	*Article 23*
Pajak Pertambahan Nilai	25,204	10,790	*Value Added Tax*
Pasal 26	-	7,590	*Article 26*
	31,187,122	21,185,594	
Jumlah Utang Pajak - Konsolidasian	32,735,537	39,349,881	*Total Taxes Payable - Consolidated*

c. Beban Pajak Penghasilan / ***c. Income Tax Expenses***

Manfaat (beban) pajak penghasilan terdiri dari: / *Income tax benefit (expense) consist of:*

	2014	2013	
Bank			***Bank***
Pajak kini	(32,875,362)	(69,309,941)	*Current tax*
Manfaat /(beban) Pajak tangguhan	10,743,206	2,628,032	*Deferred tax benefit/(expense)*
Jumlah	(22,132,156)	(66,681,909)	*Total*
Entitas Anak			***Subsidiary***
Pajak kini	-	(1,320,214)	*Current tax*
Pajak tangguhan	6,298,799	467,298	*Deferred tax*
Jumlah	6,298,799	(852,916)	*Total*
Konsolidasian			***Consolidated***
Pajak kini	(32,875,362)	(70,630,155)	*Current tax*
Pajak tangguhan	17,042,005	3,095,330	*Deferred tax*
Jumlah	(15,833,357)	(67,534,825)	*Total*

Rekonsiliasi antara laba sebelum beban pajak penghasilan menurut laporan laba rugi komprehensif konsolidasian dengan penghasilan kena pajak yang dihitung oleh Bank untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2014 dan 2013 adalah sebagai berikut:

The reconciliation between income before income tax as shown in the consolidated statement of comprehensive income with taxable income of the Bank for the years ended 31 December 2014 and 2013 is as follows:

21. PERPAJAKAN (lanjutan) / ***21. TAXATION*** *(continued)*

c. Beban Pajak Penghasilan (lanjutan) / ***c. Income Tax Expenses*** *(continued)*

Manfaat (beban) pajak penghasilan terdiri dari (lanjutan): / *Income tax benefit (expense) consist of (continued):*

	2014	2013	
Laba sebelum beban pajak penghasilan menurut laporan laba rugi komprehensif konsolidasian	121,532,701	311,950,209	*Income before income tax expense per consolidated statement of comprehensive income*
Bagian rugi/(laba) neto Entitas Anak	27,588,674	(4,074,509)	*Equity in net loss/(profit) of Subsidiary*
Eliminasi	-	(853,745)	*Elimination*
Laba sebelum pajak penghasilan - Entitas Induk (Bank)	149,121,375	307,021,955	*Income before income tax - Parent Company (Bank)*
Beda waktu:			***Timing differences:***
Imbalan pasca kerja	6,126,039	10,512,129	*Post-employment benefits*
Bonus	5,777,000	-	*Bonus*
Cadangan biaya promosi	2,625,586	-	*Provision for promotion expense*
Beban/(pemulihan) penyisihan kerugian penurunan nilai aset keuangan dan non- keuangan	28,444,202	(35,878,637)	*Provision/(reversal) for impairment losses on financial and non-financial assets*
Beda tetap:			***Permanent differences:***
Biaya pajak	-	13,201,224	*Tax expenses*
Tunjangan karyawan	2,614,209	1,804,099	*Employees' allowance*
Biaya pemasaran	569,112	1,205,203	*Marketing expenses*
Kenaikan nilai surat berharga diperdagangkan	-	969,507	*Increase in value of trading securities*
Denda	402,510	538,566	*Penalty*
Representasi, jamuan dan biaya lainnya	2,473,211	819,582	*Representative, entertainment and other expenses*
Sumbangan	125,685	185,604	*Donation*
Hasil dividen dan penjualan Reksadana - pajak final	(66,593,882)	(22,764,714)	*dividend and sale of mutual funds - final tax*
Hasil sewa gedung	(183,600)	(374,757)	*Building rental income*
Penghasilan kena pajak	131,501,447	277,239,761	*Taxable income*
Beban pajak penghasilan kini:			*Current tax expense:*
Bank	32,875,362	69,309,941	*Bank*
Entitas Anak	-	1,320,214	*Subsidiary*
Beban pajak kini - konsolidasian	32,875,362	70,630,155	*Current tax expense - consolidated*
Dikurangi:			*Less:*
Pajak penghasilan pasal 25:			*Income tax article 25:*
Bank	(37,926,370)	(57,966,023)	*Bank*
Entitas Anak	(814,398)	(1,199,346)	*Subsidiary*
(Tagihan)/utang pajak kini -			*Income tax (receivables)/payables -*
Bank	(5,051,008)	11,343,918	*Bank*
Entitas Anak	(814,398)	120,868	*Subsidiary*
	(5,865,406)	11,464,786	

21. PERPAJAKAN (lanjutan) / ***21. TAXATION*** *(continued)*

c. Beban Pajak Penghasilan (lanjutan) / ***c. Income Tax Expenses*** *(continued)*

Rekonsiliasi atas beban pajak penghasilan Bank dengan perkalian laba akuntansi Bank sebelum beban pajak penghasilan dan tarif pajak yang berlaku adalah sebagai berikut:

The reconciliation between the Bank's income tax expense and the accounting income before tax expense and prevailing tax rate is as follows:

	2014	2013	
Laba konsolidasian sebelum pajak penghasilan	121,532,701	311,950,209	*Consolidated income before income tax*
Pajak dihitung dengan tarif pajak yang berlaku	30,383,175	77,987,552	*Tax calculated at applicable tax rates*
Dampak pajak penghasilan pada:			*Tax effects of:*
- Beban yang tidak dapat dikurangkan untuk tujuan pajak	(15,148,188)	(9,220,664)	*Expenses not deductible for tax purposes*
- Entitas Anak	6,255,379	(1,232,063)	*Subsidiary*
- Penyesuaian aset pajak tangguhan fiskal tahun 2013	(5,657,009)	-	*Adjustment deferred tax asset for fiscal year 2013*
	15,833,357	67,534,825	

Perhitungan pajak penghasilan badan untuk tahun yang berakhir pada tanggal 31 Desember 2014 di atas adalah suatu perhitungan sementara yang dibuat untuk tujuan akuntansi dan dapat berubah pada waktu Bank menyampaikan Surat Pemberitahuan ("SPT") tahunannya.

The corporate tax calculation for the year ended 31 December 2014 was a preliminary estimate made for accounting purpose and is subject to revision when the Bank files its Annual Corporate Income Tax Return.

Perhitungan pajak penghasilan badan untuk tahun yang berakhir pada tanggal 31 Desember 2013 sesuai dengan SPT tahunannya.

The corporate tax calculation for the year ended 31 December 2013 conforms with the Bank's annual tax returns.

d. Pajak tangguhan / ***d. Deferred tax***

	2014				
	1 Januari/ *January*	(Dibebankan)/ dikreditkan ke laporan laba rugi/ *konsolidasian/ (Charged)/ credited consolidated profit or loss*	(Dibebankan)/ dikreditkan ke pendapatan komprehensif lain konsolidasian/ *(Charged)/ credited consolidated other comprehensive income*	31 Desember/ *December*	
Entitas Induk					*Parent Company*
Aset pajak tangguhan:					*Deferred tax asset:*
Cadangan bonus dan promosi	-	2,100,646	-	2,100,646	*Accrued bonuses and promotion*
Cadangan kerugian penurunan nilai	-	7,111,050	-	7,111,050	*Allowances for impairment losses*
Imbalan pasca kerja	8,073,501	1,531,510	-	9,605,011	Post-employment *benefits*
Liabilitas pajak tangguhan:					*Deferred tax liability*
Keuntungan/(kerugian) yang belum direalisasi atas perubahan nilai wajar surat-surat berharga tersedia untuk dijual	3,753,329	-	(3,886,434)	(133,105)	*Unrealized gains/ (losses) on changes in fair value of available - for-sale marketable securities*
Aset/(liabilitas) pajak tangguhan Bank - Neto	11,826,830	10,743,206	(3,886,434)	18,683,602	*Deferred tax asset/ (liability) Bank – Net*

21. PERPAJAKAN (lanjutan) / ***21. TAXATION** (continued)*

d. Pajak tangguhan / ***d. Deferred tax***

	2014 (lanjutan/*continued*)				
	1 Januari/ *January*	**(Dibebankan)/ dikreditkan ke laporan laba rugi/ *konsolidasian/ (Charged)/ credited consolidated profit or loss***	**(Dibebankan)/ dikreditkan ke pendapatan komprehensif lain konsolidasian/ *(Charged)/ credited consolidated other comprehensive income***	**31 Desember/ *December***	
Aset/(liabilitas) pajak tangguhan Entitas Anak - Neto	1,637,997	6,298,799	-	7,936,796	*Deferred tax asset/ (liability) subsidiary – Net*
Jumlah aset pajak tangguhan konsolidasian	13,464,827	17,042,005	(3,886,434)	26,620,398	*Total consolidated deferred tax assets*

	2013				
	1 Januari/ *January*	**(Dibebankan)/ dikreditkan ke laporan laba rugi/ *konsolidasian/ (Charged)/ credited consolidated profit or loss***	**(Dibebankan)/ dikreditkan ke pendapatan komprehensif lain konsolidasian/ *(Charged)/ credited consolidated other comprehensive income***	**31 Desember/ *December***	
Entitas Induk					*Parent Company*
Aset pajak tangguhan:					*Deferred tax asset:*
Imbalan pasca kerja	5,445,469	2,628,032	-	8,073,501	*Post-employment benefits*
Liabilitas pajak tangguhan:					*Deferred tax liability:*
Keuntungan/(kerugian) yang belum direalisasi atas perubahan nilai wajar surat-surat berharga tersedia untuk dijual	(22,930,643)	-	26,683,972	3,753,329	*Unrealized gains/ (losses) on changes in fair value of available - for-sale marketable securities*
Aset/(liabilitas) pajak tangguhan - neto	(17,485,174)	2,628,032	26,683,972	11,826,830	*Deferred tax asset/ (liability) - net*
Aset/(liabilitas) pajak tangguhan Entitas Anak - Neto	1,083,714	467,298	86,985	1,637,997	*Deferred tax asset/ (liability) subsidiary – Net*
Jumlah aset pajak tangguhan konsolidasian	(16,401,460)	3,095,330	26,770,957	13,464,827	*Total consolidated deferred tax assets*

e. Surat Ketetapan Pajak / ***e. Tax Assessments***

Surat Ketetapan Pajak Tahun 2008

Kantor Pelayanan Pajak telah melakukan pemeriksaan untuk tahun 2008 dan menerbitkan Surat Ketetapan Pajak (SKP) atas kurang bayar pajak penghasilan badan, pajak penghasilan pasal 4 ayat 2, 21, 23, 26 dan Pajak Pertambahan Nilai tertanggal 16 Desember 2011 sebesar Rp 13.658.147 (termasuk denda dan bunga). Jumlah kurang bayar berdasarkan SKP tersebut telah dibukukan sebagai beban tahun berjalan (Catatan 35) serta disajikan sebagai bagian dari akun Utang Pajak.

Tax Assessment Letters Year 2008

The Tax Office had conducted a tax audit for fiscal year 2008 and issued the Tax Assessment Letters (SKP) for underpayments on corporate income tax, income taxes articles 4 (2), 21, 23, 26 and Value Added Tax dated 16 December2011 amounting to Rp 13,658,147 (including penalties and interest). The underpayment based on SKP has been recorded as expense in the current year (Note 35) and presented as part of the Taxes Payable account.

21. PERPAJAKAN (lanjutan)

e. Surat Ketetapan Pajak (lanjutan)

Surat Ketetapan Pajak Tahun 2008 (lanjutan)

Pada tanggal 13 Januari 2012, Bank telah melakukan pembayaran sebesar Rp 4.028.913. Pada tanggal 15 Maret 2012, Bank menyampaikan surat keberatan kepada Direktorat Jenderal Pajak atas SKP kurang bayar untuk tahun 2008 atas pajak penghasilan badan dan pajak penghasilan pasal 4 ayat 2.

Berdasarkan beberapa Surat Keputusan Direktur Jenderal Pajak tanggal 11 Maret 2013, Direktur Jenderal Pajak menolak keberatan yang diajukan oleh Bank dan menambah jumlah pajak yang harus dibayar dalam SKP kurang bayar pajak penghasilan pasal 4 ayat 2 sebesar Rp 5.591.071. Pada tanggal 17 Juni 2013, Bank telah melakukan pembayaran sebesar Rp 5.582.848 dan mengajukan banding ke Badan Peradilan Pajak. Pada tanggal 10 September 2013, Bank telah melakukan pembayaran atas sisa utang pajak yang belum dibayar sebesar Rp 9.637.456.

Pada tanggal 10 Oktober 2013, Direktorat Jenderal Pajak menerbitkan beberapa Surat Tagihan Pajak ("STP") sebesar Rp 7.610.153. Bank menyetujui STP tersebut dan telah membayar jumlah tersebut pada tanggal 19 November 2013.

Beban pajak sebesar Rp 13.201.224 disajikan sebagai bagian dari akun "Beban Operasional Lainnya - Lain-lain - Beban Pajak" pada laporan laba rugi komprehensif tahun 2013.

f. Administrasi

Berdasarkan Undang-Undang Perpajakan yang berlaku di Indonesia, bank dan entitas anak menghitung, menetapkan dan membayar sendiri besarnya jumlah pajak yang terhutang. Direktur Jendrak Pajak ("DJP") dapat menetapkan atau mengubah kewajiban pajak dalam batas waktu lima tahun sejak saat terhutangnya pajak.

***21. TAXATION** (continued)*

***e. Tax Assessments** (continued)*

Tax Assessment Letters Year 2008 (continued)

On 13 January 2012, the Bank paid amounting to Rp 4,028,913. On 15 March 2012, the Bank has submitted objection letters to the Director General of Taxes (DGT) regarding underpayment for fiscal year 2008 on corporate income tax and income tax article 4 (2).

Based on Decision Letters from DGT dated 11 March 2013, the DGT rejected the objections filed by the Bank and added underpayment of income tax article 4 (2) amounting to Rp 5,591,071. On 17 June 2013, Bank paid amounting to Rp 5,582,848 and filed an appeal to the Tax Court. On 10 September 2013, the Bank has paid the remaining balance of taxes payable amounting to Rp 9,637,456.

On 10 October 2013, DGT issued some Tax Collection Letters amounting to Rp 7,610,153. Bank has agreed with the Tax Collection Letters and paid the aforesaid amount at 19 November 2013.

Tax expenses amounting to Rp 13,201,224 was presented as part of " Other Operating Expenses - Others - Tax Expenses" in the statement of comprehensive income year 2013.

f. Administration

Under the taxation laws of Indonesia, the Bank and subsidiary submit tax returns on the basis of self assessment. The Director general of Tax (DGT) may assess or amend taxes within five years of the time the tax becomes due.

21. PERPAJAKAN (lanjutan)

f. Administrasi (lanjutan)

Berdasarkan Undang-undang Perpajakan yang berlaku di Indonesia, Bank dan entitas anak menghitung, menetapkan dan membayar sendiri besarnya jumlah pajak yang terutang. Direktur Jenderal Pajak (DJP) dapat menetapkan atau mengubah liabilitas pajak dalam batas waktu 10 (sepuluh) tahun sejak saat terutangnya pajak untuk tahun fiskal 1995 hingga 2007. Ketentuan baru yang diberlakukan terhadap tahun pajak 2008 dan tahun-tahun selanjutnya menentukan bahwa DJP dapat menetapkan dan mengubah liabilitas pajak tersebut dalam batas waktu 5 (lima) tahun sejak saat terutangnya pajak.

***21. TAXATION** (continued)*

***f. Administration** (continued)*

Under the prevailing Taxation Laws of Indonesia, the Bank and subsidiary calculates, determines and pays tax payable based on self-assessment. The Director General of Taxes (DGT) may assess or amend taxes within 10 (ten) years from the time the tax becomes due for the year 1995 up to 2007. There are new rules applicable to the fiscal year 2008 and subsequent years stipulating that the DGT may assess or amend taxes within 5 (five) years from the time the tax becomes due.

22. BEBAN AKRUAL DAN LIABILITAS LAIN-LAIN / ***22. ACCRUED EXPENSES AND OTHER LIABILITIES***

	2014	2013	
Bunga yang masih harus dibayar	92,964,531	81,065,231	*Interest payable*
Beban akrual	9,054,390	5,345,859	*Accrued expenses*
Pendapatan diterima di muka	355,566	6,196,090	*Unearned revenues*
Lain-lain	7,210,741	6,104,138	*Others*
Jumlah	109,585,228	98,711,318	*Total*

Beban akrual terutama terdiri dari biaya promosi, asuransi, pendidikan dan pengembangan, premi jaminan pihak ketiga dan jasa profesional.

Accrued expenses consist of promotion, insurance, study and development, third party guarantee and professional fees.

Saldo lain-lain pada tanggal 31 Desember 2014 dan 2013 terutama terdiri dari cadangan biaya promosi, hadiah dan hutang kepada pihak ketiga.

The balance of others as of 31 December 2014 and 2013 mainly consist of allowance for promotion expenses, gifts and liabilities to find parties.

23. LIABILITAS IMBALAN KERJA / ***23. EMPLOYEE BENEFITS OBLIGATION***

	2014	2013	
Imbalan kerja jangka pendek			*Short term employee benefit*
Bonus	5,777,000	-	*Bonus*
Liabilitas imbalan pasca kerja	44,825,460	36,990,396	*Post employment benefit liability*
Jumlah	50,602,460	36,990,396	*Total*

23. LIABILITAS IMBALAN KERJA (lanjutan)

Imbalan kerja jangka panjang

Liabilitas imbalan kerja jangka panjang Bank dan Entitas Anak hanya berhubungan dengan liabilitas imbalan pasca kerja. Bank dan Entitas Anak menyediakan program pensiun dengan imbalan minimal tertentu sesuai dengan Undang-Undang No. 13/2003 tanggal 25 Maret 2003 mengenai "Ketenagakerjaan" (UU Ketenagakerjaan). UU Ketenagakerjaan menentukan rumus tertentu untuk menghitung jumlah minimal imbalan pensiun, sehingga pada dasarnya, program pensiun berdasarkan UU Ketenagakerjaan adalah program imbalan pasti. Tidak terdapat pendanaan yang disisihkan oleh Bank dan Entitas Anak sehubungan dengan program imbalan pasca kerja tersebut. Jumlah karyawan Bank yang berhak atas imbalan pasca kerja tersebut pada tanggal 31 Desember 2014 dan 2013 masing-masing adalah sejumlah 762 dan 755 (tidak diaudit). Jumlah karyawan Entitas Anak yang berhak atas imbalan pasca kerja tersebut pada tanggal 31 Desember 2014 dan 2013 masing-masing adalah sejumlah 252 dan 380 (tidak diaudit).

Tabel di bawah ini mengikhtisarkan komponen beban imbalan pasca kerja karyawan Bank dan Entitas Anak yang diakui di laporan laba rugi komprehensif konsolidasian dan liabilitas imbalan pasca kerja karyawan Bank dan Entitas Anak yang diakui di laporan posisi keuangan konsolidasian berdasarkan laporan aktuaris PT Ricky Leonard Jasatama, aktuaris independen untuk Bank, tertanggal 21 januari 2015 untuk tahun 2014 dan 30 Desember 2013 untuk tahun 2013, dan PT Ricky Leonard Jasatama, aktuaris independen untuk Entitas Anak, tertanggal 21 Januari 2015 untuk tahun 2014 dan 10 Februari 2014 untuk tahun 2013.

a. Beban imbalan pasca kerja

	2014	2013	
Biaya jasa kini	7,999,936	9,125,319	*Current service cost*
Biaya bunga	2,611,596	2,948,675	*Interest cost*
Amortisasi kerugian aktuarial	175,556	239,829	*Amortization of actuarial loss*
Biaya jasa lalu yang diakui langsung *(vested)*	85,127	-	*Immediate recognition of past service cost – vested benefits*
Biaya pesangon pemutusan hubungan kerja	55,806	203,931	*Severance payment*
Jumlah biaya manfaat karyawan	10,928,021	12,517,754	*Total*

23. EMPLOYEE BENEFITS OBLIGATION *(continued)*

Long term employee benefit

Employee benefits obligation of the Bank and its Subsidiary only pertains to post-employment benefits. The Bank and its Subsidiary are also required to provide a minimum amount of pension benefits in accordance with Law No. 13/2003 dated 25 March 2003 regarding Labor" (Labor Law). Since the Labor Law sets the formula for determining the minimum amount of benefits, in substance, pension plans under Labor Law represent defined benefit plans. No funding of the benefits has been made by the Bank and its Subsidiary related to the post-employment benefits program. The number of the Bank's employees entitled to the post-employment benefits as of 31 December 2014 and 2013 is 762 and 755 (unaudited), respectively. The number of the Subsidiary's employees entitled to the post-employment benefits as of 31 December 2014 and 2013 is 252 and 380 (unaudited), respectively.

The following tables summarize the components of post-employment benefits expense of the Bank and its Subsidiary recognized in the consolidated profit or loss and post-employment benefits liability of Bank and its Subsidiary recognized in the consolidated statement of financial position, based on actuarial report of PT Ricky Leonard Jasatama, an independent actuary for the Bank, dated 21 January 2015 for 2014 and 30 December 2013 for 2013, and PT Ricky Leonard Jasatama, an independent actuary for the Subsidiary, dated 21 January 2015 for 2014 and 10 February 2014 for 2013.

a. Post-employment benefits expenses

23. LIABILITAS IMBALAN KERJA (lanjutan) / ***23. EMPLOYEE BENEFITS OBLIGATION*** *(continued)*

Imbalan kerja jangka panjang / ***Long term employee benefit***

b. Liabilitas imbalan pasca kerja / ***b. Post-employment benefits liability***

	2014	2013	
Nilai kini kewajiban imbalan pasti	41,536,787	44,582,711	*Present value of defined benefit obligations*
Kerugian aktuarial yang belum diakui	3,288,673	(7,592,315)	*Unrecognized actuarial loss*
Jumlah	44,825,460	36,990,396	*Total*

Perubahan liabillitas imbalan pasca kerja di laporan posisi keuangan konsolidasian pada tanggal 31 Desember 2014 dan 2013 adalah sebagai berikut:

The changes in employee benefits obligation in the consolidated statement of financial position as of 31 December 2014 and 2013 are as follows:

	2014	2013	
Saldo awal tahun	36,990,396	25,063,606	*Balance at beginning of the year*
Beban imbalan pasca kerja tahun berjalan	10,928,021	12,517,754	*Post-employment benefits expenses during the year*
Biaya pesangon pemutusan hubungan kerja	(55,806)	(203,931)	*Severance payment*
Pembayaran imbalan pasca kerja tahun berjalan	(3,037,151)	(387,033)	*Post-employment benefits payments during the year*
Saldo akhir tahun	44,825,460	36,990,396	*Balance at end of the year*

Mutasi nilai kini kewajiban adalah sebagai berikut:

The movement in the present value of obligation are as follow:

	2014	2013	
Pada awal periode	44,582,711	33,335,375	*At the beginning of the period*
Biaya jasa kini	7,999,936	9,125,319	*Current service cost*
Beban bunga	2,611,596	2,948,675	*Interest cost*
Biaya jasa lalu	85,127	-	*Past service cost*
Imbalan yang dibayar	(2,976,370)	(238,998)	*Benefits paid*
(Keuntungan)/kerugian aktuarial	(10,766,213)	(587,660)	*Actuarial (gain)/losses*
Pada akhir periode	41,536,787	44,582,711	*At the end of the period*

Asumsi-asumsi utama yang digunakan dalam menghitung liabilitas imbalan pasca kerja pada tanggal 31 Desember 2014 dan 2013 adalah sebagaiberikut:

The principal assumptions used to determine the post-employment benefits liability as of 31 December 2014 and 2013 are as follows:

23. LIABILITAS IMBALAN KERJA (lanjutan)

Imbalan kerja jangka panjang (lanjutan)

b. Liabilitas imbalan pasca kerja (lanjutan)

23. EMPLOYEE BENEFITS OBLIGATION *(continued)*

Long term employee benefit *(continued)*

b. Post-employment benefits liability *(continued)*

	2014	2013	
Bank			*Bank*
Usia pensiun normal	55 tahun/years	55 tahun/years	*Normal retirement age*
Tingkat mortalita	TMI III	TMI III	*Mortality rate*
Tingkat cacat	5% dari tingkat mortalita/ *of mortality rate*	5% dari tingkat mortalita/ *of mortality rate*	*Disability rate*
Tingkat pengunduran diri	5% per tahun/ *per annum*	5% per tahun/ *per annum*	*Resignation rate*
Tingkat kenaikan gaji	10% per tahun/ *per annum*	12% per tahun/ *per annum*	*Salary increase rate*
Tingkat suku bunga	8.49% per tahun/ *per annum*	9.1% per tahun/ *per annum*	*Interest rate*
Entitas Anak			*Subsidiary*
Usia pensiun normal	55 tahun/years	55 tahun/years	*Normal retirement age*
Tingkat mortalita	TMI III	TMI III	*Mortality rate*
Tingkat cacat	5% dari tingkat mortalita/ *of mortality rate*	5% dari tingkat mortalita/ *of mortality rate*	*Disability rate*
Tingkat pengunduran diri	5% per tahun/ *per annum*	5% per tahun/ *per annum*	*Resignation rate*
Tingkat kenaikan gaji	9.4% per tahun/ *per annum*	9.4% per tahun/ *per annum*	*Salary increase rate*
Tingkat suku bunga	8.5% per tahun/ *per annum*	9% per tahun/ *per annum*	*Interest rate*

Tabel di bawah ini merupakan histori komparasi nilai kini kewajiban imbalan pasti, dan penyesuaian yang timbul pada liabilitas program selama lima tahun terakhir adalah sebagai berikut:

Following at the historical comparison of the present value of defined benefit obligations, Bank's and experience adjustments arising on the plan liabilities for the last five years:

	2014	2013	2012	2011	2010	
Nilai kini kewajiban imbalan pasti	41,536,787	44,582,711	33,335,375	20,640,440	10,598,813	*Present value of defined benefit obligations*
Penyesuaian liabilitas program	13,233,002	1,962,052	3,253,954	3,737,166	259,928	*Experience adjusments on plan liabilities*

24. DANA SYIRKAH TEMPORER

24. TEMPORARY SYIRKAH FUNDS

Dana Syirkah temporer terdiri dari:

Temporary Syirkah funds consist of:

a. Simpanan Nasabah

a. Deposits from customers

(i) Giro Mudharabah

(i) Mudharabah demand deposits

	2014	2013	
Pihak ketiga	4,499,500	-	*Third parties*
Pihak berelasi (Catatan 39)	-	-	*Related parties (Note 39)*
Jumlah	4,499,500	-	***Total***

24. DANA SYIRKAH TEMPORER (lanjutan) / ***24. TEMPORARY SYIRKAH FUNDS*** *(continued)*

a. Simpanan Nasabah (lanjutan) / *a. Deposits from customers (continued)*

(ii) Tabungan Mudharabah / *(ii) Mudharabah saving deposits*

	2014	2013	
Pihak ketiga	63,678,697	30,509,956	*Third parties*
Pihak berelasi (Catatan 39)	1,546,742	1,241,573	*Related parties (Note 39)*
Jumlah	65,225,439	31,751,529	***Total***

Tingkat bagi hasil rata-rata per tahun untuk tabungan *mudharabah* selama tahun 2014 dan 2013 masing-masing sebesar 3,10% - 6,09% dan 2,15% - 3,48%

Average annual profit sharing for mudharabah saving during 2014 and 2013 are 3.10% - 6.09% and 2.15% - 3.48% respectively.

(iii) Deposito berjangka / *(iii) Time deposit*

	2014	2013	
Pihak ketiga	1,045,055,830	935,692,620	*Third parties*
Pihak berelasi (Catatan 39)	2,049,545	11,730,488	*Related parties (Note 39)*
Jumlah	1,047,105,375	947,423,108	***Total***

b. Simpanan dari bank lain / *b. Deposits from other banks*

	2014	2013	
Deposito berjangka	53,600,000	68,007,306	*Time deposit*

c. Berikut adalah informasi penting lainnya sehubungan dengan deposito dari simpanan nasabah dan simpanan bank lain / *c. Other significant information related to the time deposits for deposits from customers and deposits from other banks*

(i) Berdasarkan periode / *(i) By period*

	2014	2013	
1 bulan	857,877,333	637,502,221	*1 month*
3 bulan	104,692,041	129,769,643	*3 months*
6 bulan	99,738,001	168,809,550	*6 months*
12 bulan	38,398,000	79,349,000	*12 months*
Jumlah	1,100,705,375	1,015,430,414	*Total*

(ii) Berdasarkan sisa waktu hingga jatuh tempo / *(ii) By remaining period until maturity*

	2014	2013	
Kurang dari 1 bulan	857,877,333	637,502,221	*Less than 1 month*
1 sampai dengan 3 bulan	104,692,041	129,769,643	*1 up to 3 months*
3 sampai dengan 6 bulan	99,738,001	168,809,550	*3 up to 6 months*
6 sampai dengan 12 bulan	38,398,000	79,349,000	*6 up to 12 months*
Jumlah	1,100,705,375	1,015,430,414	*Total*

24. DANA SYIRKAH TEMPORER (lanjutan)

Deposito berjangka *Mudharabah* merupakan simpanan dana pihak lain yang mendapatkan imbalan bagi hasil dari pendapatan Entitas Anak atas penggunaan dana tersebut dengan nisbah yang ditetapkan dan disetujui sebelumnya dengan akad *Mudharabah Muthlaqah.*

Deposito berjangka *Mudharabah* dengan akad *Mudharabah Muthlaqah* yang dijadikan sebagai jaminan atas piutang dan pembiayaan adalah masing-masing berjumlah Rp. 166.734.040 dan Rp. 14.463.603 pada tanggal 31 Desember 2014 dan 2013.

Tingkat bagi hasil rata-rata per tahun untuk deposito *mudharabah* selama tahun 2014 dan 2013 masing-masing sebesar 8,49% - 11,30% dan 7,44% - 9,84%

24. TEMPORARY SYIRKAH FUNDS (continued)

Mudharabah time deposits represent third parties' deposits which received a profit sharing return from the Subsidiary's income over utilisation of its fund based on an agreed profit sharing ratio arranged in Mudharabah Muthlaqah.

Mudharabah time deposits with Mudharabah Muthlaqah agreement that is pledged as collateral for receivables and financing is amounted to Rp. 166,734,040 and Rp. 14,463,603 as at 31 December 2014 and 2013, respectively.

Average annual profit sharing for mudharabah deposits during 2014 and 2013 are 8.49% - 11.30% and 7.44% - 9.84% respectively.

25. MODAL SAHAM

Susunan pemegang saham Bank masing-masing pada tanggal 31 Desember 2014 dan 2013 berdasarkan laporan dari Biro Administrasi Efek PT Adimitra Transferindo adalah sebagai berikut:

25. CAPITAL STOCK

The Bank's shareholders as of 31 December 2014 and 2013 based on the report of PT Adimitra Transferindo, the Shares Registration Bureau, are as follows:

	2014			
Pemegang Saham	**Jumlah saham ditempatkan dan disetor penuh/ *Number of shares issued and fully paid***	**Persentase kepemilikan/ *Percentage of ownership***	**Jumlah modal yang disetor/ *Total capital* Rp**	***Shareholders***
PT Victoria Investama Tbk (dahulu PT Victoria Sekuritas)	2,810,915,903	39.37	281,091,590,300	*PT Victoria Investama Tbk (formerly PT Victoria Investama)*
Suzanna Tanojo (Komisaris)	882,000,000	12.35	88,200,000,000	*Suzanna Tanojo (Commissioner)*
PT Suryayudha Investindo Cipta	418,953,250	5.87	41,895,325,000	*PT Suryayudha Investindo Cipta*
PT Atrium Asia Investment Management, Ltd.	584,723,619	8.19	58,472,361,900	*PT Atrium Asia Investment Management, Ltd.*
PT Nata Patindo	220,000,000	3.08	22,000,000,000	*PT Nata Patindo*
Masyarakat (masing-masing di bawah 5%)	2,222,574,208	31.14	222,257,420,800	*Public (individually less than 5%)*
Jumlah	7,139,166,980	100.00	713,916,698,000	*Total*

	2013			
Pemegang Saham	**Jumlah saham ditempatkan dan disetor penuh/ *Number of shares issued and fully paid***	**Persentase kepemilikan/ *Percentage of ownership***	**Jumlah modal yang disetor/ *Total capital* Rp**	***Shareholders***
PT Victoria Investama Tbk (dahulu PT Victoria Sekuritas)	2,302,017,500	34.72	230,201,750,000	*PT Victoria Investama Tbk (formerly PT Victoria Investama)*
Suzanna Tanojo (Komisaris)	882,000,000	13.30	88,200,000,000	*Suzanna Tanojo (Commissioner)*
Atrium Asia Investment Management Pte, Ltd,	584,723,619	8.82	58,472,361,900	*Atrium Asia Investment Management Pte, Ltd,*
PT Suryayudha Investindo Cipta	418,953,250	6.32	41,895,325,000	*PT Suryayudha Investindo Cipta*
PT Nata Patindo	220,000,000	3.32	22,000,000,000	*PT Nata Patindo*
Masyarakat (masing-masing di bawah 5%)	2,222,573,904	33.52	222,257,390,400	*Public (individually less than 5%)*
Jumlah	6,630,268,273	100.00	663,026,827,300	*Total*

25. MODAL SAHAM (lanjutan)

Mutasi jumlah saham yang ditempatkan dan disetor penuh adalah sebagai berikut:

***25. CAPITAL STOCK** (continued)*

The movements in the of number of shares issued and fully paid are as follows:

	Jumlah saham/ *Number of shares*	
Saldo 1 Januari 2013	6,604,344,442	*Balance as of 1 January 2013*
Penambahan modal saham dari pelaksanaan Waran Seri V dan VI	25,923,831	*Additional of new shares from exercise of Series V and VI Warrants*
Saldo 31 Desember 2013	6,630,268,273	*Balance as of 31 December 2013*
Penambahan modal saham dari pelaksanaan Waran Seri VI	508,898,707	*Additional of new shares from exercise of Series VI Warrants*
Saldo 31 Desember 2014	7,139,166,980	*Balance as of 31 December 2014*

Penambahan Modal Saham pada Tahun 2014:
Pada tahun 2014, terdapat penambahan modal saham oleh PT Victoria Investama Tbk dan masyarakat lainnya (dengan kepemilikan dibawah lima persen) sejumlah Rp 50.889.871 yang berasal dari pelaksanaan Waran Seri VI yang memberikan hak untuk membeli saham Bank sejumlah 508.898.707 saham.

Additional of Capital Stock in 2014:
In 2014, there was additional paid-up capital from PT Victoria Investama Tbk and public (with ownership less than 5%) amounted to Rp 50,889,871 resulted from exercise of Series VI Warrants which give rights to purchase 508,898,707 shares of the Bank.

Penambahan Modal Saham pada Tahun 2013:
Pada tahun 2013, terdapat penambahan modal saham oleh PT. Suryayudha Investindo Cipta, PT. Nata Patindo dan masyarakat lainnya (dengan kepemilikan dibawah 5%) sejumlah Rp 2.592.383 yang berasal dari pelaksanaan Waran Seri V dan VI yang memberikan hak untuk membeli saham Bank sejumlah 25.923.831 saham.

Additional of Capital Stock in 2013:
In 2013, there was additional paid-up capital from PT Suryayudha Investindo Cipta, PT. Nata Patindo and public (with ownership less than 5%) amounted to Rp 2,592,383 resulted from exercise of Series V and VI Warrants which give rights to purchase 25,923,831 shares of the Bank.

26. WARAN

26. WARRANTS

Pada tanggal 17 Juni 2011, berkenaan dengan PUT V, Bank telah menerbitkan sejumlah 1.448.939.990 Waran Seri VI dengan ketentuan setiap pemegang saham yang memiliki 200 saham lama berhak untuk membeli 85 saham baru serta akan memperoleh hak 63 Waran Seri VI. Waran Seri VI ini merupakan waran yang memberikan hak kepada pemegangnya untuk melakukan pembelian saham baru dengan nilai nominal dan harga pelaksanaan sebesar Rp 100 (dalam Rupiah penuh) setiap saham. Waran yang diterbitkan mempunyai periode pelaksanaan dari 20 Februari 2012 sampai dengan 1 Juli 2016, dimana setiap 1 Waran Seri VI memberikan hak kepada pemegangnya untuk membeli 1 saham baru.

In connection with LPO V, the Bank also issued a number of 1,448,939,990 Series VI Warrants whereby each 200 common stock is entitled to buy 85 new common shares and obtain 63 Series VI Warrants. Series VI Warrants are warrants which give the rights to the shareholders to purchase new shares which have par value and exercise price of Rp 100 (full amount) per share. The warrants have an exercise period from 20 February 2012 up to 1 July 2016, whereby each 1 Series VI Warrant has a right to purchase 1 new share.

Pada tanggal 31 Desember 2014 dan 2013, jumlah sisa waran seri VI yang belum dikonversi menjadi saham masing-masing adalah sejumlah 883.331.638 dan 1.392.230.345 unit waran.

As at 31 December 2014 and 2013, total of Series VI Warrants which has not yet been converted into shares are 883,331,638 and 1,392,230,345 units of warrants, respectively.

26. WARAN (lanjutan)

Seri V
Bank telah melakukan PUT IV dalam penerbitan Hak Memesan Efek Terlebih Dahulu sejumlah 1.167.498.560 saham baru dengan nilai nominal dan harga penawaran Rp 100 (dalam Rupiah penuh) dan menerbitkan sejumlah 630.449.220 Waran Seri V. Waran Seri V ini merupakan waran yang memberikan hak kepada pemegangnya untuk melakukan pembelian saham baru dengan nilai nominal dan harga pelaksanaan sebesar Rp 100 (dalam Rupiah penuh) setiap saham. Waran yang diterbitkan mempunyai periode pelaksanaan sampai dengan 10 Juli 2013, dimana setiap 1 Waran Seri V memberikan hak kepada pemegangnya untuk membeli 1 saham baru.

***26. WARRANTS** (continued)*

Series V
The Bank has made LPO with Pre-emptive Rights IV a number of 1,167,498,560 new shares with par value and offering price of Rp 100 (full amount) and issued a number of 630,449,220 Series V Warrants. Series V Warrants are warrants which give the rights to the shareholders to purchase new shares which have par value and exercise price of Rp 100 (full amount) per share. The warrants have an exercise period up to 10 July 2013, whereby each 1 Series V Warrant has a right to purchase 1 new share.

27. TAMBAHAN MODAL DISETOR

Tambahan modal disetor merupakan selisih antara jumlah yang diterima dari penerbitan saham dengan nilai nominal yang dicatat sebagai setoran modal.

Tambahan modal disetor pada tanggal 31 Desember 2014 dan 2013 sebesar Rp 21.945.031 berasal dari Penawaran Umum Terbatas, Pelaksanaan Waran serta Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu sebesar Rp 30.398.900 sebelum dikurangi dengan biaya-biaya emisi terkait transaksi tersebut sebesar Rp 8.453.869.

27. ADDITIONAL PAID-IN CAPITAL

The additional paid-in capital represent the excess of proceeds of issuance of shares with the par value recorded as paid-in capital.

The additional paid-in capital as at 31 December 2014 and 2013 amounted to Rp Rp 21,945,0131 was derived from Limited Public Offering, Exercise of warrants, and Additional of New Shares Without Pre-emptive Rights amounted to Rp 30,398,900 before deducted by issuance cost related to the transaction amounted to Rp 8,453,869.

28. SALDO LABA YANG TELAH DITENTUKAN PENGGUNAANNYA

Penggunaan Laba Neto Tahun 2013

Berdasarkan Berita Acara Rapat Umum Pemegang Saham (RUPS) Tahunan tanggal 24 April 2014 yang dinyatakan dalam Akta Notaris Fathiah Helmi, SH No. 37 tanggal yang sama, para pemegang saham menyetujui penggunaan laba neto untuk pembentukan cadangan umum sebesar Rp. 25.000.000 dan pembayaran dividen sebesar Rp. 35.000.000 dari laba tahun 2013. Pembayaran dividen sebesar Rp. 35.000.000 telah dilakukan pada tanggal 23 Juli 2014.

Penggunaan Laba Neto Tahun 2012

Berdasarkan Berita Acara Rapat Umum Pemegang Saham Tahunan (RUPS) Tahunan tanggal 28 Juni 2013 yang dinyatakan dalam Akta Notaris Fathiah Helmi, SH No. 122 tanggal yang sama, para pemegang saham menyetujui penggunaan laba neto untuk pembentukan cadangan umum sebesar Rp 25.000.000 dari laba tahun 2012.

28. APPROPRIATED RETAINED EARNINGS

Appropriation of 2013 Net Income

Based on the Annual General Meeting of Shareholders meeting dated 24 April 2014, as stated on notarial deeds no.37 of Fathiah Helmi, SH on the same date, shareholders agreed to provide general reserve and dividend payment amounting to Rp. 25,000,000 and Rp. 35,000,000 from 2013's net income respectively. Dividend payment amounting to Rp. 35,000,000 has been paid on 23 July 2014.

Appropriation of 2012 Net Income

Based on the Annual General Meeting of Shareholders dated 28 June 2013, as covered by Notarial Deed No. 122 of Fathiah Helmi SH on the same date, the shareholders agreed to provide a general reserve of Rp 25,000,000 from the net income of 2012.

29. CADANGAN UMUM DAN WAJIB / *29. GENERAL AND LEGAL RESERVES*

Pada tanggal 31 Desember 2014 dan 2013, Bank telah membentuk cadangan umum dan wajib masing-masing sebesar Rp 66.000.000 dan Rp 41.000.000. Cadangan umum dan wajib ini dibentuk sehubungan dengan Undang-Undang Republik Indonesia No. 1/1995 yang telah digantikan dengan Undang-Undang No. 40/2007 efektif tanggal 16 Agustus 2007 mengenai Perseroan Terbatas, yang mengharuskan perusahaan-perusahaan untuk membuat penyisihan cadangan umum sebesar sekurang-kurangnya 20% dari jumlah modal yang ditempatkan dan disetor penuh. Undang-Undang tersebut tidak mengatur jangka waktu untuk membentuk cadangan tersebut.

As of 31 December 2014 and 2013, Bank has set up a cumulative general and legal reserves of Rp 66,000,000 and Rp 41,000,000, respectively. These general and legal reserve were provided in relation with the Law of the Republic of Indonesia No. 1/1995 which has been replaced with the Law No. 40/2007 effective on 16 August 2007 regarding the Limited Liability Company which requires the companies to set up a general reserve amounting to at least 20% of the issued and paid-up share capital. There is no timeline over which this amount should be provided.

30. PENDAPATAN BUNGA DAN SYARIAH / *30. INTEREST AND SHARIA INCOME*

	2014	2013	
Pendapatan bunga			***Interest income***
Kredit yang diberikan	1,525,586,546	1,072,528,286	*Loans*
Efek-efek	193,837,883	266,914,330	*Marketable securities*
Penempatan pada Bank Indonesia dan bank lain	162,025,664	65,017,768	*Placements with Bank Indonesia and other banks*
Lainnya	-	40,408	*Others*
Jumlah	1,881,450,093	1,404,500,792	*Total*
Pendapatan syariah			***Sharia income***
Pendapatan margin	75,787,172	68,890,048	*Margin income*
Pendapatan bagi hasil	53,324,937	16,087,727	*Profit sharing*
Pendapatan ijarah - neto	595,541	290,839	*Net income from ijarah*
Pendapatan usaha utama lainnya	20,141,204	22,969,829	*Income from other main operational*
	149,848,854	108,238,443	
Jumlah	2,031,298,947	1,512,739,235	*Total*

Jumlah pendapatan bunga dari pihak berelasi untuk tahun yang berakhir pada tanggal 31 Desember 2014 dan 2013 masing-masing adalah sebesar Rp 1.218.914 dan Rp 2.375.956 (Catatan 39).

Total interest income from related parties for the years ended 31 December 2014 and 2013 amounted to Rp 1,218,914 and Rp 2,375,956, respectively (Note 39).

31. BEBAN BUNGA DAN SYARIAH / *31. INTEREST AND SHARIA EXPENSES*

	2014	2013	
Simpanan dana pihak ketiga			*Third party deposits*
Deposito	1,474,290,099	904,138,588	*Time deposits*
Tabungan	33,013,080	42,550,627	*Savings deposits*
Giro	38,038,703	39,754,542	*Demand deposits*
Obligasi yang diterbitkan	103,500,000	78,670,833	*Bonds issued*
Amortisasi emisi obligasi	1,495,143	1,535,038	*Amortization of bonds issuance cost*
Simpanan dari bank lain			*Deposits from other banks*
Call money	43,325,581	30,218,103	*Call money*
Lain-lain	16,538	607,323	*Others*
Jumlah	1,693,679,144	1,097,475,054	*Total*

31. BEBAN BUNGA DAN SYARIAH (lanjutan) / *INTEREST AND SHARIA EXPENSES (continued)*

Jumlah beban bunga dari pihak berelasi untuk tahun yang berakhir pada tanggal 31 Desember 2014 dan 2013 masing-masing adalah sebesar Rp 3.110.054 dan Rp 1.574.429 (Catatan 39).

Total interest expenses from related parties for the years ended 31 December 2014 and 2013 amounted to Rp 3,110,054 and Rp 1,574,429, respectively (Note 39).

32. PENDAPATAN OPERASIONAL LAINNYA / *OTHER OPERATING INCOME*

	2014	2013	
Denda keterlambatan	16,081,235	7,787,379	*Penalty income*
Pendapatan biaya administrasi jasa perbankan	8,359,489	8,385,974	*Receipt of administrative charges for banking services*
Penerimaan dari transaksi ATM	484,842	324,892	*Income from ATM transactions*
Penerimaan dari Western Union	69,811	68,975	*Income from Western Union*
Penerimaan administrasi Telkom	61,823	43,533	*Administration income - Telkom*
Lain-lain	4,312,436	1,592,878	*Others*
Jumlah	29,369,636	18,203,631	*Total*

Pendapatan lain-lain sebagian besar terdiri dari penerimaan pelunasan dipercepat dari pembiayaan syariah.

Others mainly consists of early repayments of sharia financing.

33. (BEBAN)/PEMULIHAN PENYISIHAN KERUGIAN PENURUNAN NILAI ASET KEUANGAN DAN NON-KEUANGAN / *(PROVISION FOR)/REVERSAL OF ALLOWANCE FOR IMPAIRMENT LOSSES ON FINANCIAL AND NON-FINANCIAL ASSETS*

(Beban)/pemulihan penyisihan kerugian penurunan nilai aset keuangan:

(Provision for)/reversal of impairment losses on financial assets are as follows:

	2014	2013	
Giro pada bank lain (Catatan 6)	(21,669)	(15,247)	*Current accounts with other banks (Note 6)*
Penempatan pada bank lain (Catatan 7)	-	200,000	*Placements with other banks (Note 7)*
Efek-efek (Catatan 8)	30,342	361,341	*Marketable securities (Notes 8)*
Kredit yang diberikan (Catatan 10)	(44,720,319)	55,596,283	*Loans (Note 10)*
Jumlah	(44,711,646)	56,142,377	*Total*

Pemulihan/(Beban) Penyisihan Kerugian Penurunan Nilai Aset Non-Keuangan

Reversal/(Provision for) Impairment Losses on Non-Financial Assets

	2014	2013	
Properti terbengkalai, rekening perantara dan tagihan lainnya	1,247,021	(423,839)	*Abandoned properties, suspense accounts and other receivables*

34 BEBAN UMUM DAN ADMINISTRASI / *34. GENERAL AND ADMINISTRATIVE EXPENSES*

	2014	2013	
Premi asuransi	32,208,828	26,344,336	*Insurance premium*
Penyusutan (Catatan 14)	17,176,747	16,282,150	*Depreciation (Note 14)*
Sewa gedung	14,191,991	11,730,128	*Building rental*
Pemeliharaan dan perbaikan	11,061,475	10,358,211	*Repairs and maintenance*
Pendidikan dan pengembangan	8,409,547	9,166,186	*Study and development*
Telepon, telex dan faksimili	8,163,282	6,572,816	*Telephone, telex and facsimile*
Pengembangan teknologi	5,841,161	5,061,883	*Technology development*
Asuransi	5,481,066	3,526,060	*Insurance*
Pungutan OJK Tahunan	4,774,148	-	*Annual fee OJK*
Biaya jasa pihak ketiga	3,674,502	1,145,225	*Third party fee*
Barang cetakan dan alat tulis	3,490,403	2,453,747	*Printing items and stationery*
Pemakaian listrik, gas & air minum	3,381,212	2,604,867	*Electricity, gases and waters*
Iklan dan promosi	3,053,951	3,659,492	*Advertising and promotion*
Jasa profesional	1,998,323	989,470	*Professional fees*
Transportasi	864,398	644,031	*Transportation*
Benda pos dan materai	90,805	156,768	*Postage and stamp*
Lainnya	6,215,590	2,045,555	*Others*
Jumlah	130,077,429	102,740,925	*Total*

35. BEBAN TENAGA KERJA / *35. PERSONNEL EXPENSES*

	2014	2013	
Gaji dan tunjangan	123,578,189	107,227,886	*Salaries and allowance*
Tunjangan Hari Raya dan bonus	28,057,037	18,378,366	*Tunjangan Hari Raya and bonus*
Biaya jasa tenaga kerja	18,478,112	15,790,620	*Outsourcing service expenses*
Imbalan pasca kerja (Catatan 23)	10,928,021	12,517,754	*Post-employment benefits (Note 23)*
Lain-lain	1,059,825	655,201	*Others*
Jumlah	182,101,184	154,569,827	*Total*

Termasuk dalam beban tenaga kerja adalah kompensasi yang diberikan kepada manajemen dan karyawan kunci (Catatan 39).

Included in the personnel expenses are compensation to key management and employees (Note 39).

36. BEBAN OPERASIONAL LAINNYA / *36. OTHER OPERATING EXPENSES*

	2014	2013	
Beban membership ATM dan tahunan ATM	3,240,929	2,706,737	*ATM membership and Annual ATM expenses*
Beban pajak	-	14,770,868	*Tax expenses*
Beban parkir dan tol	930,044	1,097,240	*Parking and tolls expenses*
Beban representasi dan jamuan	761,746	819,582	*Representation and entertainment expenses*
Beban pemasaran	569,112	1,205,203	*Marketing expenses*
Beban administrasi dan kliring	716,665	852,577	*Administration and clearing expenses*
Beban keperluan kantor	206,681	174,198	*Office supplies expenses*
Beban sumbangan	125,685	203,609	*Donation expenses*
Lain-lain	3,895,231	2,353,057	*Others*
Jumlah	10,446,093	24,183,071	*Total*

37. PENDAPATAN NON OPERASIONAL – NETO / *37. NON-OPERATING INCOME – NET*

	2014	2013	
Pendapatan Non Operasional:			*Non-Operating Income:*
Penerimaan dari kredit yang telah dihapusbukukan	16,199,998	14,459,659	*Proceeds from write off loan*
Laba penjualan aset tetap (Catatan 14)	1,873,087	1,304,212	*Gain on sale of fixed assets (Note 14)*
Hasil Sewa	183,600	320,365	*Rent revenue*
Lain-lain	536,439	526,921	*Others*
Beban Non Operasional :			*Non-operating expense :*
Lain – lain	(745,260)	(649,562)	*Others*
Pendapatan Non Operational - Neto	18,047,864	15,961,595	*Non-Operating Income - Net*

38. LABA PER SAHAM / *38. EARNINGS PER SHARE*

Laba per saham dasar dihitung dengan membagi laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk dengan jumlah rata-rata tertimbang saham biasa yang beredar pada tahun bersangkutan.

Basic earnings per share is calculated by diving the income for the year attributable to shareholders by the weighted-average number of ordinary shares outstanding during the year.

	2014	2013	
Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk			*Profit for the year attributable to equity holders of the parent company*
Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk untuk perhitungan laba per saham dasar dan dilusian	105,703,217	244,414,742	*Profit for the year attributable to equity holders of the parent company to be accounted for basic and diluted earnings per share*
Jumlah rata-rata tertimbang saham biasa untuk perhitungan laba per saham dasar	6,928,636	6,614,891	*Weighted-average common stock for computation of basic earnings per share*
Jumlah rata-rata tertimbang saham biasa untuk perhitungan laba per saham dilusian	7,811,968	8,007,121	*Weighted-average common stock for computation of diluted earnings per share*
Laba per saham dasar (dalam Rupiah penuh)	15.26	36.95	*Basic earnings per share (in full amount)*
Laba per saham dasar dilusian (dalam Rupiah penuh)	13.53	30.52	*Diluted earnings per share (in full amount)*

39. INFORMASI MENGENAI PIHAK-PIHAK BERELASI / *39. INFORMATION OF RELATED PARTIES*

Sifat Hubungan / ***Nature of Relationship***

Pihak-pihak berelasi adalah perusahaan dan perorangan yang mempunyai keterkaitan kepemilikan atau kepengurusan secara langsung maupun tidak langsung dengan Bank sebagaimana diungkapkan pada Catatan 2ac

Related parties are companies and individuals who have ownership or management relationship directly or indirectly with the Bank as stated in Note 2ac.

39. INFORMASI MENGENAI PIHAK-PIHAK BERELASI (lanjutan)

39. INFORMATION OF RELATED PARTIES *(continued)*

Sifat Hubungan (lanjutan)

Nature of Relationship *(continued)*

Pihak berelasi/ *Related parties*	Sifat dari hubungan/ *Nature of relationship*	Sifat dari transaksi/ *Nature of transaction*
PT Victoria Investama Tbk (dahulu/*formerly* PT Victoria Sekuritas)	Pemegang saham/*Shareholder*	Simpanan nasabah, kredit yang diberikan/*Deposits from customers, loans*
PT Victoria Securities Indonesia	Dimiliki oleh pemegang saham utama/*Under common control*	Simpanan nasabah, kredit yang diberikan/*Deposits from customers, loans*
PT Victoria Insurance	Dimiliki oleh pemegang saham utama/*Under common control*	Simpanan nasabah, kredit yang diberikan, asuransi aset tetap/*Deposits from customers, loans, fixed assets insurance*
Suzanna Tanojo	Pemegang saham, Komisaris/ *Shareholder, Commissioner*	Simpanan nasabah, kredit yang diberikan/*Deposits from customers, loans*
Aldo Tjahaja	Direktur PT Victoria Investama Tbk (dahulu PT Victoria Investama)/ *Director of PT Victoria Investama Tbk (formerly PT Victoria Sekuritas)*	Kredit yang diberikan/*Loans*
Luciana Tanojo	Hubungan keluarga dengan Suzanna Tanojo/*Relative of Suzanna Tanojo*	Kredit yang diberikan/*Loans*
Firman Notohadiwidjojo	Hubungan keluarga dengan pejabat eksekutif Bank/*Relative of Bank's executive officer*	Kredit yang diberikan/*Loans*
Dewan Komisaris, Direksi dan pejabat eksekutif/*Board of Commissioners, Directors and executive officers*	Manajemen dan karyawan kunci/*Key management and employees*	Simpanan nasabah, kredit yang diberikan/*Deposits from customers, loans*

Transaksi dengan Pihak-pihak Berelasi

Dalam menjalankan kegiatan usahanya, Bank melakukan transaksi-transaksi tertentu dengan pihak berelasi dengan persyaratan dan kondisi yang sama dengan yang berlaku bagi pihak ketiga.

Transactions with Related Parties

In conducting its business, the Bank has certain transactions with related parties under terms and conditions similar to those applicable to third parties.

Transaksi-transaksi dengan pihak-pihak berelasi adalah sebagai berikut:

Transactions with related parties are as follows:

	2014	2013	
Aset			***Assets***
Kredit yang diberikan - neto (Catatan 10)			*Loans - net (Note 10)*
PT Victoria Securities Indonesia	12,280,576	-	*PT Victoria Securities Indonesia*
Suzanna Tanojo	4,271,740	7,913,129	*Suzanna Tanojo*
Soewandy	2,308,505	-	*Soewandy*
Aldo Tjahaja	915,861	1,000,363	*Aldo Tjahaja*
Firman Notohadiwidjojo	233,767	356,339	*Firman Notohadiwidjojo*
PT Victoria Investama Tbk	(29,235)	2,523,422	*PT Victoria Investama Tbk*
Dewan Komisaris, Direksi dan pejabat eksekutif Bank (masing-masing di bawah Rp 1.000.000)	6,738,206	4,737,338	*Boards of Commissioners, Directors and Bank's executive officers (below Rp 1,000,000 each)*
Jumlah kredit yang diberikan - net	26,719,420	16,530,591	*Total loans - net*
Persentase terhadap jumlah aset	0.13%	0.09%	*Percentage from total assets*

39. INFORMASI MENGENAI PIHAK-PIHAK BERELASI (lanjutan)

39. INFORMATION OF RELATED PARTIES *(continued)*

Transaksi dengan Pihak-pihak Berelasi (lanjutan)

Transactions with Related Parties *(continued)*

	2014	2013	
Liabilitas			***Liabilities***
Simpanan nasabah (Catatan 18)			*Deposits from customers (Note 18)*
Giro	4,716,000	5,052,615	*Demand deposits*
Tabungan	20,111,550	12,057,762	*Savings deposits*
Deposito berjangka	47,306,497	15,306,799	*Time deposits*
Jumlah	72,134,047	32,417,176	*Total*
Persentase terhadap jumlah liabilitas	0.39%	0.18%	*Percentage from total liabilities*
Dana Syirkah Temporer (catatan 24)			*Temporary Syirkah Funds (Note 24)*
Deposito mudharabah	2,049,545	11,730,488	*Mudharabah deposit*
Tabungan mudharabah	1,546,742	1,241,573	*Mudharabah saving deposit*
Jumlah	3,596,287	12,972,061	*Total*
Persentase terhadap jumlah dana syirkah temporer	0.31%	1.12%	*Percentage from total temporary syirkah funds*
Pendapatan bunga (Catatan 30)	1,218,914	2,375,956	*Interest income (Note 30)*
Persentase terhadap jumlah pendapatan bunga	0.06%	0.17%	*Percentage from total interest income*
Beban bunga (Catatan 31)	3,110,054	1,574,429	*Interest expenses (Note 31)*
Persentase terhadap jumlah beban bunga	0.18%	0.15%	*Percentage from total interest expenses*
Beban tenaga kerja (Catatan 35)			*Personnel expenses (Note 35)*
Gaji dan tunjangan Dewan Komisaris, Direksi dan pejabat eksekutif	34,263,499	35,205,162	*Salaries and allowances of the Boards of Commissioners, Directors and executive officers*
Persentase terhadap jumlah beban tenaga kerja	18.82%	22,78%	*Percentage from total personnel expenses*
Komitmen dan kontinjensi (Catatan 40)			*Commitments and contingencies (Note 40)*
Fasilitas kredit yang belum digunakan	(18,509,270)	(18,346,489)	*Unused loans facilities*
Penerbitan jaminan dalam bentuk garansi	(157,500)	(257,500)	*Issued bank guarantees*
Jumlah	(18,666,770)	(18,603,989)	*Total*
Persentase terhadap jumlah liabilitas komitmen dan kontinjensi - neto	1,28%	1,45%	*Percentage from total commitments and contingencies liabilities - net*

Bank dan Entitas Anak memberikan kompensasi kepada Dewan Komisaris, Direksi dan pejabat eksekutif untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2014 dan 2013 sebagai berikut:

The Bank and its Subsidiary provided compensation to Board of Commissioners, Directors and executive officers for the years ended 31 December 2014 and 2013 as follows:

39. INFORMASI MENGENAI PIHAK-PIHAK BERELASI (lanjutan) / *INFORMATION OF RELATED PARTIES (continued)*

Transaksi dengan Pihak-pihak Berelasi (lanjutan) / ***Transactions with Related Parties** (continued)*

	2014	2013	
Dewan Komisaris:			*Board of Commissioners:*
Imbalan kerja jangka pendek *	5,118,224	5,284,447	*Short-term employee benefits **
Direksi:			*Directors*
Imbalan kerja jangka pendek *	12,063,156	13,259,117	*Short-term employee benefits **
Pejabat eksekutif:			*Executive officers:*
Imbalan kerja jangka pendek *	17,082,119	13,453,633	*Short-term employee benefits **
Imbalan kerja jangka panjang **	-	3,207,965	*Long-term employee benefits **
Jumlah	34,263,499	35,205,162	*Total*

* Terdiri dari gaji, tunjangan, THR dan bonus / *Consist of salaries, allowances, THR and bonuses **

** Terdiri dari imbalan pasca kerja / *Consist of post employment benefit ***

Tidak ada kompensasi dalam bentuk imbalan pasca kerja, imbalan kerja jangka panjang lainnya, pesangon pemutusan kontrak kerja dan pembayaran berbasis saham kepada Dewan Komisaris dan Direksi.

There are no compensation of post-employment benefits, other long-term benefits, termination benefits and share-based payment to the Boards of Commisioners and Directors.

40. KOMITMEN DAN KONTINJENSI / *COMMITMENTS AND CONTINGENCIES*

Dalam bisnis normal perbankan, Bank mempunyai komitmen dan kontinjensi yang tidak disajikan dalam laporan keuangan konsolidasian.

On normal bank business, the Bank has commitments and contingencies which not presented on the consolidated financial statements.

Ikhtisar komitmen dan kontinjensi Bank yang dinyatakan dalam nilai kontrak adalah sebagai berikut:

The following is the summary of the Bank's commitments and contingencies at contractual amounts:

	2014	2013	
Komitmen:			*Commitments*
Liabilitas komitmen:			*Commitment liabilities:*
Fasilitas kredit yang belum digunakan:			*Unused loans facilities*
Pihak berelasi	(18,509,270)	(18,346,489)	*Related parties*
Pihak ketiga	(1,320,581,650)	(1,243,398,978)	*Third parties*
Liabilitas komitmen - neto	(1,339,090,920)	(1,261,745,467)	*Commitment liabilities - net*
Kontinjensi:			*Contingencies*
Tagihan kontinjensi:			*Contingent receivables:*
Pendapatan bunga dalam penyelesaian - pihak ketiga	72,148,986	100,016,715	*Interest receivables on non-performing loans - third parties*
Liabilitas kontinjensi:			*Contingent liabilities:*
Penerbitan jaminan dalam bentuk bank garansi:			*Issued bank guarantees*
Pihak ketiga	(182,822,454)	(122,568,812)	*Third parties*
Pihak berelasi	(157,500)	(257,500)	*Related parties*
Tagihan kontinjensi - neto	(110,830,968)	(22,809,597)	*Contingent receivables - net*
Jumlah liabilitas komitmen dan kontinjensi - neto	(1,449,921,888)	(1,284,555,064)	*Total commitment and contingencies liabilities - net*

40. KOMITMEN DAN KONTINJENSI (lanjutan)

Pada tanggal 31 Desember 2014 dan 2013, tidak terdapat komitmen dan kontinjensi signifikan lainnya selain komitmen dan kontinjensi yang telah diungkapkan di atas.

40. COMMITMENTS AND CONTINGENCIES *(continued)*

As of 31 December 2014 and 2013, there are no significant commitments and contingencies other than the aforementioned commitments and contingencies.

41. KEPENTINGAN NONPENGENDALI

Perubahan kepentingan nonpengendali atas kekayaan neto Entitas Anak adalah sebagai berikut:

41. NON-CONTROLLING INTEREST

The changes in the non-controlling interest in the net assets of the Subsidiary is as follows:

	2014	2013	
Saldo awal tahun	29,357	28,356	*Balance at beginning of the year*
Bagian kepentingan nonpengendali atas laba tahun berjalan	(3,873)	642	*Profit for the year attributable to non-controlling interest*
Bagian kepentingan nonpengendali atas keuntungan/(kerugian) yang belum direalisasi atas perubahan nilai wajar surat-Efek-efek yang tersedia untuk dijual di dalam ekuitas Entitas Anak	1,579	359	*Unrealized gains/(losses) on changes in fair value of available-for-sale marketable securities in Subsidiary's equity to non-controlling interest*
Saldo akhir tahun	27,063	29,357	*Balance at end of the year*

42. INFORMASI SEGMEN USAHA

42. SEGMENT INFORMATION

a. Bidang usaha

a. Business activities

Nama Perusahaan/*Company*	Bidang Usaha/*Business Activities*
PT Bank Victoria International Tbk.	Perbankan Konvensional/*Conventional banking*
PT Bank Victoria Syariah	Perbankan Syariah/*Banking activities based on Sharia Principles*

b. Segmen Usaha

b. Business Segment

Segmen Operasi

Bank telah menyajikan segmen operasi berdasarkan PSAK 5 (Revisi 2009) mengenai "Segmen Operasi". Segmen operasi dilaporkan sesuai dengan laporan internal Bank yang disiapkan untuk mengambil keputusan operasional yang bertanggung jawab untuk mengalokasikan sumber daya ke segmen tertentu dan penilaian atas performanya.

Tidak terdapat pendapatan dari satu konsumen eksternal atau pihak lain yang mencapai 10% atau lebih dari jumlah pendapatan Bank untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2014 dan 2013.

Berikut adalah informasi segmen Bank dan Entitas Anak berdasarkan segmen operasi:

Operating Segment

The Bank presented operating segment based on PSAK 5 (Revised 2009) regarding '`Operating Segments". The operating segment reported is according to internal bank report prepared for operational decisions that are responsible for allocating resources to certain segments and assessment of performance.

There was no revenue from the external customers or other parties that reached 10% or more of the Bank's income for the years ended 31 December 2014 and 2013

The following is the segment information of the Bank and its Subsidiary based on operating segments:

42. INFORMASI SEGMEN USAHA (lanjutan) / ***42. SEGMENT INFORMATION*** *(continued)*

b. Segmen Usaha (lanjutan) / ***b. Business Segment*** *(continued)*

Segmen Operasi (lanjutan) / ***Operating Segment*** *(continued)*

	2014				
	Konvensional/ *Conventional*	**Syariah/ *Sharia***	**Eliminasi/ *Offset***	**Jumlah/ *Total***	
Pendapatan bunga dan syariah - bersih	292,110,640	45,509,163	-	337,619,803	*Interest income and Sharia- net*
Pendapatan operasional lainnya	131,357,598	3,163,924	(2,567,157)	131,954,365	*Other operating income*
Beban operasional lainnya	(292,168,184)	(73,921,147)	-	(366,089,331)	*Other operating expense*
Laba/(rugi) operasional	131,300,054	(25,248,060)	(2,567,157)	103,484,837	*Income/(loss) from operations*
Jumlah aset	20,138,678,812	1,439,983,332	(213,779,860)	21,364,882,284	*Total assets*
Jumlah liabilitas	18,400,817,621	134,237,725	(100,432,251)	18,434,623,095	*Total liaibilities*

	2013				
	Konvensional/ *Conventional*	**Syariah/ *Sharia***	**Eliminasi/ *Offset***	**Jumlah/ *Total***	
Pendapatan bunga dan syariah - bersih	364,239,370	53,758,908	(2,734,097)	415,264,181	Interest income *and Sharia- net*
Pendapatan operasional lainnya	102,696,577	1,074,656	2,728,486	106,499,718	*Other operating income*
Beban operasional lainnya	(175,355,944)	(50,421,331)	(1,990)	(225,775,285)	*Other operating expense*
Laba operasional	291,600,003	4,412,233	(23,622)	295,988,614	*Income from operations*
Jumlah aset	17,942,098,052	1,324,383,788	(113,350,950)	19,153,130,890	*Total assets*
Jumlah liabilitas	16,358,775,255	120,620,082	(1,380)	16,479,393,957	*Total liaibilities*

Segmen Geografis / ***Geographic Segment***

Berikut ini adalah informasi segmen Bank dan Entitas Anak berdasarkan daerah geografis:

The following is the business segment information of the Bank and its Subsidiary based on geographical area:

	2014					
	Jadetabek/ *Jadetabek*	**Jawa Barat/ *West Java***	***Jawa Tengah & Jawa Timur /Central & East Java***	**Luar Jawa/ *Non Java***	**Jumlah/ *Total***	
Pendapatan bunga dan Syariah - neto	321,608,025	(4,780,259)	8,357,197	12,434,840	337,619,803	*Interest income and Sharia - net*
Beban penyisihan kerugian penurunan nilai aset keuangan dan non-keuangan	(29,442,633)	(6,854,379)	(5,647,903)	(1,519,710)	(43,464,625)	*Provision for impairment losses on financial and non-financial assets*
Pendapatan operasional lainnya	130,788,611	656,728	218,055	290,971	131,954,365	*Other operating income*
Beban umum dan administrasi, tenaga kerja dan lain-lain	(298,071,223)	(14,696,448)	(7,192,473)	(2,664,562)	(322,624,706)	*General and administrative expenses, personnel expenses and others*
Laba operasional	124,882,780	(25,674,358)	(4,265,124)	8,541,539	103,484,837	*Income from operations*
Pendapatan non operasional - neto	8,928,976	20,774,216	(3,218,415)	(8,436,913)	18,047,864	*Non-operating income - net*
Laba sebelum pajak penghasilan	133,811,756	(4,900,142)	(7,483,539)	104,626	121,532,701	*Income before income tax*
Beban pajak penghasilan	(15,833,357)	-	-	-	(15,833,357)	*Income tax expense*
Laba tahun berjalan	117,978,399	(4,900,142)	(7,483,539)	104,626	105,699,344	*Profit for the year*
Jumlah aset	21,108,027,665	156,945,766	85,506,788	14,402,065	21,364,882,284	*Total assets*
Jumlah liabilitas	18,165,767,295	161,564,082	92,994,278	14,297,440	18,434,623,095	*Total liabilities*

42. INFORMASI SEGMEN USAHA (lanjutan)

b. Segmen Usaha (lanjutan)

Segmen Geografis(lanjutan)

Berikut ini adalah informasi segmen Bank dan Entitas Anak berdasarkan daerah geografis:

42. SEGMENT INFORMATION *(continued)*

b. Business Segment *(continued)*

Geographic Segment *(continued)*

The following is the business segment information of the Bank and its Subsidiary based on geographical area:

	2013					
	Jadetabek/ *Jadetabek*	**Jawa Barat/ *West Java***	***Jawa Tengah & Jawa Timur /Central & East Java***	**Luar Jawa/ *Non Java***	**Jumlah/ *Total***	
Pendapatan bunga dan Syariah - neto	390,716,889	11,390,928	7,019,058	6,137,306	415,264,181	*Interest income and Sharia - net*
Beban penyisihan kerugian penurunan nilai aset keuangan dan non-keuangan	60,609,912	(2,697,596)	(1,556,134)	(637,644)	55,718,538	*Provision for impairment losses on financial and non-financial assets*
Pendapatan operasional lainnya	101,527,863	2,452,789	1,108,084	1,410,983	106,499,719	*Other operating income*
Beban umum dan administrasi, tenaga kerja dan lain-lain	(261,738,163)	(13,859,649)	(3,580,294)	(2,315,718)	(281,493,824)	*General and administrative expenses, personnel expenses and others*
Laba operasional	291,116,501	(2,713,528)	2,990,714	4,594,927	295,988,614	*Income from operations*
Pendapatan non operasional - neto	25,255,130	(1,024,990)	(5,020,595)	(3,247,950)	15,961,595	*Non-operating income - net*
Laba sebelum pajak penghasilan	316,371,631	(3,738,518)	(2,029,881)	1,346,977	311,950,209	*Income before income tax*
Beban pajak penghasilan	(67,534,825)	-	-	-	(67,534,825)	*Income tax expense*
Laba tahun berjalan	248,836,806	(3,738,518)	(2,029,881)	1,346,977	244,415,384	*Profit for the year*
Jumlah aset	18,704,505,953	381,623,461	30,028,897	36,972,579	19,153,130,890	*Total assets*
Jumlah liabilitas	16,029,620,670	382,088,908	32,058,778	35,625,601	16,479,393,957	*Total liabilities*

43. JAMINAN PEMERINTAH TERHADAP KEWAJIBAN PEMBAYARAN BANK UMUM

Berdasarkan Undang-undang Republik Indonesia No. 24 tahun 2004 tanggal 22 September 2004. Pemerintah telah membentuk lembaga penjaminan independen, yaitu Lembaga Penjamin Simpanan (LPS) untuk menjamin dana masyarakat termasuk dana dari bank lain dalam bentuk giro, deposito, sertifikat deposito, tabungan dan/atau bentuk lainnya yang dipersamakan dengan itu.

43. GOVERNMENT GUARANTEE ON OBLIGATIONS OF PRIVATE BANKS

Based on the Law of the Republic of Indonesia No. 24 year 2004 dated 22 September 2004, the Government of Republic Indonesia has established an independent insurance corporation by the name of Deposit Insurance Corporation (LPS). LPS insures public funds, including funds from other banks in form of demand deposits, time deposits, certificates of deposit, savings and/or other equivalent form.

43. JAMINAN PEMERINTAH TERHADAP KEWAJIBAN PEMBAYARAN BANK UMUM (lanjutan)

Berdasarkan Salinan Peraturan Lembaga Penjamin Simpanan No. 1/PLPS/2006 tanggal 9 Maret 2006 tentang Program Penjaminan Simpanan, besarnya saldo yang dijamin untuk setiap nasabah pada satu bank adalah paling tinggi sebesar Rp100.000.000 (nilai penuh).

Selanjutnya, sesuai dengan Peraturan Pemerintah (PP) Nomor 66 tahun 2008 tentang Besaran Nilai Simpanan yang Dijamin Lembaga Penjaminan Simpanan, maka nilai simpanan setiap nasabah pada satu bank yang dijamin oleh Pemerintah naik menjadi sebesar Rp2.000.000.000 (nilai penuh) dari semula Rp100.000.000 (nilai penuh), terhitung efektif tanggal 13 Oktober 2008.

Suku bunga pinjaman LPS pada tanggal 31 Desember 2014 dan 2013 masing-masing adalah sebesar 7,75% dan 7,25% untuk simpanan dalam mata uang Rupiah.

Berdasarkan Undang-undang Republik Indonesia No. 7 tahun 2009, Peraturan Pemerintah Pengganti Undang-undang tentang Lembaga Penjaminan Simpanan telah ditetapkan menjadi Undang-undang sejak tanggal 13 Januari 2009.

Bank adalah peserta dari program penjaminan tersebut dan beban premi penjaminan Pemerintah yang dibayar selama tahun 2014 dan 2013 masing-masing adalah sebesar Rp 32.207.187 dan Rp 26.344.336.

43. GOVERNMENT GUARANTEE ON OBLIGATIONS OF PRIVATE BANKS *(continued)*

Based on the Deposit Insurance Corporation Regulation No. 1/PLPS/2006 dated 9 March 2006 concerning the Deposit Guarantee Program, the maximum guaranteed amount for each customer in one bank is Rp100,000,000 (full amount).

Furthermore, in accordance with Government Regulation (PP) No.66 year 2008 regarding the Amount of the Guaranteed Savings Guaranteed by Deposit Insurance Corporation, the value of each customer deposits in one bank guaranteed by the Government increased to Rp2,000,000,000 (full amount) from Rp100,000,000 (full amount) previously, effective starting from 13 October 2008.

The interest rate of deposit insurance corporation as at 31 December 2014 and 2013 is 7.75% and 7.25% for deposits denominated in Rupiah.

Based on the Law of the Republic of Indonesia No. 7 year 2009, Government Regulation in Lieu of Law on the Deposit Insurance Corporation has been enacted into Law starting from 13 January 2009.

The Bank is a participant of this government guarantee program and the premium paid in 2014 and 2013 amounted to Rp 32,207,187 and Rp 26,344,336, respectively.

44. MANAJEMEN RISIKO

Kegiatan usaha Bank senantiasa dihadapkan pada risiko-risiko yang berkaitan erat dengan fungsinya sebagai lembaga intermediasi keuangan. Oleh karena itu, kegiatan operasional Bank dikelola dengan baik agar tidak menimbulkan kerugian bagi Bank. Di dalam melaksanakan strategi bisnis Bank, maka manajemen berupaya untuk dapat menyelaraskan antara:

- Pertumbuhan bisnis dan peningkatan pangsa pasar kredit dan portofolio pendanaan.
- Peningkatkan efisiensi operasional perbankan.
- Menjaga tingkat kebutuhan modal minimum sesuai ketentuan otoritas.
- Implementasi manajemen risiko yang berorientasi bisnis.

44. RISK MANAGEMENT

Bank's business activities always facing with risks that are closely related to its function as a financial intermediary. Therefore, the Bank's operations are properly managed so it could prevent any harm to the Bank. In the performance of the Bank's business strategy, management seeks to harmonize between :

- *Business growth and increased market share of credit and financing portfolios .*
- *Increasing the efficiency of banking operations .*
- *Maintain the level of minimum capital requirements pursuant to the authority .*
- *Implementation of business-oriented risk management .*

44. MANAJEMEN RISIKO (lanjutan)

Sebagai lembaga intermediasi keuangan, Bank menyadari bahwa kegiatan usaha Bank semakin kompleks yang diikuti dengan perkembangan lingkungan baik internal maupun eksternal sehingga meningkatkan risiko Bank dalam menjalankan kegiatan usahanya. Menyadari akan risiko yang dihadapi, Bank harus mampu menerapkan manajemen risiko yang baik agar mampu beradaptasi sesuai dengan perubahan yang terjadi dan meningkatkan praktek tata kelola yang sehat (*Good Corporate Governance*) pada keseluruhan lingkup aktivitas usaha Bank.

Penerapan manajemen risiko yang efektif dengan mempertimbangkan segala aspek dan prinsip kehati-hatian (*prudential principles*) ini bertujuan untuk memastikan bahwa potensi risiko yang timbul dalam kegiatan usahanya dapat diidentifikasi, diukur, dipantau, dan dimonitor, yang pada akhirnya akan memberikan manfaat berupa peningkatan kepercayaan *stakeholder*.

Penerapan manajemen risiko tersebut pada dasarnya telah menjadi standar bagi dunia perbankan yang penerapannya diarahkan oleh Bank Indonesia melalui PBI No. 5/8/PBI/2003 tanggal 19 Mei 2003 yang diubah dengan PBI No. 11/25/PBI/2009 tanggal 1 Juli 2009 tentang Penerapan Manajemen Risiko bagi Bank Umum serta Surat Edaran Bank Indonesia No. 13/23/DPNP tanggal 25 Oktober 2011 perihal Penerapan Manajemen Risiko bagi Bank Umum.

Sebagaimana diamanatkan ketentuan Bank Indonesia terkait penerapan manajemen risiko, Bank menyusun laporan profil risiko triwulanan secara *self-assessment*. Mulai Triwulan IV tahun 2011 penilaian sendiri profil risiko Bank dilakukan sesuai Surat Edaran Bank Indonesia No. 13/23/DPNP tanggal 25 Oktober 2011 perihal Perubahan atas Surat Edaran No. 5/21/DPNP perihal Penerapan Manajemen Risiko bagi Bank Umum, yang juga merupakan salah satu faktor penilaian tingkat kesehatan Bank, dengan menggunakan pendekatan risiko (*risk based bank rating*), sebagaimana diatur dalam Surat Edaran Bank Indonesia No. 13/24/DPNP tanggal 25 Oktober 2011 perihal Tingkat Kesehatan Bank Umum. Dari hasil *self-assessment* profil risiko triwulanan yang disampaikan kepada Bank Indonesia hingga posisi tanggal 31 Desember 2014 and 2013, predikat risiko Bank secara keseluruhan tetap berada pada tingkat risiko komposit *low to moderate.*

***44. RISK MANAGEMENT** (continued)*

As a financial intermediary institutions, the Bank realises that the business activity is more complex and also depends with development of internal and external conditions that increase the Bank's risk in conducting its business activities. Realising the risk it faces, the Bank must apply good risk management policy that can adapt with the changes and also enhance the Good Corporate Governance Practise in the whole activities of the Bank.

The effective application of risk management considers all aspects and prudential principles which has objective to ensure that potential risk arises in conducting its business activities can be identified, measured, reviewed and monitored, which at the end will give a benefit to increase stakeholder trust to the Bank.

The implementation of risk management principles have become a standard for banking industry which implementation is regulated by Bank Indonesia through PBI No. 5/8/PBI/2003 dated 19 May 2003 amended by PBI No. 11/25/PBI/2009 dated 1 July 2009 concerning the Application of Risk Management for Commercial Bank and BI Circular Letter No. 13/23/DPNP dated 25 October 2011 concerning Risk Management for Commercial Bank.

In relation to the implementation of risk management required by Bank Indonesia, the Bank prepares quarterly risk profile report on a self-assessment basis. Starting from the Fourth Quarter of 2011, own assessment of the risk profile of the Bank in accordance with Circular Letter of Bank Indonesia No. 13/23/DPNP dated 25 October 2011 concerning the Amendment to Circular No. 5/21/DPNP about Risk Management for Commercial Banks, who also use risk based bank rating, as stipulated in Circular Letter of Bank Indonesia No. 13/24/DPNP dated 25 October 2011 concerning Commercial Banks. From the results of the risk profile of quarterly self-assessment submitted to Bank Indonesia to the position on 31 December 2014 and 2013, the title of the overall risk of the Bank remained at the level of the composite low to moderate risk.

44. MANAJEMEN RISIKO (lanjutan)

Pelaksanaan fungsi manajemen risiko meliputi hal-hal terkait dengan upaya identifikasi, penilaian, pengukuran, evaluasi, monitoring dan pengendalian risiko termasuk pengembangan teknologi dan sistem informasi manajemen di setiap jenis risiko, serta peningkatan kualitas sumber daya manusia dalam pengelolaan risiko.

Bank senantiasa berupaya meningkatkan pengawasan aktif Dewan Komisaris dan Direksi, antara lain melalui unit kerja dan komite untuk menunjang proses pengendalian risiko. Hal ini diwujudkan dengan adanya Satuan Kerja Manajemen Risiko (SKMR) di bawah wadah Komite Manajemen Risiko yang berwenang dan bertanggung jawab dalam menyusun dan menetapkan kebijakan manajemen risiko serta perubahannya termasuk strategi manajemen risiko dan *contingency plan* apabila kondisi eksternal tidak normal terjadi.

Selain hal tersebut di atas, terdapat komite lain yang bertugas untuk menangani risiko secara lebih spesifik, yaitu antara lain Komite Kredit Tingkat Direksi (KKD), *Assets & Liabilities Committee* (ALCO), Komite Teknologi Sistem Informasi, sedangkan pada level Dewan Komisaris terdapat Komite Pemantau Risiko, Komite Nominasi dan Remunerasi, dan Komite Audit.

Semua Dewan Komisaris dan Direksi telah mengikuti Ujian Sertifikasi Manajemen Risiko yang diselenggarakan oleh Badan Sertifikasi Manajemen Risiko dan Lembaga Sertifikasi Profesi Perbankan.

Risiko kredit

Risiko kredit adalah risiko yang terjadi akibat kegagalan debitur dan/atau pihak lawan (*counterparty*) dalam memenuhi kewajiban kepada Bank. Tujuan dari pengelolaan risiko kredit adalah untuk mengendalikan dan mengelola eksposur risiko kredit dalam parameter yang dapat diterima, sekaligus memaksimalkan *return on risk*.

Dalam mengelola risiko kredit, Bank telah memiliki kebijakan dan pedoman perkreditan, yang disempurnakan secara berkala, dengan tetap didasarkan pada prinsip pengelolaan risiko yang independen sesuai dengan peraturan Bank Indonesia dan peraturan eksternal lainnya dan kebijakan manajemen risiko yang terkait dengan pemberian kredit. Pengelolaan risiko kredit mencakup aktivitas penyaluran kredit serta eksposur risiko kredit lainnya seperti penempatan, pembelian Efek-efek, dan penyertaan, yang dikelola secara komprehensif baik pada tingkat portofolio maupun transaksi.

***44. RISK MANAGEMENT** (continued)*

Risk management function includes identification, assessment, measurement, evaluation, monitoring and risk controls, including development of technology and management information system in each risk, and improvement of human resource quality in risk management.

The Bank continuously improves the active monitoring from the Boards of Commissioners and Directors, including establishing several permanent working units and committee to support risks control process. This is implemented by establishing Risk Management Working Unit (SKMR) under Risk Management Committee which is authorized and responsible to prepare and decide risk management policy and its changes including risk management strategy and contingency plan if an abnormal condition happens.

Besides the above matters, there are other committee to handle more specific risks, such as Credit Committee at Board of Directors level (KKD), Assets & Liabilities Committee (ALCO), Information System Technology Committee, whereas at the Board of Commissioners level, there are Risk Monitoring Committee, Nomination and Remuneration Committee, and Audit Committee.

All of the Boards of Commissioners and Directors passed the examination of Risk Management Certification that was held by the Board of Risk the Management Certification and Banking Professional Certification Institute.

Credit risk

Credit risk is the risk by debtors and/or counterparty's failure to fulfil their obligations to the Bank. The objective of credit risk management is to control and manage credit risk exposures within acceptable parameters, while optimizing the return on risk.

In managing credit risk, the Bank has credit policies and standard operations, that are enhanced periodically in accordance with independent risk management principles based on Bank Indonesia regulations and other external regulatory and risk management policies related to credit. Management of credit risk include lending activities and credit risk exposures such as placement, purchase of securities and investments, are managed comprehensively at both the portfolio and the transaction.

44. MANAJEMEN RISIKO (lanjutan)

Risiko kredit (lanjutan)

Bank melakukan evaluasi atas tingkat risiko kredit terkait pemberian fasilitas kepada nasabah atau proyek, dengan mempertimbangkan berbagai faktor, antara lain:

i. Historis dan proyeksi kondisi keuangan, termasuk laporan posisi keuangan, laba rugi, dan arus kas nasabah;
ii. Riwayat hubungan kredit;
iii. Kualitas, kinerja dan pengalaman dari pengelolaan nasabah;
iv. Sektor industri nasabah;
v. Posisi nasabah dalam persaingan industri sejenis; serta
vi. Kondisi ekonomi secara umum.

Terhadap eksposur risiko kredit yang lebih khusus seperti kredit perorangan, fasilitas antar bank dan sebagainya, Bank melakukan evaluasi secara tersendiri dengan menggunakan faktor yang dapat saja berbeda, sesuai dengan karakteristik spesifik dari setiap jenis eksposur. Proses persetujuan fasilitas dengan eksposur risiko kredit dilakukan berdasarkan prinsip bahwa setiap fasilitas harus diproses melalui komite kredit dan/atau komite lainnya.

Selain itu, pengelolaan risiko kredit yang lebih spesifik juga dilakukan atas portofolio kredit maupun eksposur risiko kredit lain yang bermasalah. Upaya yang dilakukan di antaranya adalah restrukturisasi fasilitas kredit yang bermasalah, pembentukan cadangan untuk menutup potensi kerugian, hingga pelaksanaan hapus buku. Bank telah menjalankan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko yang mecakup profil risiko kredit secara terintegrasi dalam suatu manajemen risiko yang komprehensif. Dalam rangka pengendalian risiko kredit secara komprehensif, Bank terus meninjau dan menyempurnakan pelaksanaan fungsi pengendalian risiko kredit.

Manajemen risiko kredit diarahkan untuk meningkatkan keseimbangan antara ekspansi kredit yang sehat dengan pengelolaan kredit yang berprinsip kehati-hatian (*prudent*) agar terhindar dari penurunan kualitas atau menjadi *Non Performing Loan* (NPL), serta mengoptimalkan penggunaan modal yang dialokasikan untuk risiko kredit.

***44. RISK MANAGEMENT** (continued)*

***Credit risk**(continued)*

The Bank evaluates the credit risk level related to financing the customers or projects by considering various factors, which include the following:

i. Historical and projected financial condition, including statement of financial position, statement of income, and cash flows of the customers;
ii. Credit history;
iii. Quality, performance and experience of the customers' management;
iv. Customers' industry sector;
v. Customers' competitive position in the industry; and
vi. General economic conditions.

In relation to the specific credit risk exposure such as individual credit, inter-bank facility and others, the Bank separately evaluates based on other factors that may be different, according to the specific characteristics of each exposure. The approval process of facility with credit risk exposure are executed based on a principal that each facility and credit risk exposure approval must be processed through the credit committee and/or other committee.

Furthermore, specific credit risk management is performed on non-performing loan portfolio and other credit risk exposures. Such efforts, among others, are restructuring on non-performing loans, providing allowances to cover potential losses, and write-off. The Bank has identified, measured, monitored, and controlled risks which covers credit risk profile integrated in a comprehensive risk management. In order to control credit risk in a comprehensive manner, the Bank continues to review and accomplish the implementation of credit risk control function.

Credit risk management is mainly to improve the balance of credit expansion and the prudent credit management that could mitigate the risk of the deterioration of loan quality or loans from becoming Non Performing Loan, and to optimize the use of capital allocated for the credit risk.

44. MANAJEMEN RISIKO (lanjutan)

Risiko kredit (lanjutan)

i. Pengukuran risiko kredit

Dalam mengukur risiko kredit untuk kredit yang diberikan, Bank mempertimbangkan estimasi kerugian saat debitur kemungkinan tidak dapat memenuhi kewajibannya dan estimasi kerugian atas kewajiban debitur yang telah wanprestasi. Untuk mengelola dan memantau risiko atas penyaluran kredit, secara rutin Bank melakukan analisa terhadap portofolio kredit berdasarkan segmentasi bisnis dan kualitas kredit dari debitur.

Bank telah mengembangkan model untuk mendukung kuantifikasi dari risiko kredit. Model peringkat dan skor ini digunakan untuk keseluruhan portofolio kredit utama dan membentuk basis untuk mengukur risiko wanprestasi. Dalam mengukur risiko kredit untuk pinjaman yang diberikan, Bank mempertimbangkan dua komponen: (i) *"probability of default"* (PD) klien atau counterparty atas kewajiban kontraktualnya; (ii) kemungkinan rasio pembalikan atas kewajiban yang telah wanprestasi (*"loss given default"*) (LGD). Model ini terus ditelaah untuk memonitor tingkat akurasi model, relatif terhadap kinerja aktual dan diubah jika diperlukan untuk mengoptimalisasi keefektivitasannya.

ii. Pengendalian batas risiko dan kebijakan mitigasi

Untuk menghindari risiko konsentrasi kredit, Bank menetapkan limit eksposur untuk setiap nasabah baik pihak berelasi maupun pihak ketiga dalam kebijakan dan pedoman batas maksimum pemberian kredit.

Bank mengelola, membatasi dan mengendalikan konsentrasi risiko kredit - baik secara khusus, terhadap debitur individu maupun kelompok, dan industri maupun geografis.

Batas pemberian kredit ditelaah mengikuti perubahan pada kondisi pasar dan ekonomi dan telaahan kredit secara periodik dan penilaian atas kemungkinan wanprestasi.

44. RISK MANAGEMENT *(continued)*

Credit risk*(continued)*

i. Credit risk measurement

In measuring credit risk for loans, the Bank considers the estimated losses when borrowers may be unable to meet its obligations and estimated losses on defaulting debtor's liabilities. To manage and monitor the credit risk, the Bank conducts a regular analysis of the loan portfolio and business segmentation based on the credit quality of borrowers.

The Bank has developed models to support the quantification of the credit risk. These rating and scoring models are in use for all key credit portfolios and form the basis for measuring default risks. In measuring the credit risk of loans, whereby the Bank considers two components: (i) "the probability of default" (PD) by the client or counterparty on its contractual obligations; (ii) the likely recovery ratio on the defaulted obligations ("the loss given default') (LGD). The models are reviewed to monitor their robustness relative to actual performance and amended as necessary to optimize their effectiveness.

ii. Risk limit control and mitigation policies

To minimize the credit concentration risk, the Bank sets an exposure limit to each related and non-related parties as mentioned in the maximum lending limit policy.

The Bank manages limits and controls the credit concentration risk - in particular, to individual counterparties and groups, and to industries and geographies.

Lending limits are reviewed in the light of changing market and economic conditions and periodic credit reviews and assessments of probability of default.

44. MANAJEMEN RISIKO (lanjutan)

Risiko kredit (lanjutan)

ii. Pengendalian batas risiko dan kebijakan mitigasi (lanjutan)

Dalam proses pengajuan kredit, pembelian Efek-efek maupun penempatan pada bank lain, Bank menetapkan dual control dalam rangka four eyes principles yang melibatkan petugas marketing, petugas pemeriksa dan pejabat pemutus yang memiliki kewenangan.

Beberapa pengendalian spesifik lainnya dan pengukuran mitigasi dijelaskan di bawah ini:

Agunan

Pengelolaan risiko kredit terhadap kredit yang diberikan tidak hanya menjaga kualitas kredit namun juga dengan memitigasi risiko dengan meminta agunan sebagai jaminan atas kewajiban kontraktual debitur. Beberapa jenis agunan yang diterima dalam rangka memitigasi risiko kredit antara lain meliputi:

- Kas
- Tanah dan/atau bangunan
- Mesin
- Kendaraan bermotor
- Piutang
- Persediaan

Kredit modal kerja, kredit investasi dan kredit konsumsi biasanya dijamin sepenuhnya. Pemberian kredit jangka panjang kepada debitur korporasi pada umumnya disertai agunan. Untuk meminimalisasi kerugian kredit, Bank akan meminta tambahan agunan dari debitur ketika terdapat indikasi penurunan nilai atas kredit yang diberikan.

iii. Risiko kredit maksimum

Untuk aset keuangan yang diakui di laporan posisi keuangan konsolidasian, eksposur maksimum terhadap risiko kredit sama dengan nilai tercatat. Untuk bank garansi eksposur, maksimum terhadap risiko kredit adalah nilai maksimum yang harus dibayarkan oleh Bank jika liabilitas atas bank garansi terjadi. Untuk fasilitas kredit kepada nasabah yang belum digunakan, eksposur maksimum terhadap risiko kredit adalah sebesar komitmen tersebut.

***44. RISK MANAGEMENT** (continued)*

***Credit risk**(continued)*

ii. Risk limit control and mitigation policies (continued)

In the loan application process, purchase of securities and placement with other banks, the Bank sets dual control as part of four eyes principles which involve marketing officers, supervisors and authorized approvers.

Some other specific controls and the mitigation measurement are explained as follows:

Collateral

Risk management of loans, not only maintain loans quality but also to mitigate the risk with additional assets as collateral to cover financial contractual obligation of debtors. Some of acceptable collateral to mitigate the credit risk such as:

- *Cash*
- *Land and/or building*
- *Machinery*
- *Vehicle*
- *Trade receivables*
- *Inventory*

Working capital loans, investment loans and consumer loans are usually fully guaranteed. The long-term loans to corporate debtors are generally secured by collateral. In order to minimize credit losses, the Bank will request additional collateral from the borrower when there is an indication of impairment on loans.

iii. Maximum credit risk

For financial assets recognized on the consolidated statement of financial position, the maximum exposure to credit risk equals their carrying amount. For bank guarantees, the maximum exposure to credit risk is the maximum amount that the Bank has to pay if the obligations of the bank guarantees issued are called upon. For the unused loan facilities, the maximum exposure to credit risk is the committed amount.

44. MANAJEMEN RISIKO (lanjutan)

Risiko kredit (lanjutan)

iii. Risiko kredit maksimum (lanjutan)

Eksposur maksimum risiko kredit terhadap aset keuangan pada laporan posisi keuangan konsolidasian pada tanggal 31 Desember 2014 dan 2013 adalah sebagai berikut:

***44. RISK MANAGEMENT** (continued)*

***Credit risk**(continued)*

iii. Maximum credit risk(continued)

The maximum exposure to credit risk of financial assets on consolidated statement of financial position as of 31 December 2014 dan 2013 as follows:

	2014	2013	
Laporan posisi keuangan konsolidasian			***Consolidated statement of financial position***
Kredit yang diberikan dan pembiayaan/piutang Syariah	12,430,390,016	11,220,398,650	*Loans and Sharia financing/receivables*
Efek-efek	4,758,706,625	5,102,133,169	*Marketable securities*
Penempatan pada Bank Indonesia dan bank lain	2,310,711,702	1,403,926,871	*Placements with Bank Indonesia and other banks*
Giro pada Bank Indonesia	1,524,951,197	1,120,640,663	*Current accounts with Bank Indonesia*
Pendapatan bunga yang Masih akan diterima	135,609,054	129,026,437	*Interest receivable*
Giro pada bank lain	12,387,727	11,046,175	*Current accounts with other banks*
Tagihan akseptasi	-	397,117	*Acceptance receivable*
Penyertaan Saham	60,469	60,469	*Investment shares in stock*
Jumlah	21,172,816,790	18,987,629,551	*Total*
Dikurangi:			*Less:*
Cadangan kerugian penurunan nilai	(185,227,266)	(163,123,116)	*Allowance for impairment losses*
	20,987,589,524	18,824,506,435	

Eksposur maksimum risiko kredit terhadap rekening administratif pada tanggal 31 Desember 2014 dan 2013 adalah sebagai berikut:

The maximum credit risk exposures relating to credit risk of administrative accounts as of 31 December 2014 and 2013 are as follows :

	2014	2013	
Rekening administratif			***Administrative accounts***
Fasilitas kredit yang belum digunakan	1,339,609,234	1,261,745,467	*Unused loan facilities*
Garansi yang diberikan	182,979,954	122,826,312	*Guarantees issued*
Jumlah	1,522,589,188	1,384,571,779	*Total*

Tabel di atas menggambarkan eksposur maksimum atas risiko kredit bagi Bank pada tanggal 31 Desember 2014 dan 2013, tanpa memperhitungkan agunan atau pendukung kredit lainnya. Untuk aset keuangan, eksposur di atas ditentukan berdasarkan nilai tercatat bruto seperti yang diungkapkan pada laporan posisi keuangan konsolidasian.

The table above shows the maximum exposure to credit risk for the Bank as of 31 December 2014 and 2013, without taking into account any collateral held or other credit enhancement. For financial assets, the exposures set out above are based on the gross carrying value as disclosed in the consolidated statement of financial position.

Seperti yang telah dijelaskan di atas, pada tanggal 31 Desember 2014 dan 2013, 58,71% dan 59,28% dari jumlah eksposur maksimum adalah berasal dari kredit yang diberikan.

As mentioned above, as of 31 December 2014 and 2013, 58.81% and 59.28% of the total maximum exposure, respectively, is derived from loans.

44. MANAJEMEN RISIKO (lanjutan)

Risiko kredit (lanjutan)

iii. Risiko kredit maksimum (lanjutan)

Konsentrasi risiko aset keuangan dengan eksposur risiko kredit

a. Sektor geografis

Tabel berikut menggambarkan rincian eksposur maksimum kredit Bank pada nilai tercatat (tanpa memperhitungan agunan atau pendukung kredit lainnya), yang dikategorikan berdasarkan area geografis pada tanggal 31 Desember 2014 dan 2013. Untuk tabel ini, Bank telah mengalokasikan eksposur area berdasarkan wilayah geografis tempat Bank beroperasi.

***44. RISK MANAGEMENT** (continued)*

***Credit risk**(continued)*

iii. Maximum credit risk(continued)

Concentration of risks of financial assets with credit risk exposure

a. Geographic sector

The following table breaks down the Bank's maximum credit exposure at their carrying amounts (without taking into account any collateral held or other credit support), as categorized by the geographical area as of 31 December 2014 and 2013. For this table, the Bank has allocated exposures to regions based on the geographical area which activities are undertaken:

	2014					
	Jadetabek/ *Jadetabek*	**Jawa Barat/ *West Java***	**Jawa Tengah & Jawa Timur/ *Central Java & East Java***	**Non Jawa/ *Non Java***	**Jumlah/ *Total***	
Laporan posisi keuangan konsolidasian						***Consolidated statement of financial position***
Giro pada Bank Indonesia	1,524,951,197	-	-	-	1,524,951,197	*Current accounts with Bank Indonesia*
Giro pada bank lain	12,387,727	-	-	-	12,387,727	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	2,310,711,702	-	-	-	2,310,711,702	*Placements with Bank Indonesia and other banks*
Efek-efek	4,758,706,625	-	-	-	4,758,706,625	*Marketable securities*
Pendapatan bunga yang masih akan diterima	131,948,570	2,170,925	1,276,435	613,320	135,609,054	*Interest receivables*
Kredit yang diberikan dan pembiayaan/ piutang Syariah	8,846,989,570	1,221,401,110	787,999,918	1,573,999,418	12,430,390,016	*Loans and Sharia financing/receivables*
Penyertaan saham	60,469	-	-	-	60,469	*Investment in shares*
Tagihan akseptasi	-	-	-	-	-	*Acceptance receivable*
Jumlah	17,585,355,664	1,223,572,035	789,276,353	1,574,612,738	21,172,816,790	*Total*

	2013					
	Jadetabek/ *Jadetabek*	**Jawa Barat/ *West Java***	**Jawa Tengah & Jawa Timur/ *Central Java & East Java***	**Non Jawa/ *Non Java***	**Jumlah/ *Total***	
Laporan posisi keuangan konsolidasian						***Consolidated statement of financial position***
Giro pada Bank Indonesia	1,120,640,663	-	-	-	1,120,640,663	*Current accounts with Bank Indonesia*
Giro pada bank lain	11,046,175	-	-	-	11,046,175	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	1,403,926,871	-	-	-	1,403,926,871	*Placements with Bank Indonesia and other banks*
Efek-efek	5,102,133,169	-	-	-	5,102,133,169	*Marketable securities*
Pendapatan bunga yang masih akan diterima	126,999,794	964,794	534,669	527,180	129,026,437	*Interest receivables*
Kredit yang diberikan dan pembiayaan/ piutang Syariah	10,914,772,969	129,049,904	102,865,309	73,710,468	11,220,398,650	*Loans and Sharia financing/receivables*
Penyertaan saham	60,469	-	-	-	60,469	*Investment in shares*
Tagihan akseptasi	397,117	-	-	-	397,117	*Acceptance receivable*
Jumlah	18,679,977,227	130,014,698	103,399,978	74,237,648	18,987,629,551	*Total*

44. MANAJEMEN RISIKO (lanjutan)

Risiko kredit (lanjutan)

iii. Risiko kredit maksimum (lanjutan)

Konsentrasi risiko aset keuangan dengan eksposur risiko kredit (lanjutan)

a. Sektor geografis (lanjutan)

Eksposur risiko kredit atas rekening administratif pada tanggal 31 Desember 2014 dan 2013 adalah sebagai berikut:

44. RISK MANAGEMENT *(continued)*

Credit risk*(continued)*

iii. Maximum credit risk(continued)

Concentration of risks of financial assets with credit risk exposure (continued)

a. Geographic sector (continued)

The exposure relating to credit risk of administrative accounts as of 31 December 2014 and 2013 are as follows:

	2014					
	Jadetabek/ *Jadetabek*	**Jawa Barat/ *West Java***	**Jawa Tengah & Jawa Timur/ *Central Java & East Java***	**Non Jawa/ *Non Java***	**Jumlah/ *Total***	
Rekening administratif						***Administrative accounts***
Fasilitas kredit yang belum digunakan	1,333,145,180	5,131,703	997,351	335,000	1,339,609,234	*Unused loan facilities*
Garansi yang diberikan	182,979,954	-	-	-	182,979,954	*Guarantees issued*
Jumlah	1,516,125,134	5,131,703	997,351	335,000	1,522,589,188	*Total*

	2013					
	Jadetabek/ *Jadetabek*	**Jawa Barat/ *West Java***	**Jawa Tengah & Jawa Timur/ *Central Java & East Java***	**Non Jawa/ *Non Java***	**Jumlah/ *Total***	
Rekening administratif						***Administrative accounts***
Fasilitas kredit yang belum digunakan	1,261,495,118	250,349	-	-	1,261,745,467	*Unused loan facilities*
Garansi yang diberikan	122,826,312	-	-	-	122,826,312	*Guarantees issued*
Jumlah	1,384,321,430	250,349	-	-	1,384,571,779	*Total*

b. Sektor industri

Tabel berikut menggambarkan rincian eksposur kredit Bank pada nilai tercatat (tanpa memperhitungkan agunan atau pendukung kredit lainnya), yang di kategori kan berdasarkan sektor industri pada tanggal 31 Desember 2014 dan 2013.

b. Industry sector

The following table break downs the Bank's maximum credit exposure at their carrying value (without taking into account any collateral held or other credit support), as categorized by the industrial sector as of 31 December 2014 and 2013.

	2014						
	Pemerintah (termasuk BI)/ *Government (include BI)*	**Bank/ *Bank***	**Lembaga Keuangan Bukan Bank/ *Non-bank Financial Institutions***	**Perusahaan/ *Corporate***	**Perorangan/ *Individual***	**Jumlah/ *Total***	
Laporan posisi keuangan konsolidasian							***Consolidated statement of financial position***
Giro pada Bank Indonesia	1,524,951,197	-	-	-	-	1,524,951,197	*Current accounts with Bank Indonesia*
Giro pada bank lain	-	12,387,727	-	-	-	12,387,727	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	552,911,702	1,757,800,000	-	-	-	2,310,711,702	*Placements with Bank Indonesia and other banks*
Efek-efek	2,221,310,546	431,754,256	1,450,606,952	655,034,871	-	4,758,706,625	*Marketable securities*
Pendapatan bunga yang masih akan diterima	7,513,689	8,208,061	17,112,087	74,647,021	28,128,196	135,609,054	*Interest receivables*
Kredit yang diberikan dan pembiayaan/ piutang Syariah	-	17,194,380	2,618,339,351	6,379,822,944	3,415,033,341	12,430,390,016	*Loans and Sharia financing/ receivables*
Penyertaan saham	-	-	-	60,469	-	60,469	*Investment in shares*
Jumlah	4,306,687,134	2,227,344,424	4,086,058,390	7,109,565,305	3,443,161,537	21,172,816,790	*Total*

44. MANAJEMEN RISIKO (lanjutan)

Risiko kredit (lanjutan)

iii. Risiko kredit maksimum (lanjutan)

Konsentrasi risiko aset keuangan dengan eksposur risiko kredit (lanjutan)

b. Sektor industri (lanjutan)

44. RISK MANAGEMENT *(continued)*

Credit risk*(continued)*

iii. Maximum credit risk(continued)

Concentration of risks of financial assets with credit risk exposure(continued)

b. Industry sector(continued)

	2013						
	Pemerintah (termasuk BI)/ *Government (include BI)*	**Bank/ *Bank***	**Lembaga Keuangan Bukan Bank/ *Non-bank Financial Institutions***	**Perusahaan/ *Corporate***	**Perorangan/ *Individual***	**Jumlah/ *Total***	
Laporan posisi keuangan konsolidasian							***Consolidated statement of financial position***
Giro pada Bank Indonesia	1,120,640,663	-	-	-	-	1,120,640,663	*Current accounts with Bank Indonesia*
Giro pada bank lain	-	11,046,175	-	-	-	11,046,175	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	653,926,871	750,000,000	-	-	-	1,403,926,871	*Placements with Bank Indonesia and other banks*
Efek-efek	2,008,740,030	614,731,524	1,872,213,690	606,447,925	-	5,102,133,169	*Marketable securities*
Pendapatan bunga yang masih akan diterima	7,183,139	7,922,863	16,882,397	71,572,945	25,465,093	129,026,437	*Interest receivables*
Kredit yang diberikan dan pembiayaan/ piutang Syariah	-	23,491,938	2,434,428,157	6,515,324,233	2,247,154,322	11,220,398,650	*Loans and Sharia financing/ receivables*
Penyertaan saham	-	-	-	60,469	-	60,469	*Investment in shares*
Tagihan akseptasi	-	-	397,117	-	-	397,117	*Acceptance receivable*
Jumlah	3,790,490,703	1,407,192,500	4,323,921,361	7,193,405,572	2,272,619,415	18,987,629,551	*Total*

Eksposur risiko kredit atas rekening administratif pada tanggal 31 Desember 2014 dan 2013 adalah sebagai berikut:

Credit risk exposures relating to administrative accounts as of 31 December 2014 and 2013 are as follows :

	2014						
	Pemerintah (termasuk BI)/ *Government (include BI)*	**Bank/ *Bank***	**Lembaga Keuangan Bukan Bank/ *Non-bank Financial Institutions***	**Perusahaan/ *Corporate***	**Perorangan/ *Individual***	**Jumlah/ *Total***	
Rekening administratif							***Administrative accounts***
Fasilitas kredit yang belum digunakan	-	563,131	458,999,989	575,511,328	304,534,786	1,339,609,234	*Unused loans facilities*
Garansi yang diberikan	-	-	43,707,500	139,272,454	-	182,979,954	*Guarantee issued*
Jumlah	-	563,131	502,707,489	714,783,782	304,534,786	1,522,589,188	*Total*

	2013						
	Pemerintah (termasuk BI)/ *Government (include BI)*	**Bank/ *Bank***	**Lembaga Keuangan Bukan Bank/ *Non-bank Financial Institutions***	**Perusahaan/ *Corporate***	**Perorangan/ *Individual***	**Jumlah/ *Total***	
Rekening administratif							***Administrative accounts***
Fasilitas kredit yang belum digunakan	-	16,029,212	397,222,930	471,638,934	376,854,391	1,261,745,467	*Unused loans facilities*
Garansi yang diberikan	-	-	53,912,552	68,713,760	200,000	122,826,312	*Guarantee issued*
Jumlah	-	16,029,212	451,135,482	540,352,694	377,054,391	1,384,571,779	*Total*

44. MANAJEMEN RISIKO (lanjutan)

Risiko kredit (lanjutan)

iv. Evaluasi penurunan nilai

Untuk tujuan akuntansi, Bank menggunakan model *incurred loss* untuk pengakuan kerugian penurunan nilai aset keuangan. Hal ini berarti kerugian hanya dapat diakui jika terdapat bukti objektif atas peristiwa kerugian spesifik.

Pertimbangan utama evaluasi penurunan nilai kredit yang diberikan termasuk adanya pembayaran pokok atau bunga yang jatuh tempo lebih dari 90 (sembilan puluh) hari atau terdapat kesulitan atau pelanggaran dari persyaratan yang terdapat dalam kontrak awal yang diketahui. Bank melakukan evaluasi penurunan nilai dalam 2 (dua) area yaitu evaluasi penurunan nilai secara individual dan evaluasi penurunan nilai secara kolektif.

a. Evaluasi penurunan nilai secara individual

Bank menentukan penyisihan kerugian penurunan nilai secara individual untuk masing-masing kredit yang diberikan yang signifikan. Hal-hal yang dipertimbangkan dalam menentukan jumlah penyisihan kerugian penurunan nilai antara lain mencakup keberlanjutan rencana bisnis debitur, kemampuan debitur untuk memperbaiki kinerja saat menghadapi kesulitan keuangan, proyeksi penerimaan dan ekspektasi pengeluaran saat terjadi kepailitan, ketersediaan dukungan keuangan lainnya, nilai agunan yang dapat direalisasikan, dan ekspektasi waktu diperolehnya arus kas. Penyisihan kerugian penurunan nilai dievaluasi setiap tanggal pelaporan, kecuali terdapat beberapa kondisi yang mengharuskan adanya perhatian lebih.

b. Evaluasi penurunan nilai secara kolektif

Evaluasi penyisihan kerugian penurunan nilai secara kolektif dilakukan atas kredit yang diberikan yang tidak signifikan secara individual. Metodologi evaluasi penyisihan secara kolektif telah diungkapkan pada Catatan 2f.

Berikut ini adalah risiko kredit berdasarkan klasifikasi evaluasi penurunan nilai pada tanggal 31 Desember 2014 dan 2013:

44. RISK MANAGEMENT *(continued)*

Credit risk*(continued)*

iv. Impairment assessment

For accounting purposes, the Bank uses an incurred loss model for the recognition of losses on impaired financial assets. This means that losses can only be recognized when an objective evidence of a specific loss event has been observed.

The main considerations for the loan impairment assessment include whether any payments of principal or interest are overdue by more than 90 days or there are any known difficulties, or infringement of the original terms of the contract. The Bank addresses impairment assessment in 2 (two) areas: individually assessed allowances and collectively assessed allowances.

a. Individually assessed allowances

The Bank determines the allowances for impairment losses for each individually significant loans on an individual basis. Items considered when determining allowance for impairment losses include the sustainability of the debtors' business plan, its ability to improve performance once a financial difficulty has arisen, projected receipts and the expected payout should bankruptcy ensure, the availability of other financial support, the realizable value of collateral, and the timing of expected cash flows. Allowance for impairment losses are evaluated at each reporting date, unless foreseen circumstances require more careful attention.

b. Collectively assessed allowances

Allowances for impairment losses are assessed collectively for losses on loans that are not individually significant. The methodologies of collectively assessed allowances have been disclosed in Note 2f

Below are the credit risk based on allowance for impairment losses assessment clasification as of 31 December 2014 and 2013:

44. MANAJEMEN RISIKO (lanjutan) / *44. RISK MANAGEMENT (continued)*

Risiko kredit (lanjutan) / ***Credit risk****(continued)*

iv. Evaluasi penurunan nilai (lanjutan) / *iv. Impairment assessment(continued)*

Giro pada Bank Indonesia / *Current Accounts with Bank Indonesia*

	2014			
	Tidak mengalami penurunan nilai/ *Non-impaired *)*	**Mengalami penurunan *nilai/ Impaired***	**Jumlah/*Total***	
Rupiah	1,524,951,197	-	1,524,951,197	*Rupiah*

	2013			
	Tidak mengalami penurunan nilai/ *Non-impaired *)*	**Mengalami penurunan *nilai/ Impaired***	**Jumlah/*Total***	
Rupiah	1,120,640,663	-	1,120,640,663	*Rupiah*

*) Termasuk aset keuangan Entitas Anak yang menjalankan usaha berdasarkan prinsip perbankan Syariah, yang penilaiannya berdasarkan Peraturan Bank Indonesia (Catatan 2f).

*) *Including financial asset of Subsidiary engaged in Sharia banking which assessment is in accordance with Bank Indonesia Regulation (Note 2f).*

Giro pada Bank Lain / *Current Accounts with Other Banks*

	2014			
	Tidak mengalami penurunan nilai/ *Non-impaired *)*	**Mengalami penurunan *nilai/ Impaired***	**Jumlah/*Total***	
Rupiah	12,387,727	-	12,387,727	*Rupiah*
Cadangan kerugian penurunan nilai	(70,797)	-	(70,797)	*Allowance for impairment losses*
Jumlah - neto	12,316,930	-	12,316,930	*Total - net*

	2013			
	Tidak mengalami penurunan nilai/ *Non-impaired *)*	**Mengalami penurunan *nilai/ Impaired***	**Jumlah/*Total***	
Rupiah	11,046,175	-	11,046,175	*Rupiah*
Cadangan kerugian penurunan nilai	(49,128)	-	(49,128)	*Allowance for impairment losses*
Jumlah - neto	10,997,047	-	10,997,047	*Total - net*

*) Termasuk aset keuangan Entitas Anak yang menjalankan usaha berdasarkan prinsip perbankan Syariah, yang penilaiannya berdasarkan Peraturan Bank Indonesia (Catatan 2f).

*) *Including financial asset of Subsidiary engaged in Sharia banking which assessment is in accordance with Bank Indonesia Regulation (Note 2f).*

Penempatan pada Bank Indonesia dan Bank Lain / *Placements with Bank Indonesia and Other Banks*

	2014			
	Tidak mengalami penurunan nilai/ *Non-impaired *)*	**Mengalami penurunan *nilai/ Impaired***	**Jumlah/*Total***	
Fasilitas Sertifikat Bank Indonesia dan Fasilitas Sertifikat Bank Indonesia Syariah - neto	585,711,702		585,711,702	*Certificate of Bank Indonesia Facility and Certificate of Bank Indonesia Sharia Facility - net*
Call money	1,725,000,000	-	1,725,000,000	*Call money*
Jumlah	2,310,711,702		2,310,711,702	*Total*
Cadangan kerugian penurunan nilai	-	-	-	*Allowance for impairment losses*
Jumlah – neto	2,310,711,702	-	2,310,711,702	*Total - net*

44. MANAJEMEN RISIKO (lanjutan) / *44. RISK MANAGEMENT (continued)*

Risiko kredit (lanjutan) / ***Credit risk****(continued)*

iv. Evaluasi penurunan nilai (lanjutan) / *iv. Impairment assessment(continued)*

Penempatan pada Bank Indonesia dan Bank Lain (lanjutan) / *Placements with Bank Indonesia and Other Banks (continued)*

	2013			
	Tidak mengalami penurunan nilai/ *Non-impaired* *)	**Mengalami penurunan *nilai/ Impaired***	**Jumlah/*Total***	
Fasilitas Sertifikat Bank Indonesia dan Fasilitas Sertifikat Bank Indonesia Syariah - neto	653,926,871	-	653,926,871	*Certificate of Bank Indonesia Facility and Certificate of Bank Indonesia Sharia Facility - net*
Call money	750,000,000	-	750,000,000	*Call money*
Jumlah	1,403,926,871	-	1,403,926,871	*Total*
Cadangan kerugian penurunan nilai	-	-	-	*Allowance for impairment losses*
Jumlah - neto	1,403,926,871	-	1,403,926,871	*Total - net*

*) Termasuk aset keuangan Entitas Anak yang menjalankan usaha berdasarkan prinsip perbankan Syariah, yang penilaiannya berdasarkan Peraturan Bank Indonesia (Catatan 2f).

**) Including financial asset of Subsidiary engaged in Sharia banking which assessment is in accordance with Bank Indonesia Regulation (Note 2f).*

Efek-efek / *Marketable Securities*

	2014			
	Tidak mengalami penurunan nilai/ *Non-impaired* *)	**Mengalami penurunan *nilai/ Impaired***	**Jumlah/*Total***	
Tersedia untuk dijual	3,026,056,343	-	3,026,056,343	*Available-for-sale*
Dimiliki hingga jatuh tempo	1,544,197,891	-	1,544,197,891	*Held-to-maturity*
Diukur pada biaya perolehan	188,452,391	-	188,452,391	*At acquisition cost*
Jumlah	4,758,706,625		4,758,706,625	*Total*
Cadangan kerugian penurunan nilai	(442,516)		(442,516)	*Allowance for impairment losses*
Jumlah - neto	4,758,264,109		4,758,264,109	*Total - net*

	2013			
	Tidak mengalami penurunan nilai/ *Non-impaired* *)	**Mengalami penurunan *nilai/ Impaired***	**Jumlah/*Total***	
Tersedia untuk dijual	3,048,670,817	-	3,048,670,817	*Available-for-sale*
Dimiliki hingga jatuh tempo	1,828,927,968	-	1,828,927,968	*Held-to-maturity*
Diperdagangkan	41,805,254	-	41,805,254	*Trading*
Diukur pada biaya perolehan	182,729,130	-	182,729,130	*At acquisition cost*
Jumlah	5,102,133,169	-	5,102,133,169	*Total*
Cadangan kerugian penurunan nilai	(472,858)	-	(472,858)	*Allowance for impairment losses*
Jumlah - neto	5,101,660,311	-	5,101,660,311	*Total - net*

*) Termasuk aset keuangan Entitas Anak yang menjalankan usaha berdasarkan prinsip perbankan Syariah, yang penilaiannya berdasarkan Peraturan Bank Indonesia (Catatan 2l).

**) Including financial asset of Subsidiary engaged in Sharia banking which assessment is in accordance with Bank Indonesia Regulation (Note 2l).*

44. MANAJEMEN RISIKO (lanjutan)

Risiko kredit (lanjutan)

iv. Evaluasi penurunan nilai (lanjutan)

***44. RISK MANAGEMENT** (continued)*

***Credit risk**(continued)*

iv. Impairment assessment(continued)

Kredit yang diberikan / *Loans*

	2014			
	Tidak mengalami penurunan nilai/ *Non-impaired *)*	**Mengalami penurunan *nilai/ Impaired***	**Jumlah/*Total***	
Pinjaman tetap	7,550,924,672	249,676,253	7,800,600,925	*Fixed loans*
Pinjaman konsumen	662,798,155	38,096,275	700,894,430	*Consumer loans*
Pinjaman rekening koran	1,036,052,323	103,808,955	1,139,861,278	*Overdraft loans*
Pinjaman tetap dengan angsuran	1,635,318,089	78,291,350	1,713,609,439	*Fixed loans with installments*
Lain-lain (Syariah)	939,487,405	135,936,539	1,075,423,944	*(Syariah) Others*
Jumlah	11,824,580,644	605,809,372	12,430,390,016	*Total*
Cadangan kerugian penurunan nilai			(184,713,348)	*Allowance for impairment losses*
Jumlah - neto			12,245,676,668	*Total - net*

	2013			
	Tidak mengalami penurunan nilai/ *Non-impaired *)*	**Mengalami penurunan *nilai/ Impaired***	**Jumlah/*Total***	
Pinjaman tetap	6,364,002,407	6,837,793	6,370,840,200	*Fixed loans*
Pinjaman konsumen	654,954,231	7,189,050	662,143,281	*Consumer loans*
Pinjaman rekening koran	1,195,010,897	12,177,763	1,207,188,660	*Overdraft loans*
Pinjaman tetap dengan angsuran	2,124,139,478	7,537,055	2,131,676,533	*Fixed loans with installments*
Lain-lain	831,537,729	17,012,247	848,549,976	*Others*
Jumlah	11,169,644,742	50,753,908	11,220,398,650	*Total*
Cadangan kerugian penurunan nilai			(162,600,525)	*Allowance for impairment losses*
Jumlah - neto			11,057,798,125	*Total - net*

*) Termasuk aset keuangan Entitas Anak yang menjalankan usaha berdasarkan prinsip perbankan Syariah, yang penilaiannya berdasarkan Peraturan Bank Indonesia (Catatan 2l).

*) *Including financial asset of Subsidiary engaged in Sharia banking which assessment is in accordance with Bank Indonesia Regulation (Note 2l).*

Penyertaan saham / *Investment in shares*

	2014			
	Tidak mengalami penurunan nilai/ *Non-impaired *)*	**Mengalami penurunan *nilai/ Impaired***	**Jumlah/*Total***	
Rupiah	60,469	-	60,469	*Rupiah*
Cadangan kerugian Penurunan nilai	(605)	-	(605)	*Allowance for impairment losses*
	59,864	-	59,864	

44. MANAJEMEN RISIKO (lanjutan)

Risiko kredit (lanjutan)

iv. Evaluasi penurunan nilai (lanjutan)

Penyertaan saham (lanjutan)

***44. RISK MANAGEMENT** (continued)*

***Credit risk**(continued)*

iv. Impairment assessment(continued)

Investment in shares (continued)

	2013			
	Tidak mengalami penurunan nilai/ *Non-impaired *)*	**Mengalami penurunan *nilai/ Impaired***	**Jumlah/*Total***	
Rupiah	60,469	-	60,469	*Rupiah*
Cadangan kerugian Penurunan nilai	(605)	-	(605)	*Allowance for impairment losses*
	59,864	-	59,864	

Tagihan akseptasi

Acceptance receivable

	2013			
	Tidak mengalami penurunan nilai/ *Non-impaired *)*	**Mengalami penurunan *nilai/ Impaired***	**Jumlah/*Total***	
Rupiah	397,117	-	397,117	*Rupiah*

v. Kualitas aset keuangan

Tabel berikut ini menunjukkan kualitas aset keuangan yang belum jatuh tempo dan tidak mengalami penurunan nilai (di luar cadangan kerugian penurunan nilai):

v. Quality of financial assets

The following table shows the credit quality per class of financial assets (gross of allowance for impairment losses) that are neither past due nor impaired:

	2014				
	Belum jatuh tempo dan tidak mengalami penurunan nilai/ *Neither past due nor impaired*	**Telah jatuh tempo tetapi tidak mengalami penurunan nilai/ *Past due but not impaired***	**Mengalami penurunan nilai/ *Impaired***	**Jumlah/ *Total***	
Giro pada Bank Indonesia	1,524,951,197	-	-	1,524,951,197	*Current accounts with Bank Indonesia*
Giro pada bank lain	12,387,727	-	-	12,387,727	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	2,310,711,702	-	-	2,310,711,702	*Placements with Bank Indonesia and other banks*
Efek-efek	4,758,706,625	-	-	4,758,706,625	*Marketable securities*
Kredit yang diberikan dan pembiayaan/ piutang Syariah	11,047,272,679	777,307,965	605,809,372	12,430,390,016	*Loans and Sharia financing/ receivables*
Pendapatan bunga yang masih akan diterima	116,969,930	18,639,124	-	135,609,054	*Interest receivables*
Penyertaan saham	60,469	-	-	60,469	*Shares investment*
Jumlah	19,771,060,329	795,947,089	605,809,372	21,172,816,790	*Total*
Dikurangi: cadangan kerugian penurunan nilai				(185,227,266)	*Less: Allowance for impairment losses*
				20,987,589,524	

44. MANAJEMEN RISIKO (lanjutan)

Risiko kredit (lanjutan)

v. Kualitas aset keuangan (lanjutan)

44. RISK MANAGEMENT *(continued)*

Credit risk *(continued)*

v. Quality of financial assets(continued)

	2013				
	Belum jatuh tempo dan tidak mengalami penurunan nilai/ *Neither past due nor impaired*	**Telah jatuh tempo tetapi tidak mengalami penurunan nilai/ *Past due but not impaired***	**Mengalami penurunan nilai/ *Impaired***	**Jumlah/ *Total***	
Giro pada Bank Indonesia	1,120,640,663	-	-	1,120,640,663	*Current accounts with Bank Indonesia*
Giro pada bank lain	11,046,175	-	-	11,046,175	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	1,403,926,871	-	-	1,403,926,871	*Placements with Bank Indonesia and other banks*
Efek-efek	5,102,133,169	-	-	5,102,133,169	*Marketable securities*
Kredit yang diberikan dan pembiayaan/ piutang Syariah	11,115,629,937	54,014,804	50,753,909	11,220,398,650	*Loans and Sharia financing/ receivables*
Pendapatan bunga yang masih akan diterima	124,315,164	4,711,273	-	129,026,437	*Interest receivables*
Penyertaan saham	60,469	-	-	60,469	*Shares investment*
Tagihan akseptasi	397,117	-	-	397,117	*Acceptance receivable*
Jumlah	18,878,149,565	58,726,077	50,753,909	18,987,629,551	*Total*
Dikurangi: cadangan kerugian penurunan nilai	(110,254,352)	(26,091,868)	(26,776,896)	(163,123,116)	*Less: Allowance for impairment losses*
				18,824,506,435	

Pada tanggal 31 Desember 2014 dan 2013, rincian kualitas kredit yang diberikan (bruto) yang belum jatuh tempo dan tidak mengalami penurunan nilai adalah sebagai berikut:

The credit quality of loans (gross) that are "neither past due nor impaired" as at 31 December 2014 and 2013 are as follows:

	2014				
	Debitur baru/ *New debtor* *)	**Debitur lama/ *Old debtor***	**Debitur yang pernah direstrukturisasi/ *Restructured debtor***	**Jumlah/ *Total***	
Kredit yang diberikan dan pembiayaan/ piutang Syariah	4,178,389,494	6,867,276,370	1,606,815	11,047,272,679	*Loans and Sharia financing/ receivables*

	2013				
	Debitur baru/ *New debtor* *)	**Debitur lama/ *Old debtor***	**Debitur yang pernah direstrukturisasi/ *Restructured debtor***	**Jumlah/ *Total***	
Kredit yang diberikan dan pembiayaan/ piutang Syariah	3,934,339,340	7,129,504,946	51,785,651	11,115,629,937	*Loans and Sharia financing/ receivables*

*) yang termasuk dalam debitur baru adalah debitur baru bank dalam periode 6 bulan terakhir

*Included as new debtors are bank's new debtors within the 6 months period *)*

Analisa umur kredit yang diberikan (bruto) yang telah jatuh tempo tetapi tidak mengalami penurunan nilai pada tanggal 31 Desember 2014 dan 2013 adalah:

The aging analysis of loans (gross) that are past due but not impaired as of 31 December 2014 and 2013 are as follows:

	2014					
	Modal kerja/ *Working capital*	**Investasi/ *Investment***	**Konsumsi/ *Consumer***	**Syariah/ *Sharia***	**Jumlah/ *Total***	
1 - 30 hari	122,564,207	139,864,538	14,264,940	47,384,953	324,078,638	*1 - 30 days*
31 - 60 hari	181,244,263	130,645,865	2,052,109	23,489,973	337,432,210	*31 - 60 days*
61 - 90 hari	92,984,219	7,423,304	2,111,610	13,277,984	115,797,117	*61 - 90 days*
	396,792,689	277,933,707	18,428,659	84,152,910	777,307,965	

44. MANAJEMEN RISIKO (lanjutan)

44. RISK MANAGEMENT *(continued)*

Risiko kredit (lanjutan)

Credit risk *(continued)*

v. Kualitas aset keuangan (lanjutan)

v. Quality of financial assets(continued)

	2013					
	Modal kerja/ *Working capital*	**Investasi/ *Investment***	**Konsumsi/ *Consumer***	**Syariah/ *Sharia***	**Jumlah/ *Total***	
1 - 30 hari	7,518,872	-	15,352	-	7,534,224	*1 - 30 days*
31 - 60 hari	9,997,873	-	-	30,054,476	40,052,349	*31 - 60 days*
61 - 90 hari	4,564,041	-	-	1,864,190	6,428,231	*61 - 90 days*
	22,080,786	-	15,352	31,918,666	54,014,804	

Risiko pasar

Risiko pasar adalah risiko pada laporan posisi keuangan dan rekening administratif termasuk transaksi derivatif, akibat perubahan secara keseluruhan dari kondisi pasar, termasuk risiko perubahan harga option. Risiko pasar meliputi, antara lain, risiko tingkat suku bunga, risiko nilai tukar, risiko ekuitas dan risiko komoditas. Risiko tingkat suku bunga, risiko nilai tukar dan risiko komoditas dapat berasal baik dari posisi *trading book* maupun posisi *banking book*, sedangkan risiko ekuitas berasal dari posisi *trading book*. *Asset and Liability Committee* (ALCO) merupakan komite yang membantu Direksi dalam mengawasi dan mengelola risiko pasar.

Risiko pasar melekat pada aktivitas fungsional Bank seperti kegiatan treasury dan investasi dalam bentuk Efek-efek dan pasar uang maupun penyertaan pada lembaga keuangan lainnya, penyediaan dana (pinjaman dan bentuk sejenisnya), kegiatan pendanaan dan penerbitan surat utang, serta kegiatan pembiayaan perdagangan. Untuk itu, Bank harus dan selalu melakukan identifikasi dan pemantauan dari waktu ke waktu untuk mengantisipasi adanya risiko pasar. LDR (*Loan to Deposit Ratio*) Bank pada tanggal 31 Desember 2014 and 2013 masing-masing adalah sebesar 72,59% dan 74,73%.

Tujuan dari manajemen risiko pasar adalah untuk melakukan identifikasi, pengukuran, pengendalian, dan pengelolaan eksposur risiko pasar dalam parameter yang dapat diterima, serta memaksimalkan tingkat pengembalian. Hal ini dilakukan melalui kebijakan yang komprehensif dan kerangka limit untuk mengidentifikasi, mengukur dan memonitor nilai risiko berdasarkan tingkat risiko yang akan diambil (*risk appetite*) oleh Bank.

Market risk

Market risk is the risk on the statement of financial position and administrative accounts, including derivative transactions, due to overall changes in market conditions, including the risk of change of option price. Market risk include, among others, interest rate risk, foreign exchange risk, equity risk and commodity risk. Interest rate risk, foreign exchange risk and commodity risk can come from trading book and banking book, whereas equity risk come from trading book. Asset and Liability Committee (ALCO) merupakan komite yang membantu Direksi dalam mengawasi dan mengelola risiko pasar.

Market risk is adhered on functional activities of the Bank such as treasury activity and investment in securities and money market or investment in other financing, funding and lending, funding activity and issued obligation and financing trading activity. The Bank must and always identify and monitor from time to time to anticipate the market risk. The Loan to Deposit Ratio (LDR) of the Bank as of 31 December 2014 and 2013 are 72.59% and 74.73%, respectively.

The objective of market risk management is to identify, measure, control, and manage market risk exposures within acceptable parameters, while optimizing the returns. This is done through a comprehensive policy and limit framework to indentify, measure, and monitor the amount of risk based on risk appetite of the Bank.

44. MANAJEMEN RISIKO (lanjutan)

Risiko pasar (lanjutan)

Dalam melakukan pengukuran risiko pasar, Bank menggunakan perhitungan Metode Standar yang dihubungkan untuk menghitung Kewajiban Penyediaan Modal Minimum (KPMM) untuk risiko pasar.

Risiko tingkat suku bunga

Risiko tingkat suku bunga timbul dari adanya kemungkinan bahwa perubahan tingkat suku bunga akan mempengaruhi arus kas masa depan dari nilai wajar instrumen keuangan.

Dalam rangka meminimalkan risiko tingkat suku bunga, Bank melakukan upaya-upaya, antara lain:

- Meningkatkan fungsi dan peran *Assets & Liabilities Committee* (ALCO) dalam rangka identifikasi dan penetapan tingkat suku bunga kredit dan dana pihak ketiga dengan mengantisipasi fluktuasi suku bunga pasar.
- Penerapan Kebijakan *Assets & Liabilities Management* (ALMA) untuk pihak berelasi dalam penerapan manajemen risiko Bank dan merupakan salah satu pedoman bagi unit kerja *Treasury* dalam melakukan transaksi di pasar uang dan pasar modal seperti:
  i. Melakukan identifikasi risiko tingkat suku bunga yang berasal dari transaksi dan portofolio Bank pada Efek-efek;
  ii. Penetapan sistem pengukuran risiko tingkat suku bunga dengan menggunakan gap analysis atau duration analysis; dan
  iii. Strategi penanaman dana dan strategi pengumpulan dana.

Tabel berikut merupakan kisaran tingkat suku bunga kontraktual per tahun untuk aset dan liabilitas keuangan yang penting untuk tahun yang berakhir pada tanggal 31 Desember 2014 dan 2013:

***44. RISK MANAGEMENT** (continued)*

***Market risk** (continued)*

In measuring market risk, the Bank uses the Standardized Method in calculating Capital Adequacy Ratio (CAR) for market risk.

Interest rate risk

Interest rate risk arise from the possibility that changes in interest rates will affect future cash flows or the fair values of financial instruments.

To minimize interest rate risk, the Bank makes the following efforts, among others:

- *Increasing function and role of Assets & Liabilities Committee (ALCO) in identifying and determining interest rate and third party funds to anticipate fluctuations in market interest rate.*
- *Application of Assets & Liabilities Management's (ALMA) policy to related parties in application of risk management of the Bank and it is one of a guidance for Treasury working unit in money market and capital market transactions such as:*
  i. Identifying interest rate risk from transaction and Bank's portfolio of securities;
  ii. Determining measuring system of interest rate risk using gap analysis or duration analysis; and
  iii. Strategies of investment and collection of funds.

The following table summarizes the range of contractual interest rates per annum for significant financial assets and liabilities for the years ended 31 December 2014 and 2013:

	2014	2013	
Aset			*Assets*
Giro pada bank lain	0.04% - 0.06%	0.00% - 0.80 %	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	6.42% - 8.66%	5.89% - 8.89%	*Placements with Bank Indonesia and other banks*
Efek-efek	6.68% - 10.50%	7.80% - 10.30%	*Marketable securities*
Kredit yang diberikan dan pembiayaan/piutang Syariah	13.28% - 14.87%	11.00% - 15.52%	*Loans and Sharia financing/receivables*

44. MANAJEMEN RISIKO (lanjutan) / *44. RISK MANAGEMENT (continued)*

Risiko pasar (lanjutan) / ***Market risk** (continued)*

Risiko tingkat suku bunga (lanjutan) / *Interest rate risk (continued)*

	2014	2013	
Liabilitas			*Liabilities*
Simpanan nasabah	0.77% - 10.95%	3.30% - 7.72%	*Deposits from customers*
Simpanan dari bank lain	3.42% - 9.94%	5.05% - 8.14%	*Deposits from other banks*
Efek-efek yang diterbitkan	9.75% - 10.75%	9.5% - 10.5%	*Securities issued*

Tabel berikut menyajikan aset dan liabilitas keuangan berbunga pada nilai tercatat pada tanggal 31 Desember 2014 dan 2013, yang dikategorikan berdasarkan tanggal kontraktual perubahan tingkat suku bunga atau tanggal jatuh tempo, mana yang lebih dahulu:

The following table presents the interest bearing financial assets and liabilities at the carrying amount as of 31 December 2014 and 2013, which are categorized by the earlier contractual repricing or maturity dates:

2014

	Bunga mengambang/*Floating rate*				Bunga tetap/*Fixed rate*						
	Kurang dari 3 bulan/ *Less than 3 months*	3-12 bulan/ *3-12 months*	1-5 tahun/ *1-5 months*	Lebih dari 5 tahun/ *More than 5 years*	Kurang dari 3 bulan/ *Less than 3 months*	3-12 bulan/ *3-12 months*	1-5 tahun/ *1-5 months*	Lebih dari 5 tahun/ *More than 5 years*	Tanpa suku bunga/*Non interest bearing*	Jumlah/ *Total*	
Kas	-	-	-	-	-	-	-	-	58,856,561	58,856,561	*Cash*
Giro pada Bank Indonesia	-	-	-	-	-	-	-	-	1,524,951,197	1,524,951,197	*Current account with Bank Indonesia*
Giro pada bank lain	12,387,727	-	-	-	-	-	-	-	-	12,387,727	*Current account with other banks*
Penempatan pada Bank Indonesia dan bank lain	2,310,711,702	-	-	-	-	-	-	-	-	2,310,711,702	*Placement with Bank Indonesia and other bank*
Efek-efek	4,094,500	1,648,279,212	1,361,400,516	1,744,932,398					-	4,758,706,626	*Marketable securities*
Pendapatan yang masih harus diterima	132,180,791	3,428,263	-	-	-	-	-	-	-	135,609,054	*Interest receivables*
Kredit yang diberikan dan pembiayaan/piutang Syariah	4,196,080,980	3,615,907,754	1,980,439,434	1,919,629,874	10,977,899	23,716,905	241,315,258	247,728,741	-	12,430,390,016	*Loans and Sharia financing receivables*
Penyertaan saham	-	-	-	-	-	-	-	-	60,469	60,469	*Investment in shares of stock*
Jumlah aset keuangan	6,655,455,700	5,267,615,229	3,341,839,950	3,664,562,272	10,977,899	23,716,905	241,315,258	247,728,741	1,583,868,227	21,231,673,352	*Total financial assets*
Liabilitas segera	-	-	-	-	-	-	-	-	4,225,200	4,225,200	*Obligations due Immediately*
Simpanan nasabah	1,560,055,053	-	-	-	13,153,685,835	3,024,291,976	-	-	-	16,177,977,811	*Deposits from customers*
Simpanan dari bank lain	-	-	-	-	1,063,494,234	4,350,000	-	-	-	2,628,399,287	*Deposits from other banks*
Efek-efek yang diterbitkan	-	-	-	-	-	-	397,012,495	594,640,130	-	991,652,625	*Securities issued*
Jumlah liabilitas keuangan	1,560,555,053	-	-	-	14,217,180,069	3,028,641,976	397,012,495	594,640,130	4,225,200	19,802,254,923	*Total financial liabilities*
Jumlah selisih penilaian bunga	**5,094,900,647**	**5,267,615,229**	**3,341,839,950**	**3,664,562,272**	**(14,206,202,170)**	**(3,004,925,071)**	**(155,697,237)**	**(346,911,389)**	**1,579,643,027**	**1,429,418,429**	***Total interest Repricing gap***

2013

	Bunga mengambang/*Floating rate*				Bunga tetap/*Fixed rate*						
	Kurang dari 3 bulan/ *Less than 3 months*	3-12 bulan/ *3-12 months*	1-5 tahun/ *1-5 months*	Lebih dari 5 tahun/ *More than 5 years*	Kurang dari 3 bulan/ *Less than 3 months*	3-12 bulan/ *3-12 months*	1-5 tahun/ *1-5 months*	Lebih dari 5 tahun/ *More than 5 years*	Tanpa suku bunga/*Non interest bearing*	Jumlah/ *Total*	
Kas	-	-	-	-	-	-	-	-	53,249,337	53,249,337	*Cash*
Giro pada Bank Indonesia	-	-	-	-	-	-	-	-	1,120,640,663	1,120,640,663	*Current account with Bank Indonesia*
Giro pada bank lain	11,046,175	-	-	-	-	-	-	-	-	11,046,175	*Current account with other banks*
Penempatan pada Bank Indonesia dan bank lain	1,403,926,871	-	-	-	-	-	-	-	-	1,403,926,871	*Placement with Bank Indonesia and other bank*
Efek-efek	61,855,782	1,947,478,900	2,598,366,138	494,432,348	-	-	-	-	-	5,102,133,169	*Marketable securities*
Pendapatan yang masih harus diterima	126,488,555	2,537,882	-	-	-	-	-	-	-	129,026,437	*Interest receivables*
Kredit yang diberikan dan pembiayaan/piutang Syariah	1,305,174,722	3,569,080,233	4,230,695,060	2,115,448,634	-	-	-	-	-	11,220,398,650	*Loans and Sharia financing receivables*
Tagihan akseptasi	397,117	-	-	-	-	-	-	-	-	397,117	*Acceptance receivables*
Penyertaan saham	-	-	-	-	-	-	-	-	60,469	60,469	*Investment in shares of stock*
Jumlah aset keuangan	2,908,889,223	5,519,097,015	6,829,061,198	2,609,880,982	-	-	-	-	1,173,950,470	19,040,878,888	*Total financial assets*
Liabilitas segera	(82,214)	-	-	-	-	-	-	-	2,592,786	2,510,572	*Obligations due Immediately*
Simpanan nasabah	11,413,137,542	2,739,944,192	-	-	-	-	-	-	-	14,153,081,734	*Deposits from customers*
Simpanan dari bank lain	1,143,459,918	14,050,000	-	-	-	-	-	-	-	1,157,509,918	*Deposits from other banks*
Efek-efek yang diterbitkan	-	-	198,108,874	792,734,147	-	-	-	-	-	990,843,021	*Securities issued*
Liabilitas akseptasi	397,117	-	-	-	-	-	-	-	-	397,117	*Acceptance payable*
Liabilitas lainnya	81,147,445	-	-	-	-	-	-	-	17,563,873	98,711,318	*Other liabilities*
Jumlah liabilitas keuangan	12,638,059,808	2,753,994,192	198,108,874	792,734,147	-	-	-	-	20,156,659	16,403,053,680	*Total financial liabilities*
Jumlah selisih penilaian bunga	**(9,729,170,585)**	**2,765,102,823**	**6,630,952,324**	**1,817,146,835**	-	-	-	-	**1,153,793,811**	**2,637,825,208**	***Total interest Repricing gap***

44. MANAJEMEN RISIKO (lanjutan)

Risiko pasar (lanjutan)

Sensitivitas terhadap laba neto

Tabel di bawah ini mengikhtisarkan sensitivitas laba neto Bank pada tanggal 31 Desember 2014 dan 2013 atas perubahan tingkat suku bunga:

44. RISK MANAGEMENT *(continued)*

Market risk *(continued)*

Sensitivity to net income

The following table summarizes the sensitivity of Bank's net income to movement of interest rates on 31 December 2014 and 2013:

	2014		
	Peningkatan dalam 100 basis poin/ *Increase by 100 basis point*	**Penurunan dalam 100 basis poin/ *Decrease by 100 basis point***	
Pengaruh terhadap laba neto	8,624,051	(8,624,051)	*Impact to net income*

	2013		
	Peningkatan dalam 100 basis poin/ *Increase by 100 basis point*	**Penurunan dalam 100 basis poin/ *Decrease by 100 basis point***	
Pengaruh terhadap laba neto	10,254,308	10,254,308)	*Impact to net income*

Proyeksi di atas mengasumsikan bahwa tingkat suku bunga bergerak pada jumlah yang sama, sehingga tidak mencerminkan pengaruh potensial laba atas perubahan beberapa tingkat suku bunga sementara yang lainnya tidak berubah. Proyeksi juga mengasumsikan bahwa seluruh variabel lainnya adalah konstan dan berdasarkan tanggal pelaporan yang konstan serta seluruh posisi hingga jatuh tempo.

The projection above assumes that interest rates of all maturities move by the same amount and, therefore, do not reflect the profit potential impact on the changes of some interest rates while others remain unchanged. The projections also assume that all other variables are held constant and based on a constant reporting date position and that all positions run to maturity.

Risiko likuiditas

Risiko likuiditas merupakan risiko akibat ketidakmampuan Bank memenuhi kewajiban yang jatuh tempo dari sumber pendanaan arus kas dan/atau dari aset likuid berkualitas tinggi yang dapat diagunkan, tanpa mengganggu aktivitas dan kondisi keuangan Bank. Ketidakmampuan memperoleh sumber pendanaan arus kas sehingga menimbulkan risiko likuiditas dapat disebabkan antara lain oleh:

a. Ketidakmampuan menghasilkan arus kas yang berasal dari aset produktif maupun yang berasal dari aset produktif maupun yang berasal dari penjualan aset termasuk aset likuid; dan/atau
b. Ketidakmampuan menghasilkan arus kas yang berasal dari penghimpunan dana, transaksi antar Bank.

Liquidity risk

Liquidity risk is the risk arising from the inability of the Bank to meet the maturing obligations from cash flow funding sources and/or from high-quality liquid assets that can be pledged, without disturbing the activities and financial condition of the Bank. The inability to obtain funding for cash flows resulting to liquidity risk can be contributed, among others, by:

a. Inability to generate cash flows from productive assets as well as from the sale of assets, including liquid assets; and/or

b. Inability to generate cash flows from funding, interbank transactions.

44. MANAJEMEN RISIKO (lanjutan)

Risiko likuiditas (lanjutan)

Risiko likuiditas berhubungan dengan adanya kemungkinan Bank tidak dapat memenuhi kewajibannya terhadap deposan, investor atau kreditur yang diantaranya disebabkan dari keterbatasan akses pendanaan atau ketidakmampuan Bank untuk melikuidasi aset yang dimiliki dengan harga yang wajar.

Secara umum, tujuan utama manajemen risiko untuk risiko likuiditas adalah untuk meminimalkan kemungkinan ketidakmampuan Bank dalam memperoleh sumber pendanaan arus kas. Dengan demikian bank dapat memenuhi setiap kewajiban finansial yang sudah diperjanjikan secara tepat waktu, dan agar senantiasa dapat memelihara tingkat likuiditas yang memadai dan optimal.

Kebijakan pengelolaan risiko likuiditas antara lain mencakup pengawasan aktif Dewan Komisaris dan Direksi, yang pada intinya mengatur penerapan Manajemen Risiko likuiditas pada Bank, Kebijakan Manajemen Risiko likuiditas yang secara umum mencakup strategi manajemen risiko likuiditas, tingkat risiko yang akan diambil (*risk appetite*) dan toleransi risiko (*risk tolerance*) dan Sistem Informasi Manajemen Risiko serta Sistem Pengendalian Intern dengan menerapkan pengendalian intern dan kaji ulang independen yang memadai terhadap penerapan Manajemen Risiko untuk Risiko likuiditas yang dilaksanakan oleh Satuan Kerja Audit Internal (SKAI) dan Satuan Kerja Manajemen Risiko (SKMR).

Tujuan dari manajemen risiko likuiditas adalah untuk memastikan bahwa setiap kebutuhan dana di saat ini, maupun di masa datang baik untuk kondisi normal maupun kondisi stres dapat dipenuhi.

Bank mengelola risiko likuiditas melalui analisis perbedaan jatuh tempo likuiditas dan rasio-rasio likuiditas. Risiko likuiditas diukur dan dipantau secara harian berdasarkan kerangka kerja limit risiko likuiditas. Analisis kesenjangan likuiditas memberikan pandangan terhadap ketidaksesuaian arus kas masuk dengan arus kas keluar pada waktu tertentu. Kondisi ini dikelola secara terpusat oleh Treasury yang mempunyai akses dan otorisasi secara langsung ke *interbank market*, nasabah besar (institusional) dan *professional market* yang lainnya, dalam upaya membantu aktivitas utama bisnis Bank di pengumpulan dana dan pemberian kredit.

***44. RISK MANAGEMENT** (continued)*

***Liquidity risk** (continued)*

Liquidity risk related with the inability of the Bank to meet the maturing obligations to its customers, investors or creditors in which due to the limitation of funding line or inability of the Bank to liquidate its assets with the fair value.

In general , the main purpose of liquidity risk management is to minimize the possibility of the Bank 's inability to obtain sources of financing. Thus the bank can fulfill any financial obligations as they fall due in a timely manner , and in order to maintain an adequate and optimal level of liquidity.

Liquidity risk management policies include the active supervision of the Board of Commissioners and Board of Directors , which basically set the implementation of the Bank's Liquidity Risk Management , Liquidity Risk Management Policy which generally include liquidity risk management strategy , the level of risk to be taken (risk appetite) and risk tolerance (risk tolerance) and Information Systems Risk Management and Internal Control System by implementing internal control and review of appropriate independent of the implementation of Risk Management for liquidity risk is carried out by the Internal Audit and Risk.

The objective of liquidity risk management is to ensure that current and future fund requirements can be met both in normal or stress condition.

The Bank manages liquidity risk through liquidity gap analysis and liquidity ratios. Liquidity risk is measured and monitored on a daily basis based on liquidity risk limit framework. Liquidity gap analysis provides insight as to the mismatch of expected cash inflows vis-à-vis outflows on any given day. This is centrally managed within Treasury which has direct and authorized access to interbank, wholesale and other professional markets, to supplement core banking activities such as lending and deposit taking.

44. MANAJEMEN RISIKO (lanjutan)

Risiko likuiditas (lanjutan)

Langkah yang diambil oleh Bank sehubungan dengan perbedaan antara aset dan liabilitas moneter yang jatuh tempo antara 1 (satu) sampai dengan 3 (tiga) bulan, adalah meningkatkan pelayanan kepada nasabah simpanan, memantau perpanjangan simpanan, mencari nasabah baru serta menawarkan produk dan bungs yang menarik kepada nasabah untuk menjaga stabilitas dan kontinuitas jumlah simpanan. Di samping itu, Bank juga mengintensifkan usaha penagihan kepada debitur bermasalah dan menempatkan kelebihan dana pada Efek-efek yang memiliki pasar sehingga dapat dicairkan setiap saat apabila Bank membutuhkan dana.

Berikut adalah tabel analisa likuiditas (sisa jangka waktu jatuh tempo) dari aset dan liabilitas Bank pada tanggal 31 Desember 2014 dan 2013:

Bank mengharapkan arus kas atas instrumen-instrumen tersebut berbeda dengan analisa ini. Sebagai contoh, simpanan nasabah diharapkan untuk memiliki saldo yang stabil atau meningkat sedangkan fasilitas pinjaman yang diberikan yang belum digunakan tidak semua diharapkan untuk digunakan secepatnya.

Tabel jatuh tempo berikut ini menyajikan informasi mengenai perkiraan jatuh tempo dari liabilitas sesuai arus kas kontraktual yang tidak didiskontokan tanggal 31 Desember 2014 dan 2013.

***44. RISK MANAGEMENT** (continued)*

***Liquidity risk** (continued)*

The steps taken by the Bank in connection with the maturity gap mismatch between its monetary assets and liabilities due in 1 (one) to 3 (three) months such as improving its services to customers, monitor the extension of deposit, search for new customers and offering services including attractive products and interest rates in order to maintain stability and continuity of deposits from customers. In addition, the Bank also intensify collection efforts from non-performing debtors and placing excess funds on marketable securities so they can be withdrawn at any time as the Bank needs a fund.

The following is the analytical liquidity table (maturity period) of assets and liabilities of the Bank as of 31 December 2014 and 2013:

The Bank's expected cash flows on these instruments vary significantly from this analysis. For example, deposits from customers are expected to maintain a stable or increasing balance, and unused committed loan facilities are not all expected to be drawn immediately.

The maturity tables below provide information about maturities on contractual undiscounted cash flows of liabilities on 31 December 2014 and 2013.

	2014						
	Jumlah/ *Total*	≤ 1 bulan/ *≤ 1 month*	> 1 bulan 3 bulan/ *> 1 month 3 months*	> 3 bulan 1 tahun/ *> 3 months 1 year*	> 1 - 5 tahun/ *> 1 - 5 years*	> 5 tahun/ *> 5 years*	
Liabilitas							***Liabilities***
Liabilitas segera	4,225,200	4,225,200	-	-	-	-	*Obligations due immediately*
Simpanan nasabah	16,263,966,781	9,056,356,846	4,167,243,283	3,040,366,652	-	-	*Deposits from customers*
Simpanan dari bank lain	1,069,009,345	1,025,082,674	39,571,925	4,354,746	-	-	*Deposits from other banks*
Efek-efek yang diterbitkan	1,468,529,014	-	-	-	514,751,384	953,777,630	Securities *issued*
Liabilitas akseptasi	-	-	-	-	-	-	*Acceptance payable*
Akrual dan liabilitas lain-lain	29,374,328	5,965,839	1,009,722	22,398,767	-	-	*Accruals and other liability*
	18,835,104,668	10,091,630,559	4,207,824,930	3,067,120,165	514,751,384	953,777,630	

	2013						
	Jumlah/ *Total*	≤ 1 bulan/ *≤ 1 month*	> 1 bulan 3 bulan/ *> 1 month 3 months*	> 3 bulan 1 tahun/ *> 3 months 1 year*	> 1 - 5 tahun/ *> 1 - 5 years*	> 5 tahun/ *> 5 years*	
Liabilitas							***Liabilities***
Liabilitas segera	2,510,572	2,510,572	-	-	-	-	*Obligations due immediately*
Simpanan nasabah	14,153,081,734	8,067,865,563	3,345,271,979	2,739,944,192	-	-	*Deposits from customers*
Simpanan dari bank lain	1,157,509,918	1,092,124,821	51,335,097	14,050,000	-	-	*Deposits from other banks*
Efek-efek yang diterbitkan	1,000,000,000	-	-	-	400,000,000	600,000,000	Securities *issued*
Liabilitas akseptasi	397,117	397,117	-	-	-	-	*Acceptance payable*
Liabilitas lain-lain	98,711,318	80,137,723	1,009,722	17,563,873	-	-	*Other liability*
	16,412,210,659	9,243,035,796	3,397,616,798	2,771,558,065	400,000,000	600,000,000	

44. MANAJEMEN RISIKO (lanjutan)

Risiko likuiditas (lanjutan)

Informasi mengenai perkiraan cash outflow dari rekening administratif pada tanggal 31 Desember 2014 dan 2013

***44. RISK MANAGEMENT** (continued)*

***Liquidity risk** (continued)*

The tables below provide information about estimated cash outflow of off-balance sheet as at 31 December 2014 and 2013.

	2014						
	Jumlah/ *Total*	Kurang dari/ *Less than* 1 bulan/*month*	1 – 3 bulan/ *months*	3 – 12 bulan/ *months*	1 – 5 tahun/ *years*	Lebih dari/ *More than* 5 tahun/*years*	
Fasilitas kredit yang belum digunakan	1,339,609,234	81,341,028	205,686,524	1,017,861,475	34,720,207	-	*Unused loan facilities*
Garansi yang diberikan	182,979,954	54,731,258	13,000,565	79,892,131	35,356,000	-	*Guarantees issued*
	1,522,589,188	136,072,286	218,687,089	1,097,753,606	70,076,207	-	

	2013						
	Jumlah/ *Total*	Kurang dari/ *Less than* 1 bulan/*month*	1 – 3 bulan/ *months*	3 – 12 bulan/ *months*	1 – 5 tahun/ *years*	Lebih dari/ *More than* 5 tahun/*years*	
Fasilitas kredit yang belum digunakan	1,261,745,467	150,577,535	322,221,377	770,910,251	18,036,304	-	*Unused loan facilities*
Garansi yang diberikan	122,826,312	59,787,333	2,681,216	57,488,165	2,869,598	-	*Guarantees issued*
	1,384,571,779	210,364,868	324,902,593	828,398,416	20,905,902	-	

Risiko operasional

Risiko operasional adalah risiko kerugian yang langsung ataupun tidak langsung yang terjadi karena tidak memadainya atau karena adanya kegagalan proses internal, kesalahan manusia, kegagalan sistem, dan/atau adanya kejadian-kejadian eksternal yang mempengaruhi operasional Bank.

Risiko ini melekat dalam semua proses bisnis, kegiatan operasional, sistem dan produk Bank, dari mulai Kantor Pusat sampai Kantor Kas. Kegagalan mengelola risiko operasional dapat menyebabkan kerugian keuangan, keselamatan karyawan dan reputasi Bank. Tujuan Bank dalam mengelola risiko operasional adalah meminimalisasi dampak kegagalan/ketidakcukupan proses internal, faktor manusia, sistem atau kejadian-kejadian eksternal yang dapat mempunyai dampak kerugian keuangan dan merusak reputasi Bank.

Bank menerapkan manajemen risiko operasional dengan sasaran memastikan bahwa Bank telah melakukan proses manajemen risiko yang meliputi *risk identification*, *risk assesment*, *risk evaluation*, *risk mitigation* serta dilakukan *monitoring* dan *reporting* atas pelaksanaannya. Hal tersebut dilakukan dengan tujuan akhir memaksimalkan *benefit* dari suatu produk/layanan atau proses transaksi/aktivitas dengan potensi risiko operasional yang telah diperhitungkan.

Operational risk

Operational risk is the risk of direct or indirect loss resulting from inadequate or failure in internal processes, people and systems or from external problems that affect the Bank's operations.

This type of risk is inherent in all business processes, operational activities, systems and products of the Bank, from Head Office to Cash Office. Failure to manage operational risks properly could lead to financial losses, loss of employee safety, and reputation of the Bank. The Bank's objective in managing operational risk is to minimize the impact of the failure of/inadequate internal process, people, system or from external events, which could have financial loss impact, and damage the Bank's reputation.

The Bank applies the operational risk management with the main target to ensure that the Bank has conducted a risk management process that includes risk identification , risk assessment , risk evaluation , risk mitigation and conducted monitoring and reporting on implementation. This is done with the ultimate target to maximize the benefits of a product / service or process transactions / activities with potential operational risks that have been taken into account .

44. MANAJEMEN RISIKO (lanjutan)

Risiko operasional

Proses pengkajian risiko dilakukan untuk menilai kecukupan pengendalian internal serta proses identifikasi dan penelaahan risiko untuk setiap proses dan produk di masing-masing unit kerja untuk memastikan kepatuhan terhadap kebijakan, peraturan dan batasan-batasan yang dibuat oleh manajemen Bank. Pengelolaan risiko operasional juga dilakukan dengan memperkuat aspek keamanan dan kehandalan operasi teknologi informasi sehingga kesalahan manusia, *fraud*, kesalahan proses dan potensi kegagalan sistem yang menyebabkan terganggunya kelangsungan bisnis dapat ditekan dan diantisipasi lebih dini.

Dalam pemantauan risiko operasional, fungsi Satuan Kerja Audit Internal (SKAI) melaksanakan penilaian terhadap implementasi kebijakan dan prosedur manajemen risiko pada setiap aktivitas fungsional, produk atau layanan baru dan Satuan Kerja Manajemen Risiko (SKMR) berfungsi memastikan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko berjalan dengan efektif pada setiap aktivitas fungsional, produk atau layanan baru.

Pengawasan oleh Dewan Komisaris dan Direksi Bank atas profil risiko dan pelaksanaan manajemen risiko dilakukan melalui rapat Satuan Kerja Manajemen Risiko yang dilakukan secara berkala dengan jadwal yang telah ditentukan.

Selain kebijakan dan metode tersebut di atas, Bank juga telah menerapkan upaya yang terus menerus dikembangkan untuk membangun lingkungan budaya yang mendukung pelaksanaan manajemen risiko operasional. Hal tersebut dilakukan melalui penguatan pada tiga lini pertahanan (*three line of defense*) yaitu pemberdayaan unit bisnis sebagai lini pertahanan pertama, pembentukan fungsi manajemen risiko operasional sebagai lini pertahanan kedua dan koordinasi kerja dengan Internal Audit sebagai lini pertahanan ke tiga.

Risiko hukum

Risiko hukum adalah risiko akibat tuntutan hukum dan/atau kelemahan aspek yuridis. Kelemahan aspek yuridis tersebut antara lain disebabkan adanya, ketiadaan peraturan perundang-undangan yang mendukung atau kelemahan perikatan seperti tidak dipenuhinya syarat sahnya kontrak dan pengikatan dokumen yang tidak sempurna.

***44. RISK MANAGEMENT** (continued)*

Operational risk

A risk assessment process is carried out to evaluate the adequacy of internal control and risk identification and assessment in every process and product in each working unit to ensure compliance with the policies, rules and limits set down by the Bank's management. Operational risk management is also performed by strengthening security and operational aspects of information technology so that human error, fraud, processing errors and system failure that can affect business continuity can be anticipated and reduced.

In monitoring operational risk , the Internal Audi conducted an assessment of the implementation of risk management policies and procedures in each functional activity , new products or services and Risk Management Unit (SKMR) function ensures the identification, measurement , monitoring and risk control work effectively on any functional

The Boards of Commissioners and Director actively monitor the Bank's risk profile and its risk management implementation through several Risk Management Working Unit that are conducted regularly.

Other than policy and the above mentioned method, the Bank has continued developing its culture and support the implementation for operational risk. The three line of defense implementation, which consist of unit business as the first line of defense, establishment of operational risk management as second line of defense and coordination with internal audit as third line of defense.

Legal risk

Legal risk is the risk related to legal claims and/or weakness in the legal aspect. Such weakness in legal aspect is caused, among others, by the lack of the supporting legislation or weakness of the contracts such as incomplete requirements for a valid contract and imperfect document contract.

44. MANAJEMEN RISIKO (lanjutan)

Risiko hukum (lanjutan)

Sebagai sebuah perusahaan yang berdiri dalam yuridiksi hukum Indonesia, Bank harus selalu tunduk terhadap segala peraturan hukum yang dikeluarkan oleh Bank Indonesia selaku regulator industri perbankan di Indonesia. Selain itu, Bank juga harus mengikuti segala bentuk peraturan perundangan yang berlaku di masyarakat baik yang terkait secara langsung maupun tidak langsung dengan kegiatan usaha Bank. Kegagalan Bank dalam mengikuti peraturan hukum yang berlaku dapat mengakibatkan pada timbulnya tuntutan hukum yang akan ditujukan kepada Bank. Apabila tuntutan-tuntutan hukum yang diajukan kepada Bank memiliki nilai yang material, maka hal tersebut dapat memberikan dampak secara langsung terhadap kinerja keuangan Bank.

Bank melaksanakan identifikasi risiko hukum berdasarkan beberapa faktor-faktor yang meliputi tuntutan hukum, tidak adanya peraturan regulasi hukum yang mendukung, dan kelemahan perjanjian. Pengendalian risiko hukum dilakukan Bank dengan memastikan bahwa seluruh kegiatan dan hubungan kerja dengan pihak ketiga telah didasarkan pada aturan maupun persyaratan yang dapat melindungi kepentingan Bankdari segi hukum termasuk antisipasi terhadap potensi tuntutan dari pihak eksternal.

Untuk memitigasi risiko hukum yang mungkin timbul akibat tuntutan hukum atau kelemahan aspek yuridis, Bank memiliki Biro Hukum. Biro tersebut memiliki peranan:

1) melakukan analisa hukum atas produk dan aktivitas baru serta membuat standar dokumen hukum yang terkait dengan produk dan aktivitas tersebut;
2) memberikan analisa/advis hukum kepada seluruh pegawai pada setiap jenjang organisasi;
3) memberikan advis atas eksposur hukum akibat perubahan ketentuan atau peraturan;
4) memeriksa segala perjanjian yang akan dibuat antara Bank dengan pihak ketiga;
5) melakukan pemeriksaan berkala atas perjanjian yang telah dibuat;

Dengan adanya biro tersebut, maka kebijakan hukum dan standar dokumen hukum yang terkait dengan produk atau fasilitas perbankan yang ditawarkan oleh Bank kepada masyarakat, dimana kebijakan hukum dan standar dokumen hukum dimaksud dibuat dengan mengacu kepada ketentuan peraturan perundangan yang berlaku serta memperhatikan kepentingan aspek yuridis dari Bank.

***44. RISK MANAGEMENT** (continued)*

***Legal risk**(continued)*

As an entity which is governed by the laws of the Republic of Indonesia, the Bank should always comply with all such laws and regulations issued by Bank Indonesia as the regulator in the banking industry in Indonesia. In addition, the Bank should also follow all prevailing rules and regulations in the society whether directly or indirectly related with the business activities conducted by the Bank. Failure by the Bank to comply with such prevailing laws and regulations may give rise to legal claims against the Bank. If legal claims against the Bank are material in amounts, then it may directly affect the Bank's financial performance.

Banks has implement legal risk identification based several factors include lawsuits, lack of rule or law that supports the regulation and the weakness of the agreement. The Bank legal risk control performed to ensure that all activities and working relationships with third parties have been based on the rules and requirements that can protect the interests Bank from legal terms including the anticipation of potential demands from external parties .

To mitigate the possible legal risk caused by legal claims or weaknesses in legal aspects, the Bank has a General Legal Counsel Bureau. Such division has the following functions:

1) to provide legal analysis on new product and activity and prepare standard legal document related with such new product and activity;
2) to provide legal analysis/advice to all employees at any level of organization;
3) to provide advice on legal exposure due to change of laws or regulations;
4) to review any contracts between the Bank and third party;
5) to conduct a periodical review on contracts which have been executed;

Based on the bureau above, legal policy and legal document standards related to the product or banking facilities offered by the Bank to public, whereby the legal policy and legal document standards are intentionally made in accordance with the prevailing laws and regulations also considering the interests in the legal aspect of the Bank.

44. MANAJEMEN RISIKO (lanjutan)

Risiko hukum (lanjutan)

Selain itu, Biro Hukum juga memiliki bagian Litigasi untuk menangani setiap permasalahan hukum yang terkait dengan litigasi agar risiko hukum yang mungkin timbul dapat diminimalisir seminimal mungkin.

Pengelolaan risiko hukum dilakukan dengan memantau perkembangan kasus-kasus hukum yang terjadi dan mengambil *lesson learnt* dari kasus-kasus tersebut. Penanganan kasus hukum yang dilakukan pada Bank senantiasa memperhitungkan potensi kerugian baik atas penyelesaian kasus secara damai ataupun melalui jalur pengadilan. Bank juga memberikan perhatian khusus atas kasus hukum yang berpotensi menimbulkan kerugian secara signifikan.

Risiko reputasi

Risiko reputasi adalah risiko akibat menurunnya tingkat kepercayaan stakeholder yang bersumber dari persepsi negatif terhadap Bank. Risiko ini melekat dalam setiap kegiatan yang dilakukan oleh Bank. Kegagalan Bank dalam menjaga reputasinya di mata masyarakat dapat menimbulkan pandangan maupun persepsi negatif masyarakat terhadap Bank. Apabila risiko ini dihadapi oleh Bank, maka dalam waktu singkat dapat terjadi penurunan atau hilangnya kepercayaan nasabah terhadap Bank yang pada akhirnya akan memberikan dampak negatif terhadap pendapatan dan volume aktivitas Bank.

Risiko reputasi dapat berdampak langsung pada berkurangnya kepercayaan nasabah sehingga jumlah nasabah ataupun pendapatan Bank menurun. Dalam mengelola risiko reputasi, Bank berupaya untuk menjaga reputasi dengan memberikan pelayanan terbaik dengan menangani keluhan dan memberikan kepuasan kepada nasabah untuk menghindari munculnya keluhan tersebut di media massa.

***44. RISK MANAGEMENT** (continued)*

***Legal risk**(continued)*

In addition, the General Legal Counsel Bureau also has a Litigation division to handle every legal case related to litigation so that the possible legal risk can be minimized as minimum as possible.

The legal risk is also conducted by monitoring the development of legal cases and take lesson learnt principle from those cases. The management of legal cases conducted by the Bank at all time calculating potential loss, either through settlement or court. The Bank also takes special observation on legal case which potentially create significant loss to the Bank.

Reputation risk

Reputation risk is the risk related to the decreasing level of stakeholders' confidence arising from the negative perception on the Bank. Reputation risk is inherent in every activity conducted by the Bank. The Bank's failure to protect its reputation in the public's eye may result in negative view as well as perception by the public towards the Bank. If the Bank faces this risk then in the short run, the Bank may lose the customer's trust that will ultimately result in a negative impact to the Bank's income and volume of activities.

Reputational risks can have a direct impact on the decreasing of customer confidence as a result the number of customers or the Bank's income decreased . In managing reputation risk , the Bank seeks to maintain a reputation for providing the best service to handle complaints and provide satisfaction to customers to avoid the appearance of such complaints in the media .

44. MANAJEMEN RISIKO (lanjutan)

Risiko reputasi (lanjutan)

Corporate Secretary setiap hari melakukan monitoring pemberitaan media untuk memantau publikasi negatif atau keluhan nasabah yang muncul di media. Sedangkan monitoring atas keluhan nasabah yang disampaikan langsung ke Bank dilakukan oleh grup *Service Quality* untuk kemudian ditindaklanjuti penyelesaiannya. Untuk pemberitaan negatif dan keluhan nasabah yang muncul di media selanjutnya dibuatkan klarifikasi dan tanggapan sesuai dengan langkah yang ditempuh Bank. Upaya mitigasi risiko reputasi juga dilakukan saat Bank meluncurkan produk/layanan/program baru dengan menganalisa risiko reputasi yang mungkin timbul dan bagaimana mengantisipasi risiko tersebut. Demikian pula, untuk informasi yang material atau yang penting untuk diketahui oleh nasabah, *Corporate Secretary* juga menyiapkan panduan untuk para *frontliner* dan *spokespersons* agar mereka bisa menjelaskan informasi tersebut secara benar dan proporsional kepada nasabah.

Risiko stratejik

Risiko stratejik adalah risiko akibat ketidaktepatan dalam pengambilan dan/atau pelaksanaan suatu keputusan stratejis serta kegagalan dalam mengantisipasi perubahan lingkungan bisnis. Ketidakmampuan Bank dalam melakukan penyusunan strategi yang tepat dapat menimbulkan kegagalan bisnis Bank di masa yang akan datang.

Risiko ini juga mencakup kemampuan Bank dalam mengembangkan daya saing dan menciptakan keunggulan kompetitif Bank di tengah kompetisi perbankan yang semakin ketat. Ketidakmampuan Bank dalam menghadapi tantangan bisnis yang terus mengalami perubahan dari waktu ke waktu akan mengakibatkan kegagalan bagi Bank untuk mencapai visi yang selama ini telah ditetapkan.

Bank mengelola risiko stratejik melalui proses pertimbangan dan pengambilan keputusan secara kolektif dan komprehensif di lingkungan komite-komite pengawasan dan eksekutif, yang turut mempengaruhi dan berdampak pada langkah-langkah bisnis yang akan diambil dalam kerangka kebijakan dan arah yang telah ditetapkan.

***44. RISK MANAGEMENT** (continued)*

***Reputation risk** (continued)*

The Corporate Secretary performs a daily media monitoring of the news to observe negative publications or customers' complaints which appear in the media. The monitoring of customers' complaints which are submitted directly to the Bank is performed by the Quality Service Group for follow up. For negative news publication and customers' complaints which appear in the media, a clarification and appropriate response will be conducted in accordance with the steps undertaken by the Bank. Efforts to mitigate the reputation risk are also undertaken everytime when the Bank launches a new product/service/program by analyzing the possibility of reputation risk that may arise and how to anticipate such risk. Moreover, for material or important information to be known by the customer, the Corporate Secretary also prepares guidelines for frontliners and spokespersons so that they are able to explain the information correctly and proportionately to customers.

Strategic risk

Strategic risk is the risk due to inaccuracy in deciding and/or implementing a strategic decision as well as the failure in anticipating the changes in the business environment. Failure in formulating the right strategy may deteriorate the Bank's business in the future.

This risk also includes the Bank's ability to develop its competitiveness and create a competitive edge amidst the stiff competition in the banking industry. The inability to cope with such business challenges which are constantly changing from time to time will lead to failure to accomplished determined vision.

The Bank manages strategic risks through a comprehensive and collective consideration and decision-making processes encompassing areas of the supervisory and executive committee that influence and impact business decisions on policies and directions that the Bank will embark on.

44. MANAJEMEN RISIKO (lanjutan)

Risiko kepatuhan

Risiko kepatuhan merupakan risiko akibat Bank tidak mematuhi dan/atau tidak melaksanakan peraturan perundang-undangan dan ketentuan yang berlaku termasuk prinsip syariah bagi perbankan syariah. Dalam menjalankan kegiatan usaha pada industri Perbankan, Bank diwajibkan untuk selalu tunduk terhadap peraturan perbankan yang diterbitkan baik oleh Pemerintah maupun Bank Indonesia. Selain itu, Bank juga tunduk kepada beberapa ketentuan lainnya seperti: peraturan yang mengatur Penjaminan Simpanan, Perseroan Terbatas, Perpajakan dan peraturan di bidang pasar modal ((Otoritas Jasa Keuangan) (sebelumnya Bapepam dan LK) dan Bursa Efek) dan Fatwa dari Dewan Syariah Nasional.

Pada umumnya, risiko kepatuhan melekat pada Bank sebagai sebuah lembaga perbankan, seperti: risiko kredit terkait dengan ketentuan Kewajiban Penyediaan Modal Minimum (KPMM); Penilaian Kualitas Aset; Pembentukan Cadangan Kerugian Penurunan Nilai (CKPN); Batas Maksimum Pemberian Kredit (BMPK); penerapan tata kelola yang baik (GCG) dan risiko lain yang terkait dengan ketentuan tertentu. Ketidakmampuan Bank untuk mengikuti dan mematuhi seluruh peraturan perundangan yang terkait dengan kegiatan usaha Bank dapat berdampak terhadap kelangsungan usaha Bank.

Bank melakukan identifikasi dan pengelolaan risiko kepatuhan sejak awal dengan memberikan bantuan kepada unit bisnis dan unit operasional dalam hal pengembangan produk dan aktivitas baru dan secara aktif melakukan penilaian terhadap kebijakan Pedoman dan Prosedur Internal yang dimiliki oleh Bank untuk memastikan bahwa seluruh peraturan eksternal telah diakomodir sedemikian rupa dan selanjutnya untuk dipatuhi dalam pelaksanaannya.

***44. RISK MANAGEMENT** (continued)*

Compliance risk

Compliance risk is the risks resulting from the failure of the Bank in fulfilling and/or implementing the prevailing laws and regulations including sharia principles for sharia banking. In engaging in the banking industry services, the Bank is required to always comply with the banking regulations issued by the Government and Bank Indonesia. In addition, the Bank is also required to comply with several other rules such as: regulation on Deposit Guarantee Program, Limited Liability Company, Taxation and capital market ((Financial Services Authority) (formerly Bapepam and LK) and Stock Exchange) regulations and Fatwa of National Islamic Council.

In general, the compliance risk is embedded in the Bank as a banking institution, such as: credit risks related to Capital Adequacy Ratio (CAR) regulations; Assessment of Assets Quality; Allowance for Impairment Losses (CKPN); Legal Lending Limit (BMPK); Good Corporate Governance (GCG) and other risks related to certain regulations. The inability of the Bank to follow and comply with all laws and regulations related to the Bank's business activities may affect the continuity of the Bank's.

The Bank implements early detection and management of compliance risks by providing assistance to business and operational units and new product and new activity for developments and also evaluated the Bank's Guidelines and Procedures to ensure that all external regulations have been accommodated and implemented correctly.

45. NILAI WAJAR INSTRUMEN KEUANGAN

Tabel di bawah ini menyajikan perbandingan antara nilai tercatat dan nilai wajar dari semua aset dan liabilitas keuangan. Nilai wajar yang diungkapkan adalah berdasarkan informasi relevan yang tersedia pada tanggal 31 Desember 2014 dan 2013, dan tidak diperbaharui untuk mencerminkan perubahan dalam kondisi pasar yang telah terjadi setelah tanggal ini.

45. FAIR VALUE OF FINANCIAL INSTRUMENTS

The table below summarizes the comparison between the carrying amounts and fair values of all financial assets and liabilities. The fair values disclosed are based on relevant information available as of 31 December 2014 and 2013, and are not updated to reflect changes in market conditions which have occurred after these dates.

45. NILAI WAJAR INSTRUMEN KEUANGAN (lanjutan) / *45. FAIR VALUE OF FINANCIAL INSTRUMENTS (continued)*

	2014		
	Nilai tercatat/ *Carrying value*	**Nilai wajar/ *Fair value***	
Aset Keuangan:			***Financial Assets:***
Kas	58,856,561	58,856,561	*Cash*
Giro pada Bank Indonesia	1,524,951,197	1,524,951,197	*Current accounts with Bank Indonesia*
Giro pada bank lain - neto	12,316,930	12,316,930	*Current accounts with other banks - net*
Penempatan pada Bank Indonesia dan bank lain - neto	2,310,711,702	2,310,711,702	*Placements with Bank Indonesia and other banks - net*
Efek-efek - neto	4,758,264,109	4,212,019,643	*Marketable securities - net*
Pendapatan bunga yang masih akan diterima	135,609,054	135,609,054	*Interest receivables*
Kredit yang diberikan dan pembiayaan/piutang Syariah - neto	12,245,676,668	12,235,319,358	*Loans and Sharia financing/receivables - net*
Penyertaan Saham - neto	59,864	59,864	*Investment in shares - net*
Jumlah Aset Keuangan	21,046,446,085	20,489,844,309	***Total Financial Assets***
Liabilitas Keuangan:			***Financial Liabilities:***
Liabilitas segera	4,225,200	4,225,200	*Obligations due immediately*
Simpanan nasabah	16,177,977,811	16,177,977,811	*Deposits from customers*
Simpanan dari bank lain	1,067,844,234	1,067,844,234	*Deposits from other banks*
Efek-efek yang diterbitkan	991,652,625	660,870,443	*Securities issued*
Beban akrual dan liabilitas lain-lain	115,363,298	115,363,298	*Accrued expenses and other liabilities*
Jumlah Liabilitas Keuangan	18,357,063,168	18,026,280,986	***Total Financial Liabilities***

	2013		
	Nilai tercatat/ *Carrying value*	**Nilai wajar/ *Fair value***	
Aset Keuangan:			***Financial Assets:***
Kas	53,249,337	53,249,337	*Cash*
Giro pada Bank Indonesia	1,120,640,663	1,120,640,663	*Current accounts with Bank Indonesia*
Giro pada bank lain - neto	10,997,047	10,997,047	*Current accounts with other banks - net*
Penempatan pada Bank Indonesia dan bank lain - neto	1,403,926,871	1,403,926,871	*Placements with Bank Indonesia and other banks - net*
Efek-efek - neto	5,101,660,311	5,101,660,311	*Marketable securities - net*
Pendapatan bunga yang masih akan diterima	129,026,437	129,026,437	*Interest receivables*
Kredit yang diberikan dan pembiayaan/piutang Syariah - neto	11,057,798,125	11,057,798,125	*Loans and Sharia financing/receivables - net*
Tagihan akseptasi	397,117	397,117	*Acceptance receivable*
Penyertaan Saham	59,864	59,864	*Investment in shares*
Jumlah Aset Keuangan	18,877,755,772	18,877,735,772	***Total Financial Assets***

45. NILAI WAJAR INSTRUMEN KEUANGAN (lanjutan)

45. FAIR VALUE OF FINANCIAL INSTRUMENTS (continued)

	2013		
	Nilai tercatat/ *Carrying value*	**Nilai wajar/ *Fair value***	
Liabilitas Keuangan:			***Financial Liabilities:***
Liabilitas segera	2,510,572	2,510,572	*Obligations due immediately*
Simpanan nasabah	14,153,081,734	14,153,081,734	*Deposits from customers*
Simpanan dari bank lain	1,157,509,918	1,157,509,918	*Deposits from other banks*
Efek-efek yang diterbitkan	990,843,021	990,843,021	*Securities issued*
Liabilitas akseptasi	397,117	397,117	*Acceptance payable*
Beban akrual dan liabilitas lain-lain	98,711,318	98,711,318	*Accrued expenses and other liabilities*
Jumlah Liabilitas Keuangan	16,403,053,680	16,403,053,680	***Total Financial Liabilities***

Metode dan asumsi yang digunakan untuk estimasi nilai wajar adalah sebagai berikut:

a. Giro pada Bank Indonesia, giro pada bank lain dan pendapatan bunga yang masih akan diterima

   Nilai tercatat dari giro pada Bank Indonesia dan bank lain dengan suku bunga mengambang adalah perkiraan yang layak atas nilai wajar.

   Estimasi nilai wajar terhadap pendapatan bunga yang masih akan diterima ditetapkan berdasarkan diskonto arus kas dengan menggunakan suku bunga pasar uang yang berlaku untuk utang dengan risiko kredit dan sisa jatuh tempo yang serupa. Karena sisa jatuh tempo di bawah 1 (satu) tahun sehingga nilai tercatat dari pendapatan bunga yang masih akan diterima adalah perkiraan yang layak atas nilai wajar.

b. Penempatan pada Bank Indonesia dan bank lain

   Nilai tercatat dari penempatan dan simpanan overnight dengan suku bunga mengambang adalah perkiraan yang layak atas nilai wajar.

   Estimasi nilai wajar terhadap penempatan dengan suku bunga tetap ditetapkan berdasarkan diskonto arus kas dengan menggunakan suku bunga pasar uang yang berlaku untuk utang dengan risiko kredit dan sisa jatuh tempo yang serupa. Karena sisa jatuh tempo di bawah 1 (satu) tahun sehingga nilai tercatat dari penempatan dengan suku bunga tetap adalah perkiraan yang layak atas nilai wajar.

The methods and assumptions used to estimate fair value are as follows:

a. Current accounts with Bank Indonesia, current accounts with other banks and interest receivables

   The carrying amount of floating rate current accounts with Bank Indonesia and other banks is a reasonable approximation of fair value.

   The estimated fair value of interest receivables is based on discounted cash flows using the prevailing money market interest rates for debts with similar credit risk and remaining maturity. Since the maturity is less than 1 (one) year, the carrying amount of interest receivables is a reasonable approximation of fair value.

b. Placements with Bank Indonesia and other banks

   The carrying amount of floating rate placements and overnight deposits is a reasonable approximation of fair value.

   The estimated fair value of fixed interest bearing deposits is based on discounted cash flows using the prevailing money market interest rates for debts with similar credit risk and remaining maturity. Since the maturity is less than 1 (one) year, the carrying amount of fixed interest bearing deposits is a reasonable approximation of fair value.

45. NILAI WAJAR INSTRUMEN KEUANGAN (lanjutan)

c. Efek-efek

Nilai wajar untuk efek-efek yang dimiliki hingga jatuh tempo ditetapkan berdasarkan harga pasar atau harga kuotasi perantara (*broker*)/pedagang efek (*dealer*). Jika informasi ini tidak tersedia, nilai wajar diestimasi dengan menggunakan harga pasar kuotasi efek yang memiliki karakteristik kredit, jatuh tempo dan *yield* yang serupa.

d. Kredit yang diberikan

Kredit yang diberikan dinyatakan berdasarkan jumlah nilai tercatat setelah dikurangi oleh beban penurunan nilai. Estimasi nilai wajar dari pinjaman yang diberikan mencerminkan jumlah diskonto dari estimasi kini dari arus kas masa depan yang diharapkan akan diterima. Arus kas yang diharapkan didiskontokan pada tingkat suku bunga pasar terkini untuk menentukan nilai wajar.

e. Liabilitas segera, simpanan dari nasabah, simpanan dari bank lain dan beban akrual dan liabilitas lain-lain

Estimasi nilai wajar simpanan tanpa jatuh tempo, termasuk simpanan tanpa bunga, adalah sebesar jumlah terutang ketika utang tersebut dibayarkan.

Estimasi nilai wajar terhadap simpanan dengan tingkat suku bunga tetap, liabilitas segera, beban akrual dan liabilitas lain-lain yang tidak memiliki kuotasi di pasar aktif ditetapkan berdasarkan diskonto arus kas dengan menggunakan suku bunga utang baru dengan sisa jatuh tempo yang serupa. Karena sisa jatuh tempo di bawah 1 (satu) tahun sehingga nilai tercatat dari simpanan dari nasabah, simpanan dari bank lain dan beban akrual dan liabilitas lain-lain adalah perkiraan yang layak atas nilai wajar.

f. Efek-efek yang diterbitkan

Nilai wajar agregat dihitung berdasarkan harga pasar kuotasi. Jika informasi ini tidak tersedia, model diskonto arus kas digunakan berdasarkan kurva yield terkini yang sesuai dengan sisa periode jatuh temponya.

45. FAIR VALUE OF FINANCIAL INSTRUMENTS *(continued)*

c. Marketable securities

The fair value for held-to-maturity securities is based on market prices or broker/dealer price quotations. Where this information is not available, fair value is estimated using quoted market prices for securities with similar credit, maturity and yield characteristics.

d. Loans

Loans are recorded at carrying amount net of charges for impairment. The estimated fair value of loans represents the discounted amount of estimated future cash flows expected to be received. Estimated cash flows are discounted at current market rates to determine fair value.

e. Obligations due immediately, deposits from customers, deposits from other banks and accrued expenses and other liabilities

The estimated fair value of deposits with no stated maturity, which includes non-interest bearing deposits, is the amount repayable on demand.

The estimated fair value of fixed interest bearing deposits, obligations due immediately, accrued expenses and other liabilities not quoted in an active market is based on discounted cash flows using interest rates for new debts with similar remaning maturity. Since the maturity is less than 1 (one) year, the carrying amount of deposits from customers, deposits from other banks and accrued expenses and other liabilities is a reasonable approximation of fair value.

f. Securities issued

The aggregate fair values are calculated based on quoted market prices. For those notes where quoted market prices are not available, a discounted cash flow model is used based on a current yield curve appropriate for the remaining term to maturity.

45. NILAI WAJAR INSTRUMEN KEUANGAN (lanjutan)

Aset dan liabilitas keuangan yang diukur pada nilai wajar menggunakan hirarki nilai wajar sebagai berikut:

i. Tingkat 1
Harga kuotasian (tidak disesuaikan) dalam pasar aktif untuk aset atau liabilitas yang identik;

ii. Tingkat 2
Input selain harga kuotasian yang termasuk dalam Tingkat 1 yang dapat diobservasi untuk aset atau liabilitas, baik secara langsung (misalnya harga) maupun tidak langsung (misalnya derivasi harga); dan

iii. Tingkat 3
Input untuk aset atau liabilitas yang bukan berdasarkan data pasar yang dapat diobservasi (input yang tidak dapat diobservasi).

45. FAIR VALUE OF FINANCIAL INSTRUMENTS *(continued)*

The financial assets and liabilities measured at fair value use the following fair value hierarchy:

i. Level 1
Quoted prices (unadjusted) in active markets for identical assets or liabilities;

ii. Level 2
Inputs other than quoted prices included within Level 1 that are observable for the assets or liabilities, either directly (that is, as prices) or indirectly (that is, derived from prices); and

iii. Level 3
Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

	2014				
	Tingkat 1/ *Level 1*	**Tingkat 2/ *Level 2***	**Tingkat 3/ *Level 3***	**Jumlah/ *Total***	
Aset keuangan					*Financial assets*
Efek-efek	-	2,986,605,752	-	2,986,605,752	*Marketable securities*

	2013				
	Tingkat 1/ *Level 1*	**Tingkat 2/ *Level 2***	**Tingkat 3/ *Level 3***	**Jumlah/ *Total***	
Aset keuangan					*Financial assets*
Efek-efek	-	3,010,412,336	-	3,010,412,336	*Marketable securities*

46. MANAJEMEN MODAL

Tujuan utama dari kebijakan Bank atas kebijakan pengelolaan modal adalah untuk memastikan bahwa Bank memiliki modal yang kuat untuk mendukung strategi pengembangan ekspansi usaha Bank saat ini dan mempertahankan kelangsungan pengembangan di masa mendatang, dan untuk memenuhi ketentuan kecukupan permodalan yang ditetapkan oleh regulator serta memastikan agar struktur permodalan Bank telah efisien.

Bank menyusun Rencana Permodalan berdasarkan penilaian dari penelaahan atas kebutuhan kecukupan permodalan yang dipersyaratkan dan mengkombinasikannya dengan tinjauan perkembangan ekonomi terkini. Bank senantiasa akan menghubungkan tujuan keuangan dan kecukupan modal terhadap risiko melalui proses perencanaan modal, begitu pula dengan bisnis yang didasarkan pada permodalan dan persyaratan likuiditas Bank.

Kebutuhan permodalan Bank juga direncanakan dan didiskusikan secara rutin yang didukung dengan data-data analisis.

46. CAPITAL MANAGEMENT

The primary objectives of the Bank's capital management policy are to ensure that the Bank has a strong capital to support the Bank's business expansion strategy currently to sustain future development of the business, to meet regulator capital adequacy requirements and also to ensure the efficiency of Bank's capital structure.

The Bank undertakes Capital Planning based on assessment and review of the capital situation in terms of the legal capital adequacy requirement, combined with assessment of economic outlooks. The Bank will continue to link financial and capital adequacy goals to risk appetite through the capital planning process as well as assess the businesses based on the Bank's capital and liquidity requirements.

The capital needs of the Bank are also discussed and planned on a routine basis as supported by data analysis.

46. MANAJEMEN MODAL (lanjutan)

Rencana Permodalan disusun oleh Direksi sebagai bagian dari Rencana Bisnis Bank dan disetujui oleh Dewan Komisaris. Perencanaan ini diharapkan akan memastikan tersedianya modal yang cukup dan terciptanya struktur permodalan yang optimal.

Bank telah melakukan perhitungan kecukupan modal berdasarkan ketentuan Bank Indonesia yang berlaku, dimana modal yang dimiliki diklasifikasikan dalam 2 Tier yaitu Modal Tier I & Modal Tier II.

Pada tahun 2014, Bank telah meningkatkan modal saham melalui pelaksanaan waran sebesar Rp 50.889.871 (Catatan 26)

Pada tahun 2013, Bank telah meningkatkan modal saham melalui pelaksanaan waran sebesar Rp 2.592.383 (Catatan 26) dan Bank juga telah melakukan penawaran umum Obligasi Bank Victoria IV Tahun 2013 sebesar Rp 200.000.000 dan Obligasi Subordinasi Bank Victoria III Tahun 2013 sebesar Rp 300.000.000 (Catatan 20).

Bank mematuhi semua persyaratan modal yang ditetapkan oleh pihak eksternal sepanjang periode pelaporan, khususnya berkenaan dengan perhitungan Kewajiban Penyediaan Modal Minimum (KPMM) dan Aktiva Tertimbang Menurut Risiko (ATMR).

Kewajiban penyediaan modal Bank dengan memperhitungkan risiko kredit, risiko operasional dan risiko pasar:

***46. CAPITAL MANAGEMENT** (continued)*

Capital Planning is prepared by Directors as part of the Bank's business plan and is approved by the Board of Commissioners. Capital Planning ensures that adequate levels of capital and an optimum mix of the different components of capital are maintained to support the Bank's strategy.

The Bank calculated its capital adequacy requirements using the prevailing Bank Indonesia regulation, where the regulatory capital is classified into 2 Tiers: Tier I Capital & Tier II Capital.

In 2014, the Bank increased share capital through exercise of warrant amounting to Rp 50,889,871 (refer to note 26).

In 2013, the Bank increased share capital through exercise of warrants amounting to Rp 2,592,383 (Note 26) and the Bank had made an public offering of Bank Victoria Bonds IV Year 2013 amounting to Rp 200,000,000 and Bank Victoria Subordinated Bonds III Year 2013 amounting to Rp 300,000,000 (Note 20).

The Bank has complied with all externally imposed capital requirements throughout the reporting period, particularly regarding Capital Adequacy Ratio (CAR) and calculation of Risk Weighted Assets (RWA).

The Bank's capital adequacy ratio with consideration for credit, operational and market risks:

	2014	2013	
Konsolidasi			*Consolidated*
Modal			*Capital*
Tier I	1,750,747,000	1,585,246,000	*Tier I*
Tier II	725,985,000	751,689,000	*Tier II*
Jumlah Modal	2,476,732,000	2,336,935,000	*Total Capital*
Aset Tertimbang Menurut Risiko untuk Risiko Kredit	12,878,837,000	12,135,084,000	*Risk Weighted Assets for Credit Risk*
Aset Tertimbang Menurut Risiko untuk Risiko Operasional	690,346,000	500,371,000	*Risk Weighted Assets for Operational Risk*
Aset Tertimbang Menurut Risiko untuk Risiko Pasar	-	30,654,000	*Risk Weighted Assets for Market Risk*
Rasio Kewajiban Penyediaan Modal Minimum untuk risiko kredit dan risiko operasional	18.25%	18.50%	*Capital Adequacy Ratio (CAR) with credit and operational risks*
Rasio Kewajiban Penyediaan Modal Minimum untuk risiko kredit, risiko operasional dan risiko pasar	18.25%	18.45%	*Capital Adequacy Ratio (CAR) with credit, operational and market risks*

46. MANAJEMEN MODAL (lanjutan) / *46. CAPITAL MANAGEMENT (continued)*

	2014	2013	
Konsolidasi (lanjutan)			*Consolidated (continued)*
Rasio Kewajiban Penyediaan Modal Minimum yang diwajibkan	8.00%	8.00%	*Minimum Capital Adequacy Ratio required*
Bank			*Bank*
Modal			*Capital*
Tier I	1,660,781,000	1,486,668,000	*Tier I*
Tier II	657,461,000	687,624,000	*Tier II*
Jumlah Modal	2,318,242,000	2,174,292,000	*Total Capital*
Aset Tertimbang Menurut Risiko untuk Risiko Kredit	11,985,406,000	11,598,512,000	*Risk Weighted Assets for Credit Risk*
Aset Tertimbang Menurut Risiko untuk Risiko Operasional	647,014,000	481,359,000	*Risk Weighted Assets for Operational Risk*
Aset Tertimbang Menurut Risiko untuk Risiko Pasar	-	32,176,000	*Risk Weighted Assets for Market Risk*
Rasio Kewajiban Penyediaan Modal Minimum untuk risiko kredit dan risiko operasional	18.35%	18.00%	*Capital Adequacy Ratio (CAR) with credit and operational risks*
Rasio Kewajiban Penyediaan Modal Minimum untuk risiko kredit, risiko operasional dan risiko pasar	18.35%	17.95%	*Capital Adequacy Ratio (CAR) with credit, operational and market risks*
Rasio Kewajiban Penyediaan Modal Minimum yang diwajibkan	8.00%	8.00%	*Minimum Capital Adequacy Ratio required*

47. STANDAR AKUNTANSI BARU / *47. NEW ACCOUNTING STANDARDS*

Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK-IAI") telah menerbitkan beberapa standar baru, revisi dan interpretasi yang berlaku efektif pada tanggal 1 Januari 2015 sebagai berikut:

- PSAK 1 (Revisi 2013) - Penyajian Laporan Keuangan,
- PSAK 4 (Revisi 2013) - Laporan Keuangan Tersendiri,
- PSAK 15 (Revisi 2013) - Investasi Pada Entitas Asosiasi dan Ventura Bersama,
- PSAK 24 (Revisi 2013) - Imbalan Kerja,
- PSAK 46 (Revisi 2014) - Pajak Penghasilan,
- PSAK 48 (Revisi 2014) - Penurunan Nilai Aset,
- PSAK 50 (Revisi 2014) - Instrumen Keuangan : Penyajian,
- PSAK 55 (Revisi 2014) - Instrumen Keuangan : Pengakuan dan Pengukuran,

Financial Accounting Standard Board of Indonesia Institute of Accounting ("DSAK-IAI") has issued new standards, amendments and interpretations which will be effective as at 1 January 2015:

- *SFAS 1 (Revised 2013) - Presentation of Financial Statements,*
- *SFAS 4 (Revised 2013) - Separate Financial Statements,*
- *SFAS 15 (Revised 2013) - Investments in Associates and Joint Venture,*
- *SFAS 24 (Revised 2013) - Employee Benefits,*
- *SFAS 46 (Revised 2014) - Income Taxes,*
- *SFAS 48 (Revised 2014) - Impairment of Assets,*
- *SFAS 50 (Revised 2014) - Financial Instrument : Presentation,*
- *SFAS 55 (Revised 2014) - Financial Instrument : Recognition and Measurement,*

47. STANDAR AKUNTANSI BARU (lanjutan)

- PSAK 60 (Revisi 2014) - Instrumen Keuangan : Pengungkapan,
- PSAK 65 - Laporan Keuangan Konsolidasian,
- PSAK 66 - Pengaturan Bersama,
- PSAK 67 - Pengungkapan Kepentingan dalam Entitas lain,
- PSAK 68 - Pengukuran Nilai Wajar,
- ISAK 26 (Revisi 2014) - Penilaian Kembali Derivatif Melekat.
- ISAK 15: PSAK 24: Batas Aset Imbalan Pasti Persyaratannya Pendanaan Minimum dan interaksinya.

Penerapan dini atas revisi dan standar baru di atas sebelum 1 Januari 2015 tidak diijinkan. Berdasarkan penilaian Bank, selain yang disebutkan di bawah ini, standar akuntansi baru dan revisi di atas tidak relevan dan tidak memiliki dampak signifikan terhadap laporan keuangan Bank.

- PSAK 24 (Revisi 2013) - Imbalan Kerja,
- PSAK 50 (Revisi 2014) - Instrumen Keuangan : Penyajian,
- PSAK 55 (Revisi 2014) - Instrumen Keuangan : Pengakuan dan Pengukuran,
- PSAK 60 (Revisi 2014) - Instrumen Keuangan : Pengungkapan,
- PSAK 68 - Pengukuran Nilai Wajar.
- PSAK 46 - (Revisi 2013) Pajak Pengasilan.

***47. NEW ACCOUNTING STANDARDS** (continued)*

- *SFAS 60 (Revised 2014) - Financial Instrument : Disclosures,*
- *SFAS 65 - Consolidated Financial Statements,*
- *SFAS 66 - Joint Arrangements,*
- *SFAS 67 - Disclosure of Interest in Other Entities,*
- *SFAS 68 - Fair Value Measurement,*
- *Interpretation of SFAS 26 (Revised 2014) - Reassessment of Embeded Derivative.*
- *Interpretation of SFAS 15: SFAS 24: The Limit of Defined Benefit Asset, Minimum Funding Requirements and Their Interaction.*

Early adoption of these new and revised standards prior to 1 January 2015 is not permitted. Based on the Bank's assessment, other than standards specified below, the new standards and amendments mentioned above are irrelevant and don't have significant impact to the financial statements of the Bank.

- *SFAS 24 (Revised 2013) - Employee Benefits,*
- *SFAS 50 (Revised 2014) - Financial Instrument : Presentation,*
- *SFAS 55 (Revised 2014) - Financial Instrument : Recognition and Measurement,*
- *SFAS 60 (Revised 2014) - Financial Instrument : Disclosures,*
- *SFAS 68 - Fair Value Measurement.*
- *SFAS 46 (Revised 2013) - Income Tax*

48. REKLASIFIKASI AKUN

Beberapa akun dalam laporan keuangan konsolidasian pada tanggal 31 Desember 2013 dan 1 Januari 2013 yang telah direklasifikasi agar sesuai dengan penyajian laporan keuangan tanggal 31 Desember 2014. Rincian reklasifikasi akun-akun tersebut adalah sebagai berikut:

48. RECLASSIFICATION OF ACCOUNTS

Some accounts in the consolidated financial statements as at 31 December 2013 and 1 January 2013 have been reclassified to conform to the presentation of the financial statements as at 31 December 2014. The detail of reclassified accounts are as follows:

	31 Desember/*December* 2013			
	Sebelum/ *Before*	**Reklasifikasi/ *Reclassification***	**Sesudah/ *After***	
Laporan posisi keuangan konsolidasian				***Statements of consolidated position***
Aset				***Assets***
Penempatan pada Bank Indonesia dan bank lain	2,903,854,920	(1,499,928,049)	1,403,926,871	*Placements with Bank Indonesia and other banks*
Efek-efek	3,601,732,262	1,499,928,049	5,101,660,311	*Marketable securities*
Aset tetap	195,948,821	34,748,844	230,697,665	*Fixed assets*
Aset lain-lain - neto	48,186,636	(34,748,843)	13,437,793	*Other assets - net*
Liabilitas				***Liabilities***
Liabilitas segera	82,648,295	(80,137,723)	2,510,572	*Obligations due immediately*
Simpanan nasabah	15,132,256,370	(979,174,636)	14,153,081,734	*Deposits from customers*
Simpanan dari bank lain	1,225,517,224	(68,007,306)	1,157,509,918	*Deposits from other banks*
Akrual dan liabilitas lain-lain	18,573,595	80,137,723	98,711,318	*Accruals and other liabilities*

48. REKLASIFIKASI AKUN (lanjutan) / ***48. RECLASSIFICATION OF ACCOUNTS** (continued)*

	31 Desember/*December* 2013			
	Sebelum/ *Before*	**Reklasifikasi/ *Reclassification***	**Sesudah/ *After***	
Dana syarikah temporer				***Temporary syirkah fund***
Simpanan nasabah	-	979,174,637	979,174,637	*Deposits from customers*
Simpanan dari bank lain	-	68,007,306	68,007,306	*Deposits from other banks*
Laporan laba rugi komprehensif konsolidasian				***Statements of consolidated comprehensive income***
Pendapatan bunga dan syariah - bersih	388,919,846	26,344,335	415,264,181	*Interest and sharia income - net*
Beban umum dan administrasi	(76,396,590)	(26,344,335)	(102,740,925)	*General and administrative expenses*
Laporan arus kas konsolidasian				***Statements of consolidated cash flows***
Arus kas bersih dari aktivitas operasi	(538,199,247)	1,414,804,862	876,605,615	*Net cash flow from operating activities*
Arus kas bersih dari aktivitas investasi	363,303,722	(1,611,654,677)	(1,248,350,955)	*Net cash flow from investing activities*
Pengaruh perubahan kurs mata uang asing	2,821	(2,821)	-	*Effect of changes in foreign currencies exchange rates*
Kas dan setara kas pada awal tahun	2,361,058,585	96,957,417	2,458,016,002	*Cash and cash equivalent at beginning of year*
Kas dan setara kas pada akhir tahun	(2,688,758,265)	99,895,219	(2,588,863,046)	*Cash and cash equivalent at ending of year*

	1 Januari/*January* 2013			
	Sebelum/ *Before*	**Reklasifikasi/ *Reclassification***	**Sesudah/ *After***	
Laporan posisi keuangan konsolidasian				***Statements of consolidated position***
Aset				***Assets***
Penempatan pada Bank Indonesia dan bank lain	1,438,491,908	(96,487,842)	1,342,004,066	*Placements with Bank Indonesia and other banks*
Efek-efek	3,951,593,310	96,487,842	4,048,081,152	*Marketable securities*
Aset tetap	197,375,339	39,642,890	237,018,229	*Fixed assets*
Aset lain-lain - neto	46,855,228	(39,642,890)	7,212,338	*Other assets - net*
Liabilitas				***Liabilities***
Liabilitas segera	48,579,457	(47,208,423)	1,371,034	*Obligations due immediately*
Simpanan nasabah	11,515,732,426	(625,190,339)	10,890,542,087	*Deposits from customers*
Simpanan dari bank lain	720,449,993	(23,706,855)	696,743,138	*Deposits from other banks*
Akrual dan liabilitas lain-lain	18,329,124	47,108,423	65,537,547	*Accruals and other liabilities*
Dana syarikah temporer				***Temporary syirkah fund***
Simpanan nasabah	-	625,190,339	625,190,339	*Deposits from customers*
Simpanan dari bank lain	-	23,706,855	23,706,855	*Deposits from other banks*

49. INFORMASI TAMBAHAN

Informasi keuangan tambahan pada lampiran 6/1 sampai dengan lampiran 6/9 adalah informasi keuangan PT Bank Victoria International Tbk (entitas induk saja) pada dan tahun yang berakhir pada tanggal 31 Desember 2014 dan 2013, yang menyajikan investasi Bank pada entitas anak berdasarkan metode biaya dan bukan dengan metode konsolidasi.

49. ADDITIONAL INFORMATION

The supplementary financial information on appendix 6/1 to 6/9 represents financial information of PT Bank Victoria International Tbk. (parent entity only) as at and for the years ended 31 December 2014 and 2013, which presents the Bank's investment in subsidiary under the cost method, as opposed to the consolidation method.

PT BANK VICTORIA INTERNATIONAL Tbk
(ENTITAS INDUK/*PARENT ENTITY*)

LAPORAN POSISI KEUANGAN
31 DESEMBER 2014 DAN 2013
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

STATEMENTS OF FINANCIAL POSITION
31 DECEMBER 2014 AND 2013
(Expressed in thousands Rupiah, unless otherwise stated)

	2014	2013	
ASET			***ASSETS***
Kas	54,212,747	49,204,373	*Cash*
Giro pada Bank Indonesia	1,473,346,323	1,073,104,950	*Current accounts with Bank Indonesia*
Giro pada bank lain	5,606,884	6,133,369	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	2,277,911,702	1,207,926,871	*Placements with Bank Indonesia and other banks*
Efek-efek	4,570,254,234	4,914,440,928	*Marketable securities*
Kredit yang diberikan			*Loans*
- Pihak berelasi	22,916,752	16,343,585	*Related parties -*
- Pihak ketiga	11,332,049,320	10,344,110,557	*Third parties -*
	11,354,966,072	10,360,454,142	
Dikurangi: Cadangan kerugian penurunan nilai	(150,713,765)	(151,553,568)	*Less: Allowance for impairment losses*
	11,204,252,307	10,208,900,574	
Pendapatan bunga yang masih Akan diterima	126,680,222	120,158,839	*Interest receivables*
Tagihan akseptasi	-	397,117	*Acceptance receivable*
Penyertaan saham	114,713,493	114,713,493	*Investments in shares of Stock*
Biaya dibayar di muka	12,367,063	9,256,613	*Prepaid expenses*
Pajak dibayar di muka	5,051,008	-	*Prepaid taxes*
Aset pajak tangguhan - neto	18,683,603	11,826,831	*Deferred tax assets - net*
Aset tetap	288,579,503	278,999,083	*Fixed assets*
Dikurangi: Akumulasi penyusutan	(73,585,015)	(62,428,057)	*Less: Accumulated depreciation*
	214,994,488	216,571,026	
Aset takberwujud	6,336,210	1,381,970	*Intangible assets*
Dikurangi: Akumulasi amortisasi	(3,612,412)	(471,869)	*Less: Accumulated amortization*
	2,723,798	910,101	
Aset lain-lain - neto	57,880,940	8,552,967	*Other assets - net*
JUMLAH ASET	20,138,678,812	17,942,098,052	***TOTAL ASSETS***

PT BANK VICTORIA INTERNATIONAL Tbk
(ENTITAS INDUK/*PARENT ENTITY*)

LAPORAN POSISI KEUANGAN
31 DESEMBER 2014 DAN 2013
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

STATEMENTS OF FINANCIAL POSITION
31 DECEMBER 2014 AND 2013
(Expressed in thousands Rupiah, unless otherwise stated)

	2014	2013	
LIABILITAS DAN EKUITAS			***LIABILITIES AND EQUITY***
LIABILITAS			***LIABILITIES***
Simpanan nasabah			*Deposits from customers*
- Pihak berelasi	72,132,707	32,417,176	*Related parties -*
- Pihak ketiga	16,090,588,746	14,084,047,688	*Third parties -*
Simpanan dari bank lain			*Deposits from other banks*
- Pihak ketiga	1,067,845,712	1,087,511,268	*Third Parties -*
Liabilitas akseptasi	-	397,117	*Acceptance payable*
Efek-efek yang diterbitkan	991,652,625	990,843,021	*Securities issued*
Utang pajak			*Taxes payable*
- Utang pajak kini	-	16,950,956	*Current tax payable -*
- Utang pajak lainnya	30,892,258	19,932,433	*Other tax payable -*
Liabilitas pajak tangguhan - neto	-	-	*Deferred tax liability - net*
Beban akrual dan liabilitas lain-lain	103,508,528	94,381,592	*Accrued expenses and other liabilities*
Liabilitas imbalan kerja jangka panjang	44,197,044	32,294,004	*Long-term employee benefits liability*
JUMLAH LIABILITAS	18,400,817,620	16,358,775,255	***TOTAL LIABILITIES***

PT BANK VICTORIA INTERNATIONAL Tbk
(ENTITAS INDUK/*PARENT ENTITY*)

LAPORAN POSISI KEUANGAN
31 DESEMBER 2014 DAN 2013
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

STATEMENTS OF FINANCIAL POSITION
31 DECEMBER 2014 AND 2013
(Expressed in thousands Rupiah, unless otherwise stated)

	2014	2013	
LIABILITAS DAN EKUITAS (lanjutan)			***LIABILITIES AND EQUITY** (continued)*
EKUITAS			***EQUITY***
Modal saham - nilai nominal Rp 100 (dalam Rupiah penuh) per saham Modal dasar - 14.000.000.000 saham Modal ditempatkan dan disetor penuh - 7.139.166.980 saham pada tanggal 31 Desember 2014 dan 6.630.268.273 saham pada tanggal 31 Desember 2013	713,916,698	663,026,827	*Share capital - par value Rp 100 (full amount) per share* *Authorized capital - 14,000,000,000 shares* *Issued and fully paid capital - 7,139,166,980 shares as of 31 December 2014 and 6,630,268,273 shares as of 31 December 2013*
Tambahan modal disetor - neto	21,945,031	21,945,031	*Additional paid-in capital - Net*
Keuntungan (kerugian) yang belum direalisasi atas perubahan nilai wajar Efek-efek yang tersedia untuk dijual - setelah pajak tangguhan	395,615	(11,259,988)	*Unrealized gains (losses) on changes in fair value of available-for-sale marketable securities - net of deferred tax*
Saldo laba:			*Retained earnings:*
Telah ditentukan penggunaannya	66,000,000	41,000,000	*Appropriated*
Belum ditentukan penggunaannya	935,603,848	868,610,927	*Unappropriated*
JUMLAH EKUITAS	1,737,861,192	1,583,322,797	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS	20,138,678,812	17,942,098,051	***TOTAL LIABILITIES AND EQUITY***

PT BANK VICTORIA INTERNATIONAL Tbk
(ENTITAS INDUK/*PARENT ENTITY*)

LAPORAN LABA RUGI KOMPREHENSIF
UNTUK TAHUN-TAHUN YANG BERAKHIR PADA
31 DESEMBER 2014 DAN 2013
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEARS ENDED
31 DECEMBER 2014 AND 2013
(Expressed in thousands Rupiah, unless otherwise stated)

	2014	2013	
PENDAPATAN DAN BEBAN OPERASIONAL			***INCOME AND EXPENSES FROM OPERATIONS***
Pendapatan bunga	1,883,014,139	1,405,098,149	*Interest income*
Beban bunga	(1,590,903,499)	(1,040,858,779)	*Interest expenses*
Pendapatan bunga - neto	292,110,640	364,239,370	*Interest income - net*
PENDAPATAN DAN BEBAN OPERASIONAL LAINNYA			***OTHER OPERATING INCOME AND EXPENSES***
Pendapatan Operasional Lainnya			*Other Operating Income*
Pendapatan dari investasi Reksadana	66,593,882	22,764,714	*Gain on mutual fund investment*
Keuntungan atas penjualan Efek-efek yang diperdagangkan dan tersedia untuk dijual - neto	30,329,151	57,900,301	*Gain on sale of trading and available-for-sale securities - net*
Provisi dan komisi selain dari kredit	5,661,696	4,934,830	*Fees and commissions from transactions other loans*
Keuntungan atas kenaikan nilai wajar Efek-efek yang diperdagangkan - neto	-	(969,507)	*Gain on increase in fair value of trading securities - net*
Lain-lain	28,772,869	18,066,239	*Others*
Jumlah Pendapatan Operasional Lainnya	131,357,598	102,696,577	*Total Other Operating Income*
Beban Operasional Lainnya			*Other Operating Expenses*
Beban penyisihan kerugian penurunan nilai aset keuangan	(21,767,706)	60,290,087	*Provision for allowance for impairment losses on financial assets*
Beban umum dan administrasi	(111,159,568)	(89,166,978)	*General and administrative expenses*
Beban tenaga kerja	(150,535,743)	(124,516,799)	*Personnel expenses*
Lain-lain	(8,705,167)	(21,942,254)	*Others*
Jumlah Beban Operasional Lainnya	(292,168,184)	(175,335,944)	*Total Other Operating Expenses*

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LAPORAN LABA RUGI KOMPREHENSIF
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31 DESEMBER 2014 DAN 2013
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEARS ENDED
31 DECEMBER 2014 AND 2013
(Expressed in thousands Rupiah, unless otherwise stated)

	2014	2013	
LABA OPERASIONAL	131,300,054	291,600,003	***INCOME FROM OPERATIONS***
PENDAPATAN NON OPERASIONAL - NETO	17,821,321	15,421,952	***NON-OPERATING INCOME - NET***
LABA SEBELUM BEBAN PAJAK PENGHASILAN	149,121,375	307,021,955	***INCOME BEFORE INCOME TAX EXPENSE***
BEBAN PAJAK PENGHASILAN - NETO	(22,132,155)	(66,681,908)	***INCOME TAX EXPENSE - NET***
LABA TAHUN BERJALAN	126,989,220	240,340,047	***PROFIT FOR THE YEAR***
PENDAPATAN KOMPREHENSIF LAIN:			***OTHER COMPREHENSIVE INCOME:***
Perubahan nilai wajar surat-Efek-efek yang tersedia untuk dijual	15,545,737	(118,616,259)	*Changes in fair value of available-for-sale marketable securities*
Pajak tangguhan terkait dengan komponen pendapatan komprehensif lain	(3,886,434)	26,683,972	*Deferred tax relating to components of other comprehensive income*
Pendapatan (kerugian) komprehensif lain – neto setelah pajak	11,659,303	(91,932,287)	*Other comprehensive income (loss) - net of tax*
JUMLAH LABA KOMPREHENSIF TAHUN BERJALAN	138,648,523	148,407,760	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
LABA PER SAHAM			***EARNINGS PER SHARE***
Dasar (nilai penuh)	19.10	36.34	*Basic (full amount)*
Dilusian (nilai penuh)	16.94	30.01	*Diluted (full amount)*

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LAPORAN PERUBAHAN EKUITAS
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STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED
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(Expressed in thousands Rupiah, unless otherwise stated)

	Modal ditempatkan dan disetor penuh/ *Issued and fully paid capital*	Tambahan modal disetor - neto/ *Additional paid-in capital - net*	Keuntungan/(kerugian) yang belum direalisasi surat-surat berharga yang tersedia untuk dijual - setelah pajak tangguhan/ *Unrealized gains (losses) on changes in fair value of available-for-sale marketable securities - net of deferred tax*	Saldo laba/*Retained earnings*		Jumlah/ *Total*	
				Telah ditentukan penggunaannya/ *Appropriated*	Belum ditentukan penggunaannya/ *Unappropriated*		
Saldo per 31 Desember 2013	663,026,827	21,945,031	(11,259,988)	41,000,000	868,610,927	1,583,322,797	***Balance as of 31 December 2013***
Penambahan saham dari pelaksanaan Waran Seri VI	50,889,871	-	-	-	-	50,889,871	*Addition of shares from exercise Series VI Warrants*
Kerugian yang belum direalisasi	-	-	11,655,603	-	-	11,655,603	*Unrealized losses*
Pembentukan cadangan umum	-	-	-	25,000,000	(25,000,000)	-	*Appropriation for general reserve*
Pembentukan cadangan Tujuan	-	-	-	-	(35,000,000)	(35,000,000)	*Appropriation for general reserve*
Laba tahun berjalan	-	-	-	-	126,992,921	126,992,921	*Profit for the year*
Saldo per 31 Desember 2014	713,916,698	21,945,031	395,615	66,000,000	935,603,848	1,737,861,192	***Balance as of 31 December 2014***

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LAPORAN PERUBAHAN EKUITAS
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STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED
31 DECEMBER 2014 AND 2013
(Expressed in thousands Rupiah, unless otherwise stated)

	Modal ditempatkan dan disetor penuh/ *Issued and fully paid capital*	Tambahan modal disetor - neto/ *Additional paid-in capital - net*	Keuntungan/(kerugian) yang belum direalisasi surat-surat berharga yang tersedia untuk dijual - setelah pajak tangguhan/ *Unrealized gains (losses) on changes in fair value of available-for-sale marketable securities - net of deferred tax*	Saldo laba/*Retained earnings*		Jumlah/ *Total*	
				Telah ditentukan penggunaannya/ *Appropriated*	Belum ditentukan penggunaannya/ *Unappropriated*		
Saldo per 31 Desember 2012	660,434,444	21,945,031	80,672,299	16,000,000	653,270,880	1,432,322,654	***Balance as of 31 December 2012***
Penambahan saham dari pelaksanaan Waran Seri V dan VI	2,592,383	-	-	-	-	2,592,383	*Addition of shares from exercise Series V and VI Warrants*
Kerugian yang belum direalisasi	-	-	(91,932,287)	-	-	(91,932,287)	*Unrealized losses*
Pembentukan cadangan umum	-	-	-	25,000,000	(25,000,000)	-	*Appropriation for general reserve*
Laba tahun berjalan	-	-	-	-	240,340,047	240,340,047	*Profit for the year*
Saldo per 31 Desember 2013	663,026,827	21,945,031	(11,259,988)	41,000,000	868,610,927	1,583,322,797	***Balance as of 31 December 2013***

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LAPORAN ARUS KAS
UNTUK TAHUN-TAHUN YANG BERAKHIR PADA
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STATEMENT OF CASH FLOWS
FOR THE YEARS ENDED
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(Expressed in thousands Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2014	2013	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan dari bunga dan komisi		1,876,492,756	1,378,453,405	*Receipt from Interest and commission income*
Pembayaran bunga		(1,579,215,572)	(1,047,735,424)	*Payment of interest*
Penerimaan operasional lainnya		153,386,694	102,696,577	*Receipt from other operating income*
Pembayaran beban umum dan administrasi		(126,361,551)	(78,635,868)	*Payment of general and administrative expenses*
Pembayaran beban tenaga kerja		(138,632,703)	(114,004,670)	*Payment of personnel expenses*
Pembayaran Beban operasional lainnya		(8,705,167)	(21,942,254)	*Payments of other operating expenses*
Penerimaan pendapatan/(pembayaran) non-operasional lainnya		22,965,609	18,072,433	*Income received/(payment) of non-operating*
Pembayaran pajak pengahasilan		(50,990,891)	(61,557,783)	*Income tax payment*
Laba operasi sblm perubahan dalam aktiva dan kewajiban operasi		148,939,175	175,346,416	*Operating income before changes in operating assets and liabilities*
Penurunan/(kenaikan) dalam aktiva operasi				*Decrease/(increase) in operating activities*
Pinjaman yang diberikan		(994,511,930)	(3,013,456,317)	*Loans*
Biaya dibayar dimuka		(3,110,450)	712,145	*Prepaid expenses*
Aset lain-lain		(49,327,972)	34,786,202	*Other assets*
Kenaikan/(penurunan) dalam:				*Increase/(decrease) on:*
Liabilitas segera		-	(44,129,871)	*Obligations due immediately*
Simpanan nasabah		2,026,256,589	3,247,056,629	*Deposits from customers*
Simpanan dari bank lain		(19,665,556)	498,766,209	*Deposits from other banks*
Utang pajak lainnya		10,959,825	(23,500,152)	*Other tax payables*
Arus kas bersih dari aktivitas operasi		**1,119,539,681**	**875,581,261**	***Cash flow from operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOWS FROM INVESTING ACTIVITIES***
Hasil penjualan aktiva tetap	14	2,160,843	1,691,156	*Proceeds from sale of fixed assets*
Pembelian aktiva tetap	14	(13,770,359)	(7,296,887)	*Purchase of fixed assets*
Pembelian intangible asset	15b	(4,954,240)	(292,680)	*Purchase of intangible assets*
Penjualan surat berharga		355,842,297	(1,256,599,194)	*Sales of marketable securities*
Arus kas bersih dari aktivitas investasi		**339,278,541**	**(1,262,497,605)**	***Net cash flow from investing activities***

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STATEMENT OF CASH FLOWS
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	Catatan/ *Notes*	2014	2013	
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Pelaksanaan waran		50,889,871	2,592,383	*Excercise of warrants*
Pembayaran dividen		(35,000,000)	-	*Dividend payment*
Penerbitan efek-efek		-	500,000,000	*Securities issued*
Arus kas bersih dari aktivitas pendanaan		**15,889,871**	**502,592,383**	***Net cash flow from financing activities***
KENAIKAN BERSIH KAS DAN SETARA KAS		**1,474,708,093**	**115,676,039**	***NET INCREASE OF CASH AND CASH EQUIVALENT***
KAS DAN SETARA KAS PADA AWAL TAHUN		2,336,369,563	2,220,693,524	***CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR***
KAS DAN SETARA KAS PADA AKHIR TAHUN		3,811,077,656	2,336,369,563	***CASH AND CASH EQUIVALENTS AT END OF YEAR***
Kas dan setara kas terdiri dari				*Cash and cash equivalent consist of*
Kas		54,212,747	49,204,373	*Cash*
Giro pada Bank Indonesia		1,473,346,323	1,073,104,950	*Current accounts with Bank Indonesia*
Giro Bank lain		5,606,884	6,133,369	*Current accounts with other banks*
Penempatan kurang dari 3 bulan		2,277,911,702	1,207,926,871	*Placements less than 3 months*
Jumlah kas dan setara kas		3,811,077,656	2,336,369,563	*Total cash and cash equivalent*

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