



ANNUAL REPORT AND GOOD CORPORATE GOVERNANCE



**STANDARD CHARTERED BANK INDONESIA
2010**



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A. HISTORICAL BACKGROUND AND GENERAL INFORMATION

Standard Chartered Plc

Standard Chartered Plc. (hereinafter referred to as “Group”) is a holding company of Standard Chartered Bank (hereinafter referred to as “Standard Chartered Bank”) with experience over 158 years in banking industry and has extensive global network of over 1,700 branches and outlets in more than 71 countries in the region of Asia Pacific, South Asia, Middle East, Africa, Europe and Americas.

As one of the world’s largest company, Group employs over 85,000 people representing 129 nationalities. The diversity lies at the heart of the Group’s values and supports the growth as the world increasingly becomes one market.

Group is also committed to all of its stakeholders by living in its values towards its people management as well as exceeding its customers’ expectations, making difference in communities and working together with regulators.

Standard Chartered Bank serves both *Consumer and Wholesale* customers in emerging markets such as Indonesia for more than 150 years and constantly strives to combine the local knowledge of Indonesian market with its global capacity.

Standard Chartered Bank Indonesia

In Indonesia, historically Standard Chartered Bank had started its business in Batavia (Jakarta) through the establishment of Borneo Company in 1859. In May 1963 The Chartered Bank commenced its branch operations independently. Standard Chartered Bank is the first British foreign exchange bank who opened business entity in Netherlands Indies.

A. LATAR BELAKANG SEJARAH DAN INFORMASI UMUM

Standard Chartered Plc

Standard Chartered Plc. (selanjutnya disebut “Group”) merupakan *holding company* dari Standard Chartered Bank (selanjutnya disebut “Standard Chartered Bank”) yang berpengalaman lebih dari 158 tahun dalam industri perbankan dan memiliki jaringan internasional dengan lebih dari 1.700 cabang di lebih dari 71 negara di kawasan Asia Pasifik, Asia Selatan, Timur Tengah, Afrika, Eropa dan Amerika.

Sebagai salah satu perusahaan besar bereputasi internasional, Group memiliki lebih dari 85.000 pegawai yang mewakili 129 kebangsaan. Keberagaman ini adalah nilai dasar yang dianut Group dan mendukung pertumbuhan seiring dengan perkembangan dunia sebagai pasar bebas.

Group memiliki komitmen pada seluruh pemangku kepentingan dengan berpegang pada nilai-nilai dalam pengelolaan karyawan serta pelayanan yang baik pada nasabah, bermanfaat bagi komunitas, dan kerja sama dengan regulator.

Standard Chartered Bank melayani nasabah *Consumer* dan *Wholesale* pada pasar yang sedang berkembang seperti di Indonesia selama lebih dari 150 tahun serta senantiasa berupaya mengkombinasikan penguasaan pengetahuan pasar Indonesia dengan kapasitas global yang dimiliki.

Standard Chartered Bank Indonesia

Di Indonesia, secara historis Standard Chartered Bank memulai usahanya melalui *Borneo Company* sejak tahun 1859 di Batavia (Jakarta) hingga akhirnya pada bulan Mei 1863 *The Chartered Bank* membuka cabangnya secara independen. Standard Chartered Bank adalah bank devisa Inggris pertama yang membuka badan usahanya di Hindia Belanda.

The branch office in Jakarta was closed during the coup d'état attempt in 1965, but re-opened in 1968. Standard Chartered Bank Indonesia (hereinafter referred to as "Standard Chartered Bank Indonesia") was established by virtue of Decree of Finance Minister No.D.15.6.1.6.15 dated 1 October 1968 and Decree of the Board of Directors of BNI (Central Bank - Bank Nasional Indonesia) No. 4/22/KEP.DIR dated 2 October 1968, to conduct foreign exchange and commercial banking activities. Presently, Standard Chartered Bank operates in Indonesia as a commercial bank.

As one of international banks operating in Indonesia, Standard Chartered Bank has a strong commitment to maintain its business in Indonesia. It was proven by the investment in Permata Bank and acquisition of American Express Bank Ltd.

Standard Chartered Bank believes that strong Corporate Governance is essential for delivering sustainable shareholder value and become one of the key pillar to support global Standard Chartered Bank business all over the world including Indonesia.

Good Corporate Governance

Good Corporate Governance (GCG) is one of the important aspects for Standard Chartered Bank to achieve its objective, "*Leading the way in Asia, Africa and the Middle East*" and being a competitive organization managed by qualified people who respect the values of integrity, professionalism, and leadership.

Standard Chartered Bank has already had global internal policies named Code of Conduct. This policy sets out the standard of behaviour expected from all Standard Chartered Bank employees such as to comply with laws, regulations and group standards, reject bribery and corruption, and avoid being compromised by gift and entertainment, Speak Up policy as well as conflict of interest. The internal policy is fundamental in the implementation of Good Corporate Governance.

Kantor di Jakarta ini kemudian ditutup pada masa percobaan kudeta di tahun 1965, namun dibuka kembali pada tahun 1968. Standard Chartered Bank Indonesia (untuk selanjutnya disebut "Standard Chartered Bank Indonesia") mendapat izin usaha berdasarkan surat dari Menteri Keuangan No. D.15.6.1.6.15 tanggal 1 Oktober 1968 dan SK Direksi BNI (Bank Sentral – Bank Negara Indonesia) No. 4/22/KEP.DIR tanggal 2 Oktober 1968, untuk melakukan kegiatan devisa dan aktivitas perbankan. Saat ini, Standard Chartered Bank beroperasi di Indonesia sebagai bank umum.

Sebagai salah satu bank internasional yang beroperasi di Indonesia, Standard Chartered Bank memiliki komitmen yang kuat untuk terus berbisnis di Indonesia terbukti dengan investasi pada Bank Permata serta akuisisi American Express Bank Ltd.

Standard Chartered Bank meyakini bahwa tata kelola perusahaan yang kuat sangat penting untuk menyokong *shareholder value* dan menjadi salah satu pilar utama untuk bisnis Standard Chartered Bank di seluruh dunia termasuk di Indonesia.

Good Corporate Governance

Good Corporate Governance (GCG) merupakan salah satu unsur penting bagi Standard Chartered Bank untuk mencapai tujuannya yakni "*Leading the way in Asia, Africa and the Middle East*" dan menjadi organisasi yang kompetitif yang dikelola oleh sumber daya handal yang menghargai nilai-nilai integritas, profesionalisme dan kepemimpinan.

Standard Chartered Bank telah memiliki kebijakan internal, yaitu *Code of Conduct* yang mengatur standard perilaku yang diharapkan dari karyawan Standard Chartered Bank yaitu mematuhi hukum, peraturan dan kebijakan internal, menolak penyuapan dan korupsi, menghindari pemberian dan penerimaan hadiah atau hiburan, kebijakan *Speak Up*, serta benturan kepentingan. Kebijakan ini sangat fundamental dalam mendukung penerapan *Good Corporate Governance*.

In Indonesia, the above internal policies are combined with Bank Indonesia Regulation No. 8/4/PBI/2006 as amended by Bank Indonesia Regulation No. 8/14/PBI/2006 pertaining to the Implementation of Good Corporate Governance for Commercial Bank and Bank Indonesia circular letter No. 9/12/DPNP pertaining Implementation of Good Corporate Governance for Commercial Bank, and other prevailing regulation.

During 2010, financial performance of Standard Chartered Bank Indonesia decreased compared to previous year. This is mainly due to tight competition in the market which affected into interest margin. Besides that strengthening of Rupiah against US Dollar during 2010 also impacted into operating income, considering more than 50% loan in foreign currency. Standard Chartered Bank Indonesia has a strong foundation to acquire maximum outcome from both business segments of the Bank, namely *Consumer Banking* (CB) and *Wholesale Banking* (WB). In alignment with this, Standard Chartered Bank Indonesia remains focused on the principles of prudence in the application of robust risk management and *Customer Due Diligence* (CDD) as well as compliance towards all prevailing banking regulations.

Di Indonesia, kebijakan internal tersebut dipadukan dengan Peraturan Bank Indonesia No. 8/4/PBI/2006 sebagaimana telah diubah dengan Peraturan Bank Indonesia No. 8/14/PBI/2006 tentang Pelaksanaan *Good Corporate Governance* bagi Bank Umum, dan ketentuan pelaksanaannya dalam Surat Edaran Bank Indonesia No. 9/12/DPNP perihal Pelaksanaan *Good Corporate Governance* bagi Bank Umum, serta peraturan lain yang berlaku.

Selama tahun 2010, kinerja keuangan Standard Chartered Bank Indonesia menurun dibandingkan dengan tahun 2009. Hal ini terutama disebabkan persaingan yang cukup ketat di pasar yang menyebabkan tekanan terhadap margin bunga. Disamping itu penguatan Rupiah terhadap US Dollar selama tahun 2010 juga berdampak terhadap penghasilan operasional bank, mengingat lebih dari 50% kredit yang diberikan adalah dalam mata uang asing. Standard Chartered Bank Indonesia memiliki landasan yang kuat untuk memperoleh hasil maksimal dari kedua segmen bisnis yang dimiliki, yaitu *Consumer Banking* (CB) dan *Wholesale Banking* (WB). Standard Chartered Bank Indonesia juga tetap fokus pada prinsip kehati-hatian dalam menerapkan manajemen risiko dan *Customer Due Diligence* (CDD) yang handal, serta kepatuhan pada peraturan perbankan yang berlaku.

B. GROUP

✚ Establishment

Group is a public company, listed in London, Hong Kong, and India stock exchanges, domiciled in London and established under English Law.

✚ Organization Structure

Based on English Law, the organization structure of a company does not recognize board of commissioners. Group's business activities are managed and supervised by The Board of Directors (hereinafter referred to as the "Board") which consists of a Chairman, 5 Executive Directors and 10 Non-Executive Directors. The Board holds the ultimate responsibility for setting our risk appetite and for the effective management of risk.

✚ The Court

Executive responsibility for risk management is held by the Standard Chartered Bank Court (hereinafter referred to as "Court") which comprises the executive directors and other directors of Standard Chartered Bank.

Members of the Court are also members of both the Group Risk Committee (hereinafter referred to as "GRC") and Group Asset and Liability Committee (hereinafter referred to as "GALCO").

✚ Share Capital

In 2010, the Group had issued 10,550,826 ordinary shares for "Employee Share Plan" at various prices between nil up to 1,146 pence. The issued ordinary share capital of the Group was increased by 322,956,045 ordinary shares during the year. 24,000,000 ordinary shares were issued in connection with the listing of Indian Depository Receipts in India

B. GROUP

✚ Pendirian

Group adalah perusahaan publik yang terdaftar di bursa saham London, Hong Kong, dan India berkedudukan di London dan didirikan berdasarkan Hukum Inggris.

✚ Struktur Organisasi

Berdasarkan Hukum Inggris, struktur organisasi perusahaan tidak mengenal adanya dewan komisaris. Seluruh aktivitas usaha dan bisnis Group dipimpin, diarahkan serta diawasi oleh *Board of Directors* (selanjutnya disebut dengan "*Board*") yang terdiri dari seorang Ketua, 5 Direktur Eksekutif dan 10 Direktur Non-Eksekutif. Board adalah penanggung jawab utama yang menetapkan *risk appetite* dan pelaksanaan manajemen risiko yang efektif.

✚ Court

Penanggungjawab eksekutif manajemen risiko adalah *Standard Chartered Bank Court* (selanjutnya disebut sebagai "*Court*") yang beranggotakan direktur eksekutif dan direktur Standard Chartered Bank lainnya

Anggota *Court* merupakan anggota komite *Group Risk Committee* (selanjutnya disebut "GRC") dan *Group Asset and Liability Committee* (selanjutnya disebut "GALCO").

✚ Modal Saham

Selama tahun 2010, Group menerbitkan 10,550,826 lembar saham biasa untuk program "*Employee Share Plans*" dengan harga bervariasi antara nil sampai dengan 1,146 *pence*. Terjadi kenaikan dalam jumlah lembar saham yang diterbitkan menjadi 322,956,045 lembar saham pada tahun ini. Dari jumlah tersebut, 24,000,000 lembar saham diterbitkan sehubungan

and 260,525,763 ordinary shares were issued under the Company's rights issue announced on 13 October 2010. There were 10,550,826 ordinary shares issued under the company's share dividend and 27,879,456 ordinary shares were issued under the share dividend scheme.

✚ Major Interest in Shares and Voting Rights

In Group annual report 2010, Temasek Holding (Private) Limited ("Temasek") was stated as the only shareholder that had an interest of more than 10 percent in the Company's issued ordinary share capital carrying the right to vote at any general meeting conducted by Group.

Based on notification, Temasek's interest is held indirectly through Dover Investment Pte Ltd. and Cavanagh Investments Pte Ltd. It held 18.32% of voting rights indirect and 430,345,996 ordinary shares.

✚ Committees

1. Audit Committee

Audit Committee resides at Head Office, in London, UK. The committee oversight and review financial, audit, and internal control issues. Decision to establish separate Audit and Risk Committees in March 2010 is aimed to place more focus on building internal control, compliance, and assurance resources. At country level, the function is performed by Country Audit which is part of Internal Audit.

During 2010, Audit Committee ensured that the effects on the business of continued volatility in financial market are being closely monitored, underpinned by continuously improved compliance culture and financial reporting integrity.

Audit Committee members are people with wide-ranging skill and are a balanced mix of legal, financial,

dengan pencatatan di Bursa Efek India dan sebanyak 260,525,763 lembar saham diterbitkan melalui *right issue* yang diumumkan pada tanggal 13 Oktober 2010. Sebanyak 10,550,826 lembar saham diterbitkan sebagai deviden saham dan 27,879,456 lembar saham diterbitkan melalui skema *share dividend*

✚ Pemegang Saham Terbesar dan Hak untuk Memberikan Suara

Seperti yang tercantum dalam laporan tahunan Group tahun 2010, Temasek Holding (Private) Limited ('Temasek') tercatat sebagai satu-satunya pemegang saham yang memiliki modal saham di atas 10 persen sehingga memiliki hak untuk memberikan suara pada setiap pertemuan umum yang diadakan oleh Group.

Berdasarkan notifikasi, kepemilikan Temasek dimiliki secara tidak langsung melalui Dover Investment Pte Ltd. and Cavanagh Investments Pte Ltd. Temasek memegang 18.32% hak suara tidak langsung dan 430,345,996 saham biasa.

✚ Komite-komite

1. Komite Audit

Komite Audit berkedudukan di Kantor Pusat di London, Inggris. Komite ini memantau dan mengkaji berbagai isu yang terkait dengan keuangan, audit dan *internal control*. Keputusan untuk menjadikan Komite Audit dan Komite Risk sebagai 2 komite yang terpisah pada bulan Maret 2010 bertujuan untuk meningkatkan fokus pada sumber daya *internal control*, kepatuhan dan *assurance*. Di tingkat lokal, fungsi ini dilaksanakan oleh *Country Audit* yang merupakan bagian dari *Group Internal Audit*.

Selama tahun 2010, Komite Audit memastikan bahwa dampak volatilitas pasar global terhadap kinerja Standard Chartered Bank telah dimonitor dengan baik, ditunjang dengan perbaikan dalam budaya kepatuhan dan integritas laporan keuangan.

Komite Audit beranggotakan individu dengan latar belakang keahlian yang beragam, yaitu bidang hukum,

banking, and relevant professional experience.

2. Risk Committee

The formation of Risk Committee was declared in March 2010, previously it was part of Audit Committee. The committee oversight and review management's approach to the identification and management of risks. The function is carried out by Risk Management unit based in each country.

Risk Committee focus on risk management, risk appetite statement, stress testing, quality of risk information, and risk induction. Since establishment, it has devoted considerable time to review and discuss data regarding Group's exposure to all major risk types, especially credit risk, market risk, liquidity risk, and capital adequacy.

Composition of the committee members covers a wide range of experience in banking and finance, as well as other senior profesional experience.

3. Remuneration Committee

Remuneration Committee oversight and review remuneration, share plan, and other incentives. The Committee approves any proposal to award a high remuneration package to new recruits or a high level individual bonus award. At country level, HR department presents the role of Remuneration Committee.

In 2010, the Committee undertook a review of compensation structure in specific areas of Wholesale Banking to discourage excessive risk-taking, finalised new share plan to be implemented in 2011, and introduced a new shareholding requirement policy.

The committee members are people with extensive experience in relevant field and professional individuals.

keuangan, dan perbankan, serta pengalaman profesional yang relevan.

2. Komite Risiko

Komite Risiko ditetapkan sebagai komite yang independen pada bulan Maret 2010 setelah sebelumnya menjadi bagian dari Komite Audit. Komite ini bertugas untuk memantau dan mengkaji pendekatan yang dilakukan oleh manajemen terhadap identifikasi dan penanganan risiko. Fungsi ini dilaksanakan oleh *Risk Management* unit di tiap negara.

Beberapa hal yang menjadi fokus Komite ini adalah manajemen risiko, *risk appetite*, *stress testing*, kualitas dari informasi risiko, dan induksi risiko. Sejak pembentukannya, Komite ini telah mengkaji dan mendiskusikan data mengenai eksposur Group terhadap seluruh tipe risiko utama, khususnya risiko kredit, risiko pasar, risiko likuiditas, dan kecukupan modal.

Komposisi keanggotaan Komite Risiko meliputi profesional di bidang perbankan dan keuangan, dan senior profesional di bidang lainnya.

3. Komite Remunerasi

Komite Remunerasi bertugas memantau dan mengkaji remunerasi, perencanaan saham dan insentif lainnya. Komite inilah yang berwenang untuk menyetujui proposal paket remunerasi yang tinggi bagi karyawan baru maupun paket bonus bagi karyawan dengan pencapaian tinggi. Departemen SDM di tingkat lokal mengemban fungsi Komite ini.

Selama tahun 2010, Komite ini telah melakukan beberapa gebrakan, antara lain mengkaji struktur kompensasi dalam area tertentu di unit Wholesale Banking untuk mencegah tindakan *risk-taking* yang berlebihan, memperbarui bentuk perencanaan saham yang akan diimplementasikan pada tahun 2011, dan mengeluarkan kebijakan baru mengenai persyaratan kepemilikan saham.

Anggota Komite ini merupakan perpaduan atas para profesional yang ahli dan berpengalaman di bidangnya.

C. Standard Chartered Bank

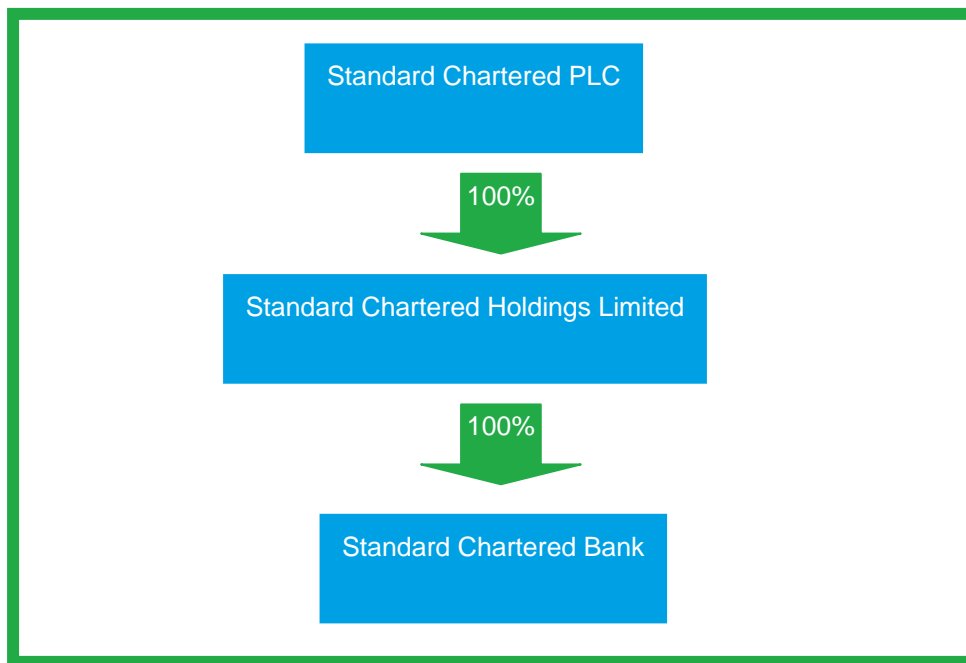
✚ Establishment and Organization Structure

Standard Chartered Bank is a bank domiciled and established under the English law, and wholly owned by Group (100% ownership).

C. Standard Chartered Bank

✚ Pendirian dan Struktur Organisasi

Standard Chartered Bank adalah bank yang berkedudukan dan didirikan berdasarkan Hukum Inggris, yang sahamnya dimiliki seluruhnya oleh Group (100% kepemilikan).



D. Standard Chartered Bank Indonesia

Ownership

Standard Chartered Bank Indonesia is a branch of Standard Chartered Bank domiciled in London whose 100% of share is owned by Group.

Management Committee Standard Chartered Bank Indonesia

The Bank's activities are directed and governed by the Management Committee (Manco). The Manco is directly responsible for the operations of the Bank. In carrying out its responsibilities the Manco adheres to Standard Chartered Bank's Risk Management Framework ("RMF"). There are 18 risk types as per internal classification and each of which is part of Manco's responsibility. When managing those risk types, Manco members are accountable to implement the Group policy and procedure which prescribed practical steps necessary to accomplish the respective risk management policy. The members of the Manco are:

Supervision and Independency of Manco

- **Roles and Responsibility of Manco**
Manco leadership at Standard Chartered Bank Indonesia plays important role in determining and agreeing the response to cross business challenges in the following areas: financial management, customer and franchise management, corporate governance and people & talent.

Manco's responsibility in the above areas are as follows:

- Financial management: review the financial performance of each business against budget/forecast and identify action plans to

D. Standard Chartered Bank Indonesia

Kepemilikan

Standard Chartered Bank Indonesia adalah cabang Standard Chartered Bank yang berkedudukan di London, Inggris dan sahamnya 100% dimiliki oleh Group.

Management Committee Standard Chartered Bank Indonesia

Aktivitas Standard Chartered Bank Indonesia diarahkan dan diawasi oleh *Management Committee* (Manco). Manco bertanggung jawab secara langsung terhadap operasional bank. Dalam melaksanakan tugasnya, Manco mengacu pada *Risk Management Framework* ("RMF"). Ada 18 tipe risiko sesuai dengan definisi internal dan masing-masing menjadi tanggung jawab Manco. Dalam mengelola berbagai risiko tersebut, anggota Manco bertanggung jawab untuk mengimplementasikan kebijakan dan prosedur yang dikeluarkan oleh Group yang memuat langkah-langkah yang sesuai untuk memenuhi kebijakan manajemen risiko yang terkait.

Fungsi Pengawasan dan Independensi Manco

- **Peran dan Tanggung Jawab Manco**
Kepemimpinan Manco di Standard Chartered Bank Indonesia memiliki peranan penting dalam menentukan dan menetapkan langkah-langkah yang diperlukan dalam menghadapi tantangan lintas bisnis yang meliputi manajemen keuangan, manajemen nasabah dan kantor cabang, tata kelola perusahaan, serta sumber daya manusia dan kapasitasnya.

Tanggung jawab Manco dalam bidang-bidang tersebut dapat diuraikan sebagai berikut:

- Manajemen keuangan: mengkaji kinerja keuangan setiap bisnis terhadap budget/perkiraan pengeluaran dan

- support individual business and the meeting of overall country targets.
- Customer and franchise management: contribute to development of the franchise by working cohesively to achieve the business priorities and to maximize business development opportunities for the country. Manco is also asked to promote the right corporate identity within the country internally and externally, identifying and sponsoring the implementation of appropriate local and Group communities programmes.
 - Corporate governance: establish and maintain a sound corporate governance and compliance framework. At this instance, Manco must ensure effective and proactive relationship with Government and regulators and monitor that Bank's interests are fully represented. Manco must ascertain that the policies of the country are adequate and consistent across businesses, are aligned to business objectives and comply with Group policies, local regulatory requirements and functional policies/requirements. Manco is to ensure effective operations management; the management, control, and monitoring of all risks are in place; and any reputational impact from risks arising in the country are anticipated, managed, and mitigated.
 - People and Talent: review people issued and policies to create a high performing workforce, including how the country manages performance and compensation.
- **Manco Meeting**
Manco meeting is conducted on a monthly basis discussing business development especially on business performance, risk monitoring and determining strategic decision where necessary. The meeting was documented in Minutes of
- menetapkan tindak lanjut untuk mendorong bisnis dan mencapai target Standard Chartered Bank Indonesia secara keseluruhan.
- *Customer and franchise management*: mencapai prioritas bisnis dan mengembangkan setiap kesempatan bisnis secara maksimal untuk mengembangkan kantor cabang di Indonesia. Manco juga diminta untuk memajukan identitas bank secara internal dan external di Indonesia, menetapkan dan mendukung program komunitas yang bersifat lokal maupun Group.
 - Tata kelola perusahaan: membentuk dan mempertahankan tata kelola perusahaan dan kerangka kerja kepatuhan yang sehat. Dalam hal ini, Manco harus memastikan bahwa Standard Chartered Bank Indonesia memiliki hubungan yang efektif dan proaktif dengan pemerintah dan regulator sehingga kepentingan Bank terwakili secara baik. Manco juga harus memastikan kebijakan lokal untuk setiap bisnis konsisten satu sama lain, sesuai dengan tujuan bisnis, kebijakan Group, ketentuan lokal dan kebijakan fungsional. Selain itu, Manco dituntut untuk memastikan manajemen operasional yang efektif; dilaksanakannya pengawasan, pengendalian dan manajemen untuk semua jenis risiko; serta dilakukannya tindakan antisipasi, pengaturan, dan mitigasi terhadap risiko yang timbul dan berdampak terhadap reputasi Bank.
 - Sumber daya manusia dan kapasitasnya: mengkaji isu-isu dan kebijakan sumber daya manusia untuk menciptakan karyawan yang berkinerja unggul, termasuk didalamnya manajemen kompensasi dan kinerja.
- **Pertemuan Manco**
Manco mengadakan pertemuan setiap bulan guna mendiskusikan perkembangan bisnis dari sisi kinerja bisnis, pemantauan risiko maupun penentuan langkah-langkah strategis yang diperlukan. Setiap pertemuan Manco

Meeting to ensure continuity of monitoring of any issues raised and to record business decision taken during the meeting.

During 2010, there were 12 time Manco meetings and mostly was presented by the quorum (2/3 of Manco member). Manco member who unable to attend the meeting was represented by their acting head of department.

▪ **Independency of Manco**

Standard Chartered Bank uses a matrix organisation structure which is applied to each unit of Standard Chartered Bank globally. This is applied as one of control mechanism for Standard Chartered Bank Group to monitor all decision taken by Standard Chartered Bank Indonesia.

In performing their day to day duties, Manco member is responsible to Chief Executive Officer. However, since each Manco is the representative of the same function in Regional Office, they are also responsible to each Regional Head in accordance to the division.

The reporting line to Regional Office is also applicable for several officers at certain level in accordance to its function even if they are not Manco member. This is to ensure that all decision taken is reported / consulted to related Regional Office.

The Regional Head conducts regular visit to related unit in Indonesia to ensure that the function of check and balance has been implemented in accordance to the reporting line in the matrix and all issues have been escalated to related party.

▪ **Remuneration for Manco**

Type of Remuneration	Total IDR mio
1. Remuneration (Salary, Bonus, Facilities, Allowance and other facilities in cash)	38.197
2. Other in kind facilities in the form of housing, transport, medical insurance and other benefits :	

didokumentasikan dengan pembuatan risalah pertemuan agar setiap permasalahan dapat dipantau dan keputusan yang diambil terdokumentasi.

Selama tahun 2010 diadakan 12 pertemuan Manco yang sebagian besar dihadiri oleh quórum (2/3 anggota Manco). Anggota Manco yang tidak dapat hadir telah diwakili oleh pemangku jabatan sementara.

▪ **Independensi Manco**

Standard Chartered Bank menganut struktur organisasi *matrix* yang berlaku di setiap unit Standard Chartered Bank secara global. Ini merupakan salah satu mekanisme fungsi pengawasan Group atas segala keputusan yang diambil oleh Standard Chartered Bank Indonesia.

Dalam melaksanakan tugasnya, anggota Manco bertanggung jawab kepada *Chief Executive Officer*. Namun demikian, karena bidang tugas yang diemban masing-masing Manco merupakan perwakilan *Regional Office*, maka anggota Manco tersebut juga bertanggung jawab kepada *Regional Head* masing-masing sesuai dengan bidangnya.

Reporting line ke *Regional Office* juga berlaku pada beberapa pejabat tertentu sesuai dengan fungsinya meskipun bukan anggota Manco. Hal ini untuk memastikan bahwa keputusan yang diambil dilaporkan /dikonsultasikan kepada *Regional Office* terkait.

Regional Head mengadakan kunjungan secara berkala pada unit terkait di Indonesia untuk memastikan fungsi *check and balance* dilaksanakan sesuai *reporting line* dalam *matrix* dan permasalahan telah dieskalasi kepada pihak terkait .

▪ **Remunerasi untuk Manco**

Jenis Remunerasi	Total IDR juta
1. Remunerasi (Gaji, Bonus, Fasilitas, Allowance dan fasilitas tunai lainnya)	38.197
2. Fasilitas non tunai lain dalam bentuk perumahan, transport, asuransi kesehatan dan fasilitas lainnya :	

- With possibility of ownership*	1.150	- Ada kemungkinan dimiliki*	1.150
- Without possibility of ownership	3.457	- Tidak ada kemungkinan dimiliki	3.457
Total remuneration	Total Manco	Total remunerasi per tahun	Jumlah Direksi
Over than IDR 2 bio	9	Di atas Rp. 2 miliar	9
IDR 1 miliar – IDR 2 bio	1	Rp 1 miliar s.d. Rp 2 miliar	1
IDR 500 mio - IDR 1 miliar	--	Rp 500 jt s.d. Rp 1 miliar	--
Less than IDR 500 mio	--	500 juta ke bawah	--
# Excluded Manco who has not passed Fit & Proper test		# Tidak termasuk Manco yang belum lulus Fit & Proper test	
* Including Restricted Share Scheme Benefit for Manco		* Termasuk <i>Restricted Share Scheme Benefit</i> untuk Manco	

Member of Management Committee (Manco)

The following are the members of Manco:

– **Thomas John Aaker, Chief Executive Officer (CEO)**

Thomas Aaker made his first career at PriceWater House in the US in 1984 where he served as Senior Auditor before leaving the company. The next stage at Prudential Investment Company had brought him to a high profile position as Vice President, Private Placement. He then joined Standard Chartered Bank Hong Kong in 1992. During his tenure at Standard Chartered Bank, he has held numerous critical positions, at both Standard Chartered Bank Hong Kong and Standard Chartered Bank London, i.a Director Syndications; Head of Large Corporates, Corporate and Institutional Banking; Executive Assistant to the Group Chief Executive; and Group Corporate Treasurer. He was appointed as CEO Zambia in 2004 and as CEO Qatar in 2008 where he managed to strengthen the bank's financial performance.

Thomas Aaker obtained his accounting degree from Loyola Marymount University, Los Angeles, US and read his master degree in Management at J.L Kellog Graduate School of Management, Northwestern University in Illinois, US in 1988.

Thomas Aaker was the succesor of Simon Morris who was assigned to other country. He is effective as CEO, Indonesia pursuant to Bank Indonesia

Anggota-anggota Management Committee (Manco)

Berikut ini adalah nama-nama anggota Manco:

– **Thomas John Aaker, Chief Executive Officer (CEO)**

Thomas Aaker memulai karirnya di PriceWater House di Amerika pada tahun 1984 dengan jabatan terakhir sebagai Senior Auditor. Karirnya dilanjutkan di Prudential Investment Company hingga mencapai posisi Vice President, Private Placement sebelum memutuskan untuk bekerja di Standard Chartered Bank Hong Kong tahun 1992. Beliau menempati beberapa posisi penting, baik di Standard Chartered Bank Hong Kong maupun Standard Chartered Bank London, antara lain sebagai Director Syndications; Head of Large Corporates, Corporate and Institutional Banking; Executive Assistant to the Group Chief Executive; dan Group Corporate Treasurer. Ia ditunjuk sebagai CEO pada Standard Chartered Bank Zambia tahun 2004 dan pada Standard Chartered Bank Qatar tahun 2008 dimana beliau berhasil memperkuat kinerja keuangan cabang tersebut.

Thomas Aaker mendapat gelar kesarjanaan dari Loyola Marymount University di Los Angeles, AS di bidang Akunting dan menyelesaikan jenjang master dalam bidang Manajemen di J.L Kellog Graduate School of Management, Northwestern University di Illinois, AS pada tahun 1988.

Thomas Aaker menggantikan Simon Morris yang ditugaskan ke negara lain. Beliau efektif menjadi CEO, Indonesia berdasarkan persetujuan Bank

approval as stated on Bank Indonesia letter No.12/61/GBI/DPIP/Rahasia dated 20 May 2010.

- **Rahil Taneja, Head of Financial Markets (FM)**
Rahil Taneja joined Standard Chartered Bank in 1996 as Treasury Sales Manager in India. He has over 11 years of experience in various positions in Sales & Trading for various products in Financial Markets in India, United States, Botswana and Nigeria prior to joining Standard Chartered Bank Indonesia

Rahil Taneja graduated from Institute of Management Technology Ghaziabad in India and hold Master degree in Business Management and Administration.

Rahil Taneja joined Standard Chartered Bank Indonesia in December 2007 as Head of Financial Markets pursuant to Bank Indonesia approval as stated on Bank Indonesia letter No. 9/191/GBI/DPIP/Rahasia dated 27 December 2007.

- **Gurcharan Singh Kadan, Head of Origination Client Coverage**
Gurcharan Kadan joined Standard Chartered Bank in India in 1990 and has held various numbers of positions in Corporate Banking. In 2003, Gurcharan Kadan was appointed as Group Head, Commercial Real Estate (CRES) and Lending Product for Wholesale Bank based in Hong Kong, and later Head, Origination and Client Coverage in South Africa during 2006-2009.

Gurcharan Kadan obtained his master degree in economic from Delhi University on 1982.

He succeeded Bharat Padmanabhan and is effective as Head, Origination and Client Coverage in Indonesia pursuant to Bank Indonesia approval as stated on Bank Indonesia letter No.

Indonesia sebagaimana tercantum pada surat Bank Indonesia No.12/61/GBI/DPIP/Rahasia dated 20 May 2010.

- **Rahil Taneja, Head of Financial Markets (FM)**
Rahil Taneja bergabung dengan Standard Chartered Bank pada tahun 1996 sebagai *Treasury Sales Manager* di India. Beliau berpengalaman selama 11 tahun di berbagai posisi di bidang *Sales & Trading* untuk berbagai produk *Financial Markets* di India, Amerika Serikat, Botswana dan Nigeria sebelum bergabung dengan Standard Chartered Bank Indonesia

Rahil Taneja lulus dari *Institute of Management Technology Ghaziabad* di India dengan gelar Master dibidang *Business Management and Administration*.

Rahil Taneja bergabung pada Standard Chartered Bank Indonesia pada bulan Desember 2007 sebagai *Head of Financial Markets* berdasarkan persetujuan Bank Indonesia sebagaimana tercantum pada surat Bank Indonesia No. 9/191/GBI/DPIP/Rahasia tanggal 27 Desember 2007.

- **Gurcharan Singh Kadan, Head of Origination Client Coverage**
Gurcharan Kadan bergabung dengan Standard Chartered Bank India pada tahun 1990 dan menjabat berbagai posisi penting di *Corporate Banking*. Pada tahun 2003, beliau ditunjuk sebagai *Group Head, Commercial Real Estate (CRES) and Lending Product for Wholesale Bank* di Hong Kong, sebelum menjabat sebagai *Head, Origination and Client Coverage* di Afrika Selatan selama 2006 – 2009.

Gurcharan Kadan meraih gelar Master di bidang ekonomi dari Delhi University pada tahun 1982.

Beliau menggantikan Bharat Padmanabhan dan efektif menjadi *Head, Origination and Client Coverage* di Indonesia Indonesia berdasarkan persetujuan Bank Indonesia sebagaimana

12/46/GBI/DPIP/Rahasia dated 22 April 2010.

- **Sajidur Rahman, Country Head of Consumer Banking**

Sajidur Rahman was appointed as Head of Consumer Banking with responsible for the strategic development and management of the Bank's Consumer Banking business in Indonesia.

Sajid joined Standard Chartered in 1998 in Bangladesh as Head of Direct Banking. Subsequently, he assumed several senior appointments within the Bank in Bangladesh, including Head of Branch Sales and Services, Head of Retail Banking Products as well as Head of Consumer Banking, Bangladesh.

In 2006, Sajid left for Nigeria as Regional Head of Consumer Banking, West Africa overseeing Consumer Banking business in six countries that includes Nigeria, Ghana, The Gambia, Sierre Leone, Cote d'Ivoire and Cameroon.

Sajid holds a Master's degree in Marketing from University of Dhaka, Bangladesh. He was appointed as Head of Consumer Banking for Indonesia, succeeding Lani Darmawan, following approval stated in Bank Indonesia letter no. 12/77/GBI/DPIP/Rahasia dated 17 June 2010.

- **Muljono P Pringgoharjono, Country Chief Risk Officer**

Muljono first started his career at Standard Chartered Bank Indonesia in 1993 as Manager, Budget and Project and ever since has held various critical positions in WB in Standard Chartered Bank Singapore and Standard Chartered Bank London. The latest position was Head of Risk Integration at SC First Bank Korea in 2007, subsequent to his responsibility as Credit Officer, Europe at Standard Chartered Bank London for more than a year.

tercantum pada surat Bank Indonesia No. 12/46/GBI/DPIP/Rahasia tanggal 22 April 2010.

- **Sajidur Rahman, Country Head of Consumer Banking**

Sajidur Rahman ditunjuk sebagai *Head of Consumer Banking* dan bertanggung jawab atas pengembangan strategi dan manajemen bisnis *Consumer Banking* di Indonesia.

Sajid bergabung dengan Standard Chartered Bank di Bangladesh pada tahun 1998 sebagai Head of Direct Banking. Sejak itu beliau memegang beberapa jabatan senior, seperti *Head of Branch Sales and Services*, *Head of Retail Banking Products*, dan *Head of Consumer Banking, Bangladesh*.

Di tahun 2006, Sajid menjadi *Regional Head of Consumer Banking, West Africa* yang bertanggung jawab atas perkembangan bisnis *Consumer Banking* di 6 negara yaitu Nigeria, Ghana, Gambia, Sierre Leone, Cote d'Ivoire dan Cameroon.

Sajidur Rahman memperoleh gelar master di bidang marketing dari Universitas Dhaka, Bangladesh. Ia diangkat sebagai Head of Consumer Banking for Indonesia, menggantikan Lani Darmawan, berdasarkan persetujuan yang tertuang dalam surat Bank Indonesia No. 12/77/GBI/DPIP/Rahasia tanggal 17 Juni 2010.

- **Muljono P Pringgoharjono, Country Chief Risk Officer**

Muljono Pringgoharjono memulai karirnya di Standard Chartered Bank Indonesia tahun 1993 sebagai *Manager, Budget and Project*. Sejak itu beliau menduduki berbagai posisi penting pada unit bisnis WB, baik di Standard Chartered Bank Singapore maupun Standard Chartered Bank London. Jabatan terakhirnya adalah *Head of Risk Integration* pada SC First Bank Korea tahun 2007, setelah sebelumnya bertanggung jawab sebagai *Senior Credit Officer, Europe* di Standard Chartered Bank London selama 1 tahun lebih.

He obtained his master degree in economic from Macquarie University, Australia in 1992.

Muljono succeeded Balasingam Kanapathy Pillai who moved to other country. Muljono was appointed as CCRO in Indonesia pursuant to Bank Indonesia approval as stated on Bank Indonesia letter No. 11/133/GBI/DPIP/Rahasia tanggal 8 Oktober 2009.

– **Ramesh Sundara Rajan, Chief Information Officer**

Ramesh Sundara Rajan joined Standard Chartered Bank Bombay / Madras in 1988 – 1993 as Manager – IT System.

He was assigned to several important positions in Standard Chartered Bank Singapore during 1997 – 2003 as Business Process Re-engineering Manager – Emerging Markets, Project Manager for Y2K, Project Manager for E-Commerce and Senior Manager Group Consumer Banking Operations.

In July 2003, Ramesh joined Standard Chartered Bank in Philippines as Chief Operating Officer until September 2005 and started his career in Indonesia on October 2005 as Head of Technology and Operations pursuant to Bank Indonesia approval as stated on Bank Indonesia letter No. 8/118/GBI/DPIP/Rahasia dated 26 September 2006.

– **Vijay Kumar Maheshwari, Chief Financial Officer**

Prior to joining Standard Chartered Bank Indonesia, Vijay Kumar Maheshwari worked in Bank Permata and was responsible as Head, Finance Business Performance (2005-2006) and possessed 16 years of experience in Standard Chartered Bank India and Singapore. The latest position was in Standard Chartered Singapore as Sr. Manager Planning & Project for Regional

Muljono memperoleh gelar master di bidang ekonomi dari Macquarie University, Australia tahun 1992.

Muljono menggantikan Balasingam Kanapathy Pillai yang dipindahtugaskan ke negara lain. Muljono ditunjuk sebagai CCRO di Indonesia berdasarkan persetujuan Bank Indonesia sebagaimana tercantum pada surat Bank Indonesia No.11/133/GBI/DPIP/Rahasia tanggal 8 Oktober 2009.

– **Ramesh Sundara Rajan, Chief Information Officer**

Ramesh Sundara Rajan bergabung dengan Standard Chartered Bank Bombay/Madras tahun 1988 – 1993 sebagai *Manager – IT System*.

Beliau pernah ditugaskan pada beberapa posisi penting di Standard Chartered Bank *Singapore* selama tahun 1997 – 2003 sebagai *Business Process Re-engineering Manager – Emerging Markets, Project Manager for Y2K, Project Manager for E-Commerce* dan *Senior Manager Group Consumer Banking Operations*.

Pada bulan Juli 2003, Ramesh bergabung dengan Standard Chartered Bank Filipina sebagai *Chief Operating Officer* hingga bulan September 2005 dan memulai karirnya di Indonesia pada bulan Oktober 2005 sebagai *Head of Technology and Operations* berdasarkan persetujuan Bank Indonesia sebagaimana tercantum pada surat Bank Indonesia No. 8/118/GBI/DPIP/Rahasia tanggal 26 September 2006.

– **Vijay Kumar Maheshwari, Chief Financial Officer**

Sebelum bergabung dengan Standard Chartered Bank Indonesia, Vijay Kumar Maheshwari adalah *Head, Finance Business Performance* di Bank Permata (2005-2006) dan sebelumnya selama kurang lebih 16 tahun bekerja di Standard Chartered Bank India dan Singapura dengan jabatan terakhir sebagai *Sr. Manager Planning & Projects* untuk *Regional Office Consumer*

Office Consumer Banking.

Vijay Kumar Maheshwari graduated from University of Calcutta as Bachelor of Commerce in 1987 and graduated from Institute of Chartered Accountants of India in 1989.

Vijay Kumar Maheshwari was appointed as Chief Financial Officer, Standard Chartered Bank Indonesia in September 2007 pursuant to Bank Indonesia approval as stated on Bank Indonesia letter No. 9/142/GBI/DPIP/Rahasia dated 26 September 2007.

- **Chesna F. Anwar – Director of Compliance**
Chesna F. Anwar joined Standard Chartered Bank (Standard Chartered Bank) Indonesia as Director of Compliance in 2010. Prior to joining Standard Chartered Bank Indonesia, Chesna was the Director of Internal Affairs of Corruption Eradication Commission (KPK) and Compliance Director of Citibank N.A.

Her career in banking industry now spans over 20 years in banking industry engaged in Banking Operations, Securities Services and Compliance and Assurance.

Graduated from Maryland University, USA majoring in Economy, Chesna is also an active member at Compliance Director Forum (FKDKP) and Foreign Banks Association (FBAI).

Chesna F. Anwar was appointed as Director of Compliance to succeed Chisca Mirawati effective April 1st, 2010 pursuant to BI approval No. 12/93/GBI/ DPIP/Rahasia dated 19 July 2010.

- **Effendi Ibnoe, Head of Human Resources**
Effendi Ibnoe joined Standard Chartered Bank Jakarta in 2009 as Head, Human Resources. Prior to this he was Human Resources Director at Permata Bank in 2008.

Banking.

Vijay Kumar Maheshwari lulus dengan gelar *Bachelor of Commerce* dari *University of Calcutta* tahun 1987, dan lulus ujian profesi di *Institute of Chartered Accountants of India* pada tahun 1989.

Vijay Kumar Maheshwari adalah *Chief Financial Officer* Standard Chartered Bank Indonesia sejak September 2007 berdasarkan persetujuan Bank Indonesia sebagaimana tercantum pada Surat Bank Indonesia No. 9/142/GBI/DPIP/Rahasia tanggal 26 September 2007.

- **Chesna F. Anwar – Direktur Kepatuhan**
Chesna F. Anwar bergabung dengan Standard Chartered Bank (Standard Chartered Bank) Indonesia sebagai Direktur Kepatuhan di tahun 2010. Sebelum bergabung dengan Standard Chartered Bank Indonesia, beliau menjabat sebagai Direktur Internal Affairs di Komisi Pemberantasan Korupsi (KPK) dan sebagai Direktur Kepatuhan Citibank Indonesia.

Karir Chesna di bidang industri perbankan lebih dari 20 tahun terutama dibidang *Operations, Securities Services* dan *Compliance and Assurance* di Citibank Indonesia.

Lulus dari Maryland University, USA dibidang Ekonomi, Chesna juga berperan aktif sebagai anggota Forum Komunikasi Direktur Kepatuhan (FKDKP) dan Asosiasi Bank Asing (FBAI).

Chesna F. Anwar diangkat sebagai Direktur Kepatuhan menggantikan Chisca Mirawati pada tanggal 1 April 2010 berdasarkan Surat Persetujuan BI No. 12/93/GBI/DPIP/Rahasia tanggal 19 Juli 2010.

- **Effendi Ibnoe, Head of Human Resources**
Effendi Ibnoe bergabung dengan Standard Chartered Bank Jakarta pada tahun 2009 sebagai *Head, Human Resources* setelah sebelumnya menduduki jabatan Direktur Sumber Daya Manusia pada Bank Permata pada tahun 2008.

Effendi started his career at IBM Indonesia in 1982 and spent most of his career tenure at General Electric (GE) for 11 years since 1997. He held a number of crucial positions in GE i.a. Regional HR Director, GE South East Asia based in Malaysia, and Executive VP, HR based in Thailand. Effendi obtained his degree in Psychology from University of Indonesia in 1982.

He succeeded Irene Wuisan and has been effective as Head of Human Resources pursuant to Bank Indonesia approval as stated on Bank Indonesia letter No. 11/87/631/DPIP/Rahasia dated 6 July 2009. As of 5 November 2010, Effendi had resigned from Standard Chartered Bank. The vacant position had been double-hatted by Chesna F. Anwar (Compliance Director) as Acting Head of Human Resources until 31 December 2010.

- **Soenitha Poernomo, Head, Corporate Affairs**
Sonitha Poernomo joined Standard Chartered Bank Indonesia in 2010 as Head, Corporate Affairs. She brings with her over 17 years of experience in public relations in consultant agency, multinational corporations, and banking.

Previously as a VP of Global Consumer Group, Corporate Affairs in Citibank Indonesia, she was accountable for the external communications of Consumer Banking and lead the financial education programs since 2007 until 2010. She started her career at Indo Pacific Public Relations Consultant in 1993, then joined PT Produk Indonesia, and Hewlett-Packard Indonesia consecutively until the beginning of 2007.

As per 31 December 2010, Sonitha Poernomo awaited for Fit and Proper test by Bank Indonesia.

Effendi memulai karirnya di IBM Indonesia pada tahun 1982 dan berkarier di *General Electric (GE)* selama 11 tahun sejak tahun 1997. Selama bekerja di *GE*, beliau pernah menjabat sebagai *Regional HR Director, GE South East Asia* di Malaysia, dan *Executive VP, HR* di Thailand. Beliau mendapatkan gelar kesarjanaan di bidang Psikologi dari Universitas Indonesia pada tahun 1982.

Beliau menggantikan Irene Wuisan dan efektif menjadi *Head of Human Resources* berdasarkan persetujuan Bank Indonesia sebagaimana tercantum dalam surat Bank Indonesia No. 11/87/631/DPIP/Rahasia tanggal 6 Juli 2009. Pada tanggal 5 November 2010, Effendi mengundurkan diri dari SBC. Selama kekosongan posisi tersebut hingga 31 Desember 2010, Chesna F. Anwar (Direktur Kepatuhan) merangkap sebagai pejabat sementara *Head of Human Resources*

- **Soenitha Poernomo, Head, Corporate Affairs**
Sonitha Poernomo bergabung dengan Standard Chartered Bank Indonesia pada tahun 2010 sebagai Head, Corporate Affairs. Ia memiliki pengalaman di bidang public relations selama lebih dari 17 tahun di konsultan public relations, perusahaan multinasional, dan perbankan.

Sebelumnya sebagai VP-Global Consumer Group, Corporate Affairs di Citibank Indonesia, ia bertanggung jawab untuk komunikasi eksternal untuk lini bisnis consumer banking dan memimpin program edukasi perbankan, sejak tahun 2007 hingga 2010. Beliau memulai karirnya di perusahaan konsultan Indo Pacific Public Relations pada tahun 1993, kemudian bergabung dengan PT Produk Indonesia, dan Hewlett-Packard Indonesia hingga awal 2007.

Per tanggal 31 Desember 2010, Sonitha Poernomo masih menunggu proses Fit and Proper Test oleh Bank Indonesia.

- **Fauzi Ichsan, Senior Economist and Head of Government Relations**

Fauzi Ichsan joined Standard Chartered Bank Indonesia in 2001 as *Financial Market* economist. Previously, he was the Senior Economic Adviser to the British Ambassador Sir Robin Christopher in Jakarta, his main responsibility was evaluating the effectiveness of IMF (International Monetary Funds) program in Indonesia in 1998-2000, during economic crisis in Indonesia.

Fauzi Ichsan possessed Master Degree from Massachusetts Institute of Technology (MIT) in 1995 and a Bachelor Degree from London School of Economics (LSE) in 1991.

He started his career at Ministry of Finance as analyst in 1991 and continued with several positions in Citibank Jakarta during 1995-1997.

Fauzi Ichsan was appointed as Senior Economist and Head of Government Relations Standard Chartered Bank Indonesia pursuant to Bank Indonesia approval as sated on Bank Indonesia letter BI approval No. 10/65/GBI/DPIP/ Rahasia dated 5 Mei 2008.

✚ **Committees in Standard Chartered Bank Indonesia**

▪ **Asset & Liability Committee (ALCO)**

Asset & Liability Management (ALM) is part of risk management and responsible to manage and control balance sheet and profit/loss. ALM will focus in managing risk related to interest risk, liquidity risk, capital management and foreign exchange exposure.

ALCO conducts monthly meeting to evaluate the management of balance sheet, ALM strategy and implementation.

- **Fauzi Ichsan, Senior Economist and Head of Government Relations**

Fauzi Ichsan bergabung dengan Standard Chartered Bank Indonesia tahun 2001 sebagai pengamat ekonomi untuk divisi *Financial Market*. Sebelumnya beliau adalah Penasehat Ekonomi Senior Duta Besar Inggris Sir Robin Christopher di Jakarta yang bertanggung jawab mengevaluasi efektivitas program IMF (*International Monetary Fund*) di Indonesia selama krisis ekonomi 1998 – 2000.

Fauzi Ichsan mendapatkan gelar master dari *Massachusetts Institute of Technology (MIT)* tahun 1995 dan gelar kesarjanaan dari *London School of Economics (LSE)* tahun 1991.

Beliau mengawali karirnya di Departemen Keuangan tahun 1991 sebagai analis dan menjabat berbagai posisi di Citibank Jakarta selama kurun waktu 1995 – 1997.

Fauzi Ichsan ditunjuk sebagai *Senior Economist and Head of Government Relations* Standard Chartered Bank Indonesia berdasarkan persetujuan Bank Indonesia sebagaimana tercantum pada surat Bank Indonesia No. 10/65/GBI/DPIP/Rahasia tanggal 5 Mei 2008.

✚ **Komite-komite yang ada di Standard Chartered Bank Indonesia**

▪ **Asset & Liability Committee (Komite ALCO)**

Asset & Liability Management (ALM) merupakan bagian dari aktivitas manajemen risiko dan bertanggung jawab untuk mengelola dan memantau neraca serta laba/rugi. ALM berkonsentrasi pada pengelolaan risiko terkait suku bunga, risiko likuiditas, pengelolaan modal, dan eksposur valuta asing.

ALCO mengadakan pertemuan setiap bulan untuk mengevaluasi pengelolaan neraca, strategi, dan pelaksanaan.

This committee establishes standard procedure on internal transfer pricing, set interest rate applied in productive asset and liability, set the funding and lending strategy and managing our investment portfolio. ALCO will also be responsible to monitor interest risk, loans period, currency exposure, funding and embedded risk. The outcome of this meeting should be reported to GALCO.

This committee is chaired by Chief Executive Officer and attended by several manco members related to ALM such as *Wholesale Banking*, *Consumer Banking*, Finance and other senior management. Minutes of meeting is documented and emergency meeting will be conducted if necessary.

▪ **Country Risk Committee (CRC)**

CRC's objective is to ensure the effective management of risk¹ throughout Standard Chartered Bank Indonesia in support of the Standard Chartered Bank's strategy. Key responsibilities of the CRC are i. to ensure the effective application of Standard Chartered Bank's risk management framework; ii. to ensure risk identification and measurement capabilities are objective, consistent and compliant with Standard Chartered Bank standards and applicable regulations; and iii. to ensure the effective application of the Group's risk assurance framework to evidence that existing governance and risk control processes are effectively implemented across Standard Chartered Bank Indonesia. CRC is held on a monthly basis and is chaired by the Country Chief Risk Officer.

▪ **Country Operational Risk Committee (CORC)**

CORC's objective is to ensure the effective management of operational risk throughout Standard Chartered Bank Indonesia in support of the Standard Chartered Bank's strategy and in accordance with the Risk Management Framework and related Operational Risk Policies

Komite ini menetapkan kebijakan internal *transfer pricing*, menetapkan suku bunga aktiva produktif dan pasiva, menetapkan strategi pendanaan dan penyaluran dana, serta mengelola portofolio investasi. ALCO juga bertanggung jawab untuk memantau suku bunga, jangka waktu kredit, *currency exposure*, pendanaan dan risiko yang melekat. Hasil dari pertemuan ini akan dilaporkan kepada GALCO.

Komite ini diketuai oleh *Chief Executive Officer* dan dihadiri oleh Manco yang terkait dengan ALM seperti *Wholesale Bank*, *Consumer Banking*, Finance dan manajemen senior lainnya. Notulen rapat didokumentasikan dan pertemuan luar biasa akan diselenggarakan jika diperlukan.

▪ **Country Risk Committee (CRC)**

Komite ini bertujuan untuk memastikan bahwa manajemen risiko di bank telah dilaksanakan secara efektif untuk mendukung strategi bank. Tanggung jawab Utama CRC adalah memastikan kerangka kerja manajemen risiko diterapkan secara efektif; memastikan bahwa identifikasi dan pengukuran dilakukan secara obyektif, konsisten, dan sesuai dengan standard Standard Chartered Bank dan ketentuan yang berlaku; memastikan bahwa kerangka kerja Risk Assurance yang dikeluarkan oleh Group diterapkan secara efektif sesuai dengan governance dan proses risk control yang berlaku. CRC diadakan setiap bulan dan diketuai oleh *Country Chief Risk Officer*.

▪ **Country Operational Risk Committee (CORC)**

Tujuan dari CORC adalah untuk memastikan efektivitas dari manajemen risiko operasional di bank dalam menyokong strategi bank sesuai dengan *Risk Management Framework* (RMF) serta kebijakan dan prosedur risiko operasional. CORC diadakan setiap bulan dan diketuai oleh

¹ Excluding the management of Liquidity and Capital Risks (prudential liquidity, regulatory and internal balance sheet ratios capital adequacy, structural currency and interest rate risk, and tax risk) which are the responsibility of the Asset and Liability Committee (ALCO), and Pensions Risk which is the responsibility of the Pensions Executive Committee (PEC).

and Procedures. CORC is held on a monthly basis and is chaired by the Chief Executive Officer.

▪ **Early Alert Committee (EAC)**

The EAC's objective is to discuss Wholesale Bank and Small Medium Enterprise (SME) accounts which display early signs of potential stress. The objective of this meeting is to take preventive action against credit losses and provide the affected Wholesale Banking and SME clients with appropriate advice. *Early Alert Committee* is held on a monthly basis. The meeting is chaired by the Chief Executive and coordinated by Country Chief Risk Officer.

▪ **Group Special Asset Management Committee (GSAM)**

GSAM committee is held on a monthly basis. The meetings is chaired and coordinated by the Head, GSAM. The meeting oversees the management of problematic and distressed accounts and is attended by the Head, Origination Client Coverage and Country Chief Risk Officer.

▪ **Business Operational Risk Committee (BORC)**

BORC's objective is to ensure the effective management of operational Risk within the business functions of Wholesale Bank and Consumer Bank in support of the respective Business' strategy and in accordance with the Risk Management Framework, related Operational Risk Policies and Procedures and any other relevant directives, policies and procedures. The meeting highlights all issues identified and determines actions to be taken. The meeting oversees the ORMA process, reviewing the results from Key Control Self Assessments which are completed in each department. BORC is held on a monthly basis for the Wholesale Banking and Consumer Banking. The meeting is chaired by the business head and coordinated by the Senior Operational Risk Officer responsible for each business.

Chief Executive Officer.

▪ ***Early Alert Committee (EAC)***

Komite *Early Alert* adalah forum untuk mendiskusikan debitur di unit bisnis Wholesale Bank dan Small Medium Enterprise (SME) yang menunjukkan gejala awal kredit bermasalah. Pertemuan ini bertujuan untuk mengantisipasi kredit bermasalah dan menetapkan rekomendasi yang sesuai kepada nasabah *Wholesale Banking* dan SME. Pertemuan ini diketuai oleh *Chief Executive* dan dikoordinasikan oleh *Country Chief Risk Officer*.

▪ ***Group Special Asset Management Committee (GSAM)***

Komite GSAM adalah forum yang diadakan setiap bulan, dipimpin dan dikoordinasikan oleh Head, GSAM. Pertemuan yang dihadiri oleh Head, Origination Client Coverage dan *Country Chief Risk Officer* ini mengkaji pengelolaan rekening yang bermasalah.

▪ ***Business Operational Risk Committee (BORC)***

Tujuan komite ini adalah untuk memastikan manajemen risiko operasional dilaksanakan dengan baik oleh unit bisnis Wholesale Bank dan Consumer Bank untuk mendukung strategi bisnis sesuai dengan Risk Management Framework, kebijakan dan prosedur risiko operasional, dan arahan lain yang terkait. Forum ini membahas berbagai permasalahan yang timbul dan tindak lanjut penyelesaiannya, dan memantau proses ORMA yaitu pemantauan *Key Control Self Assessments* yang dilaksanakan di setiap departemen. BORC diadakan setiap bulan untuk Wholesale Banking dan Consumer Banking, dihadiri oleh pejabat bisnis yang terkait dan dikoordinasikan oleh Senior Operational Risk Officer yang bertanggung jawab untuk masing-masing bisnis.

- **Information Technology Steering Committee**
The member of this committee is Chief Information Officer and other related business unit. The committee is responsible to review the development of Information Technology and to ensure that Standard Chartered Bank Indonesia's overall strategy objective can be achieved with sufficient IT support.

Other Functions in Standard Chartered Bank Indonesia

- **Compliance Function**
Standard Chartered Bank Indonesia's compliance function is led by Chesna F. Anwar, Compliance Director

She is responsible to ensure that Standard Chartered Bank Indonesia fully complies with all Bank Indonesia regulation and other prevailing local regulation issued by government bodies such as Ministry of Finance, Capital Market Regulator (Badan Pengawas Pasar Modal), Tax (with assistance of tax division), and other matters related to Indonesian law.

This division is also responsible to ensure the relationship of Standard Chartered Bank Indonesia with all local government bodies is well maintained and it implements prudential banking policy by socializing all new regulation/ revised regulation internally.

- **External Audit**
Standard Chartered Bank Indonesia has appointed Siddharta & Widjaja, a member firm of KPMG International, an independent external auditor to review financial report and the bank's operational process which may impact financial report in 2010.

- **Information and Technology Steering Committee**

Komite ini beranggotakan *Chief Information Officer* dan divisi lain yang terkait. Komite ini berkewajiban untuk memantau pengembangan IT serta memastikan rencana strategis Standard Chartered Bank Indonesia dapat dicapai dengan dukungan IT yang memadai.

Fungsi-fungsi Lain yang Ada di Standard Chartered Bank Indonesia

- **Fungsi Kepatuhan**
Fungsi kepatuhan dipimpin oleh Chesna F. Anwar, Direktur Kepatuhan.

Beliau bertanggung jawab untuk memastikan agar Standard Chartered Bank Indonesia mematuhi semua peraturan Bank Indonesia maupun peraturan lokal lainnya yang berlaku dan diterbitkan oleh lembaga-lembaga pemerintah seperti Departemen Keuangan, Bapepam LK, Kantor Pajak (dibantu oleh divisi perpajakan).

Divisi ini juga bertanggung jawab untuk memastikan agar hubungan Standard Chartered Bank Indonesia dengan lembaga pemerintah dapat terjalin dengan baik dan menerapkan prinsip kehati-hatian dengan cara mensosialisasikan semua peraturan baru maupun yang telah direvisi kepada unit internal yang memiliki kaitan dengan peraturan baru tersebut.

- **Audit Eksternal**
Standard Chartered Bank Indonesia telah menunjuk Kantor Akuntan Publik (KAP) Siddharta & Widjaja (*a member firm of KPMG International*) yang bertindak sebagai auditor independen untuk memeriksa laporan keuangan maupun proses-proses yang mempengaruhi laporan keuangan tahun 2010.

This decision is in line with appointment of KPMG as external auditor for Group.

▪ **Internal Audit**

During 2010, internal audit function was performed by Country Assurance & Audit (CAA) and Group Internal Audit (GIA). SKAI has performed audit to units in Standard Chartered Bank Indonesia periodically.

The auditee will be informed within a few days prior to the audit process to ensure objectivity and validity of the audit result.

SKAI team supports Standard Chartered Bank Indonesia to achieve its target by providing a systematic and discipline approach to evaluate and improve the effectiveness of risk management, internal control and Good Corporate Governance in accordance to the prevailing policy. The scope of activities includes operations, credit, technology and information system, as well as other support functions at head office.

In performing its functions, SKAI has full authority to access all functions, records, properties and all personnel without any restriction.

▪ **Corporate Affairs**

Responsibility to maintain fair, consistent, and transparent communications regarding matters related to corporate governance, material transactions, and corporate actions is managed by Corporate Affairs Division.

This division is also responsible for internal and external communications. Representing the Bank to communicate with the public, media or other external parties, conduct social activity or any other activities related to Sustainability or Corporate Social Responsibility, building company image with positive external events and involved in promotional events.

Keputusan ini sejalan dengan penunjukan KPMG sebagai auditor eksternal *Group*.

▪ **Audit Internal**

Selama tahun 2010, Fungsi Satuan Kerja Audit Intern (SKAI) dilaksanakan oleh *Country Assurance and Audit (CAA)* dan *Group Internal Audit (GIA)*. SKAI telah melaksanakan review berkala kepada seluruh unit di Standard Chartered Bank Indonesia.

Unit yang akan direview baru diinformasikan beberapa hari sebelumnya untuk memastikan objektivitas dan validitas hasil pemeriksaan.

SKAI akan membantu Standard Chartered Bank Indonesia dalam mencapai tujuan bisnis dengan pendekatan yang sistematis dan disiplin dalam mengevaluasi dan meningkatkan efektivitas manajemen risiko, pengendalian intern, dan *Good Corporate Governance* sesuai dengan kebijakan yang berlaku dengan cakupan bidang operasional, kredit, teknologi, dan sistem informasi, serta fungsi-fungsi pendukung di kantor pusat.

Dalam menjalankan tugasnya, SKAI berwenang mengakses semua fungsi, catatan, dan properti sesuai penugasan audit tanpa dibatasi oleh pihak manapun.

▪ **Corporate Affairs**

Tanggung jawab untuk memelihara komunikasi secara wajar, konsisten dan transparan mengenai hal-hal yang terkait dengan tata kelola perusahaan, transaksi dan tindakan korporasi diemban oleh Divisi *Corporate Affairs*.

Divisi ini juga bertanggung jawab untuk komunikasi internal dan eksternal. Mewakili bank terkait melalui kegiatan komunikasi dengan publik, media massa dan pihak eksternal lainnya, termasuk kegiatan sosial maupun *Sustainability* atau *Corporate Social Responsibility*, membangun citra perusahaan dengan kegiatan-kegiatan eksternal yang positif dan terlibat dalam kegiatan promosi.

▪ **Risk Management**

Risk management is central to Standard Chartered's business. In carrying out our business, we refer to our risk management framework named Standard Chartered Bank Risk Management Framework (RMF).

ORMAF (Operational Risk Management and Assurance Framework) is a method applied to ensure that RMF is appropriately implemented.

ORMAF is applied to identify, arrange, monitor, report, and evidence (on daily basis) the compliance rate over prevailing internal and external (law and regulations) requirements. This comprises local regulations, law and policy issued by Standard Chartered Bank Group. With ORMAF, each business unit must dispose and manage control concept to ensure the compliance with local regulations and Group standards, policies, and monthly report. Each business unit is required to periodically conduct assessment to ensure that control function is working well.

✚ **Other Disclosures**

▪ **Share Option**

Standard Chartered Bank has an incentive program staff named as RSS (Restricted Share Scheme). RSS is an option which provides the right to convert option into Standard Chartered Bank shares within period of 3 - 5 years.

▪ **Highest and Lowest Salary Ratio**

Ratio between the highest and the lowest salary during 2010 is as follow :

Ratio Type	
Highest and lowest staff salary ratio	73.07x
Highest and lowest directors ratio	2.62x
Highest directors and highest staff salary ratio	1.93x

▪ **Manajemen Risiko**

Standard Chartered Bank melihat Manajemen risiko sebagai hal yang sangat penting. Dalam menjalankan bisnis, Standard Chartered Bank mengacu pada *Risk Management Framework* (RMF).

ORMAF (*Operational Risk and Management Assessment Framework*) adalah suatu metode untuk memastikan bahwa RMF dilaksanakan sebagaimana seharusnya.

Melalui ORMAF, kami mengidentifikasi, mengelola, memantau, melaporkan dan membuktikan secara harian tingkat kepatuhan bank terhadap ketentuan internal (kebijakan dan prosedur) dan eksternal (peraturan dan hukum yang berlaku). Ketentuan ini meliputi ketentuan lokal, hukum, dan kebijakan yang dikeluarkan oleh Standard Chartered Bank Group. Dengan adanya ORMAF, setiap unit bisnis harus menetapkan dan mengelola konsep pengendalian yang tepat untuk memastikan kepatuhan terhadap regulasi lokal, standard dan kebijakan Group, serta laporan bulanan. Setiap unit bisnis diminta untuk melaksanakan pemeriksaan rutin guna memastikan bahwa fungsi kontrol berjalan dengan baik.

✚ **Pengungkapan Lainnya**

▪ **Share Option**

Standard Chartered Bank memiliki program pemberian insentif bagi karyawan yaitu RSS (*Restricted Share Scheme*). RSS merupakan opsi yang memberikan hak bagi karyawan untuk mengkonversi opsi yang dimiliki menjadi saham Standard Chartered Bank dengan jangka waktu 3-5 tahun ke depan.

▪ **Rasio Gaji Tertinggi dan Terendah**

Rasio gaji tertinggi dan terendah pada tahun 2010 adalah sebagai berikut:

Jenis Rasio	
Rasio gaji pegawai yang tertinggi dan terendah	73.07x
Rasio gaji Direksi yang tertinggi dan terendah	2.62x
Rasio gaji Direksi yang tertinggi dan pegawai tertinggi	1.93x

▪ **Internal Fraud**

Internal fraud is any violation/misconduct committed by members of the management and permanent and non-permanent employees, whether contract or outsourced, related to processes and operations which significantly affects its financial conditions, which resulted to liability or loss valued at more than one hundred million rupiah (Rp 100,000,000).

Total Fraud	2
Internal cases settled	2
Internal settlement in progress	Nil
Settlement not yet in place	Nil
In follow-up legal process	1

▪ **Legal cases**

The following cases being legally processed in 2010:

Settled	3
In progress	7
Total	10

▪ **Shares and Bonds Buy Back Transactions**

There was no share and bonds buy back transaction during 2010. Standard Chartered Bank Indonesia did not issue shares or bonds during this period.

 **Strategic Plan**

Standard Chartered Bank Indonesia has already had long term strategic plan (three years period) which is presented in annual business plan. Business plan will be updated on a regular basis to represent the latest condition and will be monitored by related forum.

 **Transparency of Financial and Non-Financial Conditions**

The preparation and presentation of financial and non-financial reports were in compliance with the procedures, types and scope prescribed by applicable Bank Indonesia regulations. Standard Chartered Bank Indonesia had also published information relating to financial statements on website

▪ **Internal Fraud**

Internal Fraud adalah penyimpangan/kecurangan yang dilakukan oleh pengurus, pegawai tetap dan tidak tetap, baik kontrak maupun *outsourced*, terkait dengan proses kerja dan kegiatan operasional yang dapat mempengaruhi kondisi keuangan kami secara signifikan, dengan dampak penyimpangan atau kerugian lebih dari Rp. 100.000.000 (seratus juta rupiah).

Total Fraud	2
Telah diselesaikan	2
Dalam proses penyelesaian di internal bank	Nil
Belum diupayakan penyelesaiannya	Nil
Telah ditindaklanjuti melalui proses hukum	1

▪ **Permasalahan hukum**

Berikut ini adalah kasus-kasus yang diproses secara hukum selama periode tahun 2010:

Telah selesai	3
Dalam proses penyelesaian	7
Total	10

▪ **Buy Back Saham dan Buy Back Obligasi Bank**

Pada tahun 2010 tidak terdapat transaksi *buy back* saham maupun obligasi. Standard Chartered Bank Indonesia tidak pernah menerbitkan saham maupun obligasi.

 **Rencana Strategis**

Standard Chartered Bank Indonesia telah memiliki rencana strategis jangka panjang (periode 3 tahun) yang dijabarkan dalam rencana bisnis tahunan. Rencana bisnis itu diperbaharui untuk mencerminkan kondisi sebenarnya. Pencapaian rencana strategis tersebut akan dipantau dalam forum-forum yang ada.

 **Transparansi Kondisi Keuangan dan Non-Keuangan**

Penyusunan dan penyajian laporan keuangan dan non-keuangan telah dilakukan dengan tata cara, jenis dan cakupan yang sesuai dengan ketentuan Bank Indonesia yang berlaku. Standard Chartered Bank Indonesia juga telah menyajikan informasi mengenai laporan keuangan pada *website*

(www.standardchartered.co.id) which can be accessed by public.

Fund Provision to Related Party and Core Debtor

Fund provision to related party and core debtor as of December 2010 is as follow:

Fund provision to related party :	IDR	1,635,521 mio
Fund provision to core debtor :		
a. Individual	IDR	10,647,519 mio
b. Group	IDR	10,284,097 mio

Transaction which Contains Conflict of Interest

Standard Chartered Bank already had internal policy which specifically governed conflict of interest and Personal Account Dealing policy. These policies should be adhered to by all Standard Chartered Bank staffs.

The Group is committed to treating its Clients fairly and requiring its Staff to conduct themselves with integrity. The Group recognises that the perception of a Conflict of Interest may be as damaging as an actual Conflict of Interest. All Staff should be mindful that a perceived failure to effectively identify and manage conflicts and perceived conflicts could damage the Group's reputation, attract legal action and regulatory sanctions.

Staff must act with independence and with integrity. Staff must be aware of their responsibilities and obligations when faced with an actual or potential Conflict of Interest.

Management must put in place necessary organisational, governance or administrative controls to manage Conflicts of Interest identified or reported. Where a Conflict of Interest cannot be avoided, it must be managed in a transparent and open manner. When identified, Conflicts of Interest should be

(www.standardchartered.co.id) yang dapat diakses oleh publik.

Penyediaan Dana Kepada Pihak Terkait dan Debitur Inti

Penyediaan dana kepada pihak terkait dan debitur/grup inti per posisi Desember 2010 adalah sebagai berikut:

Penyediaan Dana Kepada Pihak Terkait :	IDR	1.635.521 juta
Penyediaan Dana Kepada Debitur Inti :		
a. Individu	IDR	10.647.519 juta
b. Grup	IDR	10.284.097 juta

Transaksi yang Mengandung Benturan Kepentingan

Standard Chartered Bank telah memiliki peraturan internal yang secara khusus mengatur mengenai benturan kepentingan dan kebijakan *Personal Account Dealing*. Kebijakan ini wajib dipatuhi oleh segenap karyawan Standard Chartered Bank Indonesia.

Group berkomitmen untuk memperlakukan klien secara adil dan meminta staf untuk bertindak dengan penuh integritas. Group mengakui bahwa persepsi mengenai *conflict of interest* dapat memberikan dampak yang sama besarnya dengan *conflict of interest* yang aktual. Seluruh staf diingatkan bahwa kegagalan dalam mengidentifikasi dan mengatasi konflik secara efektif dan kemungkinan adanya konflik itu sendiri dapat mempengaruhi reputasi Group, tindakan hukum, dan sanksi regulator.

Staf harus bertindak independen dan penuh integritas. Staf harus memahami tanggung jawab dan kewajibannya ketika dihadapkan pada *conflict of interest* yang aktual dan potensial.

Manajemen harus menetapkan kontrol organisasional, *governance* dan administratif untuk mengatur *conflict of interest* yang diidentifikasi atau dilaporkan. Apabila *conflict of interest* tidak dapat dihindari maka hal itu harus diatasi secara transparan dan terbuka. *Conflict of interest* yang teridentifikasi harus dieskalasi dan

escalated and recorded in accordance with the relevant policies and procedures.

There's no transaction which contained conflict of interest during 2010.

✚ Fund Donation for Social Activities and Politic

In addition to conduct business in Indonesia, Standard Chartered Bank also involved in social events or donation to other party who needs help due to natural disaster.

The donation can be provided in cash or training or any other events related to Sustainability or Corporate Social Responsibility. Standard Chartered Bank Indonesia does not provide donation for political purpose. Below are focus of our sustainability programs:

- Seeing is Believing (SiB)
- HIV/AIDS Awareness
- Environment Program
- Community Development Program

dicatat sesuai dengan kebijakan dan prosedur yang terkait.

Selama tahun 2010 tidak terdapat laporan mengenai terjadinya transaksi yang mengandung benturan kepentingan.

✚ Pemberian Dana untuk Kegiatan Sosial dan Politik

Selain menjalankan usaha bisnis di Indonesia, Standard Chartered Bank Indonesia juga bertanggung jawab untuk ikut serta melakukan kegiatan sosial berupa pemberian bantuan kepada pihak yang membutuhkan bantuan akibat bencana alam.

Bantuan berupa pelatihan pada pihak yang membutuhkan atau hal lain yang terkait dengan *Sustainability* atau *Corporate Social Responsibility*. Standard Chartered Bank Indonesia tidak pernah memberikan dana untuk kepentingan politik. Berikut ini adalah fokus dari kegiatan *sustainability program* kami:

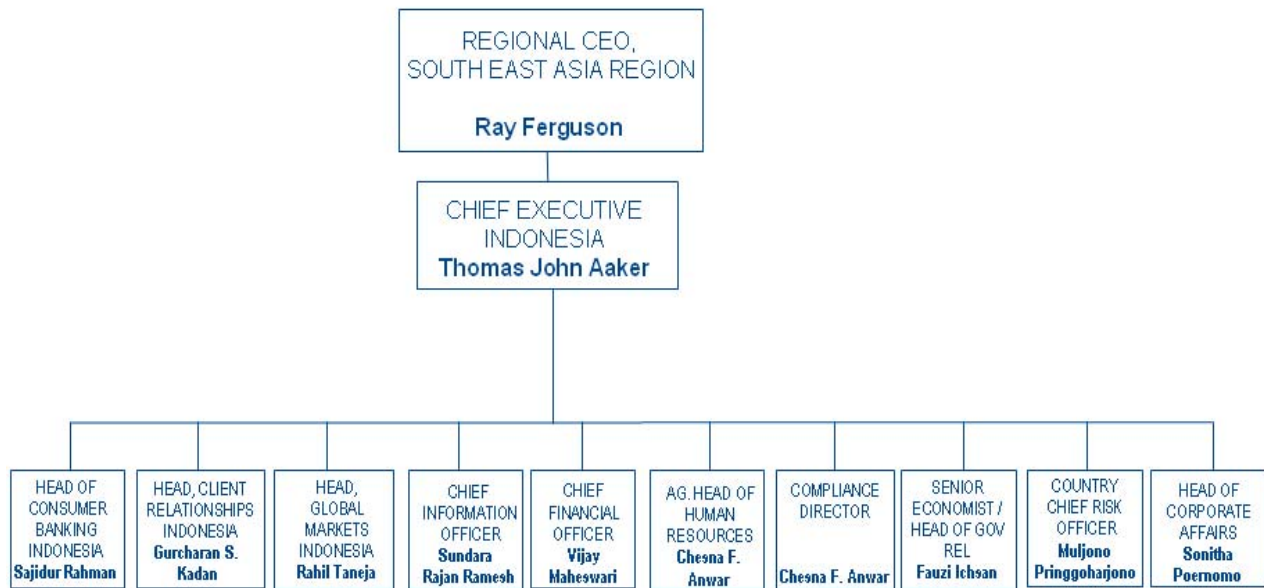
- Seeing is Believing (SiB)
- HIV/AIDS Awareness
- Environment Program
- Community Development Program

No	Social Activities	Amount
1.	SiB: refractive error checking, eye glasses distribution, diabetic retinopathy infrastructure, and cataract surgeries	IDR 19 billion
2.	HIV/AIDS Campaign	IDR 12 million
3.	Environment Program: Tree planting Cleaning museums in Jakarta	IDR 36 million
4.	Community Development Program: Professional training for teachers Educational support services for children with visual impairment	IDR 1 billion

E. ORGANISATION STRUCTURE OF STANDARD CHARTERED BANK / E. STRUKTUR ORGANISASI STANDARD CHARTERED BANK

Organization Structure Standard Chartered Bank Indonesia per 31 December 2010 /

Struktur Organisasi Standard Chartered Bank Indonesia per 31 Desember 2010



Worldwide Network / Jaringan Global

Asia Pacific	Africa	The Middle East	Europe	The Americas
▶ Australia	▶ Africa Region	▶ Afghanistan	▶ Austria	▶ Argentina
▶ Bangladesh	▶ Botswana	▶ Bahrain	▶ Europe Region	▶ Brazil
▶ Brunei	▶ Cameroon	▶ Egypt	▶ Falklands	▶ Canada
▶ Cambodia	▶ Cote d'Ivoire	▶ Iran	▶ France	▶ Cayman Islands
▶ China	▶ Gambia	▶ Jordan	▶ Germany	▶ Chile
▶ Hong Kong	▶ Ghana	▶ Lebanon	▶ Guernsey	▶ Colombia
▶ India	▶ Kenya	▶ Oman	▶ Ireland	▶ Mexico
▶ Indonesia	▶ Nigeria	▶ Qatar	▶ Italy	▶ Peru
▶ Japan	▶ Sierra Leone	▶ UAE	▶ Jersey	▶ Uruguay
▶ Laos	▶ South Africa		▶ Russia	▶ United States
▶ Macau	▶ Tanzania		▶ Spain	▶ Venezuela
▶ Malaysia	▶ Uganda		▶ Sweden	
▶ Mauritius	▶ Zambia		▶ Switzerland	
▶ Nepal	▶ Zimbabwe		▶ Turkey	
▶ Pakistan			▶ United Kingdom	
▶ Philippines				
▶ Singapore				
▶ South Korea				
▶ Sri Lanka				
▶ Taiwan				
▶ Thailand				
▶ Vietnam				

F. EXISTENCE IN INDONESIA

By end of 2010, in addition to the branch office in Jakarta, the Standard Chartered Bank Indonesia has 7 auxiliary branch offices in Surabaya, Bandung, Medan, Semarang, Bali, Palembang, and Makassar. Standard Chartered Bank Indonesia also has 21 cash offices and ATM in those cities.

F. EKSISTENSI DI INDONESIA

Pada akhir tahun 2010, selain kantor cabang di Jakarta, Standard Chartered Bank Indonesia memiliki 7 kantor cabang pembantu di Surabaya, Bandung, Medan, Semarang, Bali, Palembang, dan Makassar. Selain itu, Standard Chartered Bank Indonesia juga memiliki 21 kantor kas dan ATM yang tersebar di kota-kota tersebut.

Branch Office / Kantor Cabang:

Menara Standard Chartered Bank
Lantai Dasar, Jl. Prof. Dr. Satrio No. 164,
Jakarta 12930

Auxilliary Branch / Kantor Cabang Pembantu:

- Surabaya
- Bandung
- Medan
- Semarang
- Denpasar
- Palembang
- Makasar

Cash Office / Kantor Kas:

Jakarta :

- Kebon Jeruk
- Marga Guna, Pondok Indah
- Kelapa Gading Boulevard
- Mangga Dua
- Mega Mall Pluit
- Sunter
- Tj. Priok
- Puri Kembangan
- Tomang
- Pantai Indah Kapuk
- Puri Kembangan
- Tanah Abang
- Gajah Mada
- Belezza, Permata Hijau
- Atrium Kuningan

Bandung :

- Pasir Kaliki

Tangerang :

- BSD City

Surabaya :

- Bukit Darmo Boulevard, Dukuh Pakis
- Manyar Kertoarjo

Medan :

- Pelabuhan Belawan

G. FINANCIAL PERFORMANCE STANDARD CHARTERED BANK 2010 / G. KINERJA KEUANGAN STANDARD CHARTERED BANK 2010

<i>Financial Ratio*</i>			<i>Rasio Keuangan*</i>
CAPITAL	2010	2009	PERMODALAN
▪ Capital Adequacy Ratio	14.36%	11.90%	Rasio Kecukupan Modal ▪
▪ Fixed Assets against Capital	5.05%	5.55%	Aktiva Tetap terhadap Modal ▪
PRODUCTIVE ASSETS			AKTIVA PRODUKTIF
▪ Non Performing Productive Assets	6.04%	5.88%	Aktiva Produktif Bermasalah ▪
▪ Net Non Performing Loans	0.68%	2.18%	Net Non Performing Loans ▪
▪ Impairment Provision against Productive Assets	4.78%	0.00%	CKPN terhadap Aktiva Produktif ▪
▪			▪
PROFITABILITY			RENTABILITAS
▪ Return on Asset	1.49%	2.14%	Return on Asset ▪
▪ Return on Equity	10.52%	16.92%	Return on Equity ▪
▪ Net Interest Margin	3.65%	4.11%	Net Interest Margin ▪
▪ Operating Expense to Operating Income	88.66%	77.89%	Beban Operasional thd Pend. Operasional ▪
LIQUIDITY			LIKUIDITAS
▪ Loan to Deposit Ratio	101.76%	84.27%	Loan to Deposit Ratio ▪
COMPLIANCE			KEPATUHAN
▪ Breach on Legal Lending Limit Regulation	Nil	Nil	Pelanggaran / Pelampauan BMPK ▪
▪ Reserve Requirement	8.13%	5.07%	Giro Wajib Minimum ▪
▪ Net Open Position	13.84%	9.54%	Posisi Devisa Neto ▪

* The above financial ratio is based on financial report of Standard Chartered Bank Indonesia published in Bisnis Indonesia daily dated 30 April 2011 whereas some accounts has been reclassified in accordance with Bank Indonesia Regulation No. 7/50/PBI/2005 as Amendment to Bank Indonesia Regulation No. 3/22/PBI/2001 on Transparency of Bank's Financial Performance, and Bank Indonesia Circular Letter No. 7/10/DPNP/2005 as Amendment to Bank Indonesia Circular Letter No. 3/30/DPNP/2001 on Quarterly and Monthly Published Financial Report of Commercial Bank and Specific Report Submitted to Bank Indonesia.

* Rasio keuangan di atas berdasarkan laporan keuangan publikasi Standard Chartered Bank Indonesia di harian Bisnis Indonesia tanggal 30 April 2011, dimana beberapa akun direklasifikasi agar sesuai dengan Peraturan Bank Indonesia No. 7/50/PBI/2005 tentang Perubahan atas Peraturan Bank Indonesia No. 3/22/PBI/2001 tentang Transparansi Kondisi Keuangan Bank, dan Surat Edaran Bank Indonesia No. 7/10/DPNP/2005 tentang Perubahan atas Surat Edaran Bank Indonesia No. 3/30/DPNP/2001 tentang Laporan Keuangan Publikasi Triwulan dan Bulanan Bank Umum serta Laporan Tertentu yang Disampaikan kepada Bank Indonesia.

Financial Highlights

- Profit after tax decreased 31% from IDR 590,429 million to IDR 405,685 million. Profit before tax reduced by 33% from IDR 939,846 million to IDR 625,643 million.
 - NII (Net Interest Income) reduced from IDR 1,559,108 million to IDR 1,343,617 million (14%) due to reduced margin following reduction in market interest rates.
 - Operating income other than interest increased from IDR 1,336,787 million to IDR 1,385,932 million (4%) mainly driven by reduced income from marketable securities.
 - Operating expense increased from IDR 1,421,713 million to IDR 1,642,026 million (15%) due to labour cost and general/ administrative expenses.
- Total assets increased from IDR 38,825,030 million to IDR 39,733,451 million largely due to increased of loan and reduced reverse repo transactions and USD/IDR exchange rate relatively stable during 2010 compared to 2009.
 - Customer deposits (C/A, Saving and Deposit) in IDR equivalent reduced by 2% from IDR 19,122,703 million to IDR 18,782,286 million. In original currency, IDR deposits are relatively stable whilst FCY customer deposits are reduced by 2%.
- Capital Adequacy Ratio was stated at 14,36% and increased compare to 11.90% last year.

Productive Asset Quality

Pursuant to Bank Indonesia Regulation No. 7/2/PBI/2005 as amended consecutively by Bank Indonesia Regulation No. 8/2/PBI/2006, Bank Indonesia Regulation No. 9/6/PBI/2007, and Bank Indonesia Regulation No. 11/2/PBI/2009, accompanied with Circular Letter No. 7/3/DPNP/2005 on Earning Asset Quality, all banks are required to provide

Kinerja Keuangan

- Laba bersih setelah pajak turun sebesar 31% dari Rp. 590.429 juta menjadi Rp 405.685 juta. Laba sebelum pajak turun 33% dari Rp. 939.846 juta menjadi Rp. 625.643 juta.
 - Pendapatan bunga bersih turun dari Rp. 1.559.108 juta menjadi Rp. 1.343.617 juta (14%) disebabkan berkurangnya margin berikut penurunan dari suku bunga pasar.
 - Pendapatan operasional selain bunga bersih naik dari Rp. 1.336.787 juta menjadi Rp. 1.385.932 juta (4%) terutama karena kenaikan pendapatan dari pos surat berharga.
 - Jumlah beban operasional naik dari Rp. 1.421.713 juta menjadi Rp. 1.642.026 juta (15%) dikarenakan naiknya biaya tenaga kerja dan beban administrasi dan umum.
- Total aktiva naik dari Rp. 38.825.030 juta menjadi Rp. 39.733.451 juta terutama disebabkan oleh kenaikan pada pos kredit yang diberikan dan berkurangnya transaksi reverse repo serta kurs USD/IDR relatif stabil selama tahun 2010 dibandingkan tahun 2009.
 - Dana pihak ketiga (Giro, Tabungan dan Deposito) dalam rupiah turun sebesar 2% dari Rp. 19.122.703 juta menjadi Rp. 18.782.286 juta. Simpanan nasabah dalam mata uang asal relatif stabil, sedangkan dalam mata uang asing turun 2%.
- Rasio Kecukupan Modal tercatat 14.36% dimana naik dari 11.90% dibandingkan dengan tahun lalu.

Kualitas Aktiva Produktif

Sesuai dengan Peraturan Bank Indonesia No. 7/2/PBI/2005 mengenai Kualitas Aktiva Produktif sebagaimana diubah berturut-turut dengan Peraturan Bank Indonesia No. 8/2/PBI/2006, Peraturan Bank Indonesia No. 9/6/PBI/2007, dan Peraturan Bank Indonesia No. 11/2/PBI/2009, serta Surat Edaran No. 7/3/DPNP/2005 mengenai Kualitas Aktiva Produktif,

provision for their productive assets.

As of 31 December 2010 the Standard Chartered Bank Indonesia's Impairment provision on productive assets was IDR 1,819,619 million, there is no shortage against allowance for possible losses (PPA) as per Bank Indonesia requirement.

Third Party Fund

As of 31 December 2010, Standard Chartered Bank Indonesia's third party fund is as follows :

Current Account	IDR 7,908,779 million
Saving Account	IDR 3,970,586 million
Time Deposit	IDR 6,902,921 million
Deposit from Other Bank	IDR 2,667,753 million

semua bank wajib membentuk cadangan atas aktiva produktif.

Pada tanggal 31 Desember 2010, total Cadangan Kerugian Penurunan Nilai (CKPN) yang telah dibentuk sebesar Rp. 1.819.619 juta, tidak ada selisih kurang antara Penyisihan Penghapusan Aktiva (PPA) dan cadangan kerugian penurunan nilai atas aset produktif sebagaimana ketentuan Bank Indonesia.

Dana Pihak Ketiga

Pada tanggal 31 Desember 2010, dana pihak ketiga dari Standard Chartered Bank Indonesia terdiri dari:

Giro	Rp. 7.908.779 juta
Tabungan	Rp. 3.970.586 juta
Simpanan Berjangka	Rp. 6.902.921 juta
Simpanan dari Bank lain	Rp. 2.667.753 juta

H. BUSINESS STRATEGY FOR 2010

Standard Chartered Bank is constantly committed to increase the existence and the development of business in Indonesia. With better economy situation, we expect to achieve better improvement in the future.

Presently the Standard Chartered Bank Indonesia's business performance is in line with Standard Chartered Bank mission to become the World's Leading International Bank focusing in Asia, Africa and the Middle East. In Indonesia, Standard Chartered Bank also have a specific mission being the Leading International Bank, with performance in various sectors as reflected by our stakeholders.

Our business strategy is as follow:

1. Maintain a strong capital position to support business growth and compliance to regulatory requirement
2. Maintain a sustainable performance in the long run
3. To be the core bank to our clients, deepening and broadening relationship in our key market.
4. Continue to attract, engage and retain superior talent in the context of intensified competition.
5. Further build diverse leadership capability through accelerated development and promotion of our talent
6. Continue to ensure our compensation structures reward sustainable performance

Consumer Banking

Consumer Banking Division provides products and services to customer segments with different needs:

H. STRATEGI BISNIS DI TAHUN 2010

Standard Chartered Bank selalu berkomitmen untuk meningkatkan eksistensi dan mengembangkan usaha di Indonesia. Dengan semakin membaiknya kondisi perekonomian di Indonesia, kami berharap untuk dapat lebih berkembang di masa yang akan datang.

Saat ini kinerja Standard Chartered Bank Indonesia sejalan dengan misi Standard Chartered Bank untuk menjadi bank internasional terdepan (*the Leading International Bank*) di dunia, dan unggul di kawasan Asia, Afrika, dan Timur Tengah. Di Indonesia, Standard Chartered Bank juga memiliki misi spesifik yaitu menjadi Bank Internasional Terdepan yang berprestasi pada berbagai bidang, sebagaimana direfleksikan oleh para *stakeholders* kami.

Adapun strategi pengembangan bisnis kami adalah sebagai berikut:

1. Senantiasa memiliki permodalan yang kuat untuk mendukung pertumbuhan bisnis dan kepatuhan pada peraturan yang berlaku.
2. Menjaga kinerja yang stabil pada jangka panjang.
3. Menjadi bank utama bagi nasabah-nasabah kami dengan memperdalam dan memperluas hubungan dengan nasabah pada pasar yang utama.
4. Senantiasa menarik perhatian, melibatkan dan mempertahankan talenta-talenta yang baik dalam konteks persaingan yang sangat intensif saat ini.
5. Terus membangun kapasitas kepemimpinan yang beragam melalui pengembangan talenta karyawan yang cepat dan promosi karyawan.
6. Memastikan agar struktur kompensasi yang ada memberikan penghargaan bagi mereka yang memiliki kinerja baik yang stabil.

Consumer Banking

Divisi Consumer Banking memberikan fokus pelayanan dan produk kepada setiap segmen nasabah yang memiliki kebutuhan yang berbeda,

1. *Priority Banking*. Customers with *relationship balance* above USD 50,000
2. *Preferred Banking*. Customers with *relationship balance* between USD 10,000 and USD 50,000.
3. *Personal Banking*. Customers with *relationship balance* below USD 10,000.

We provide various products and services to every customer segments e.g. Loans, Current and Saving Accounts, Deposits, Investments.

In order to reward our customers, *Consumer Banking* develops new reward system called "PanBank Reward". PanBank Reward provides customers with Reward point based on products and services utilize by customers. *Consumer Banking* also introduces new services for *Priority Banking* customers. This will provide customers with more access and conveniences through:

1. Fullfillment of customer needs as a whole including transactions, loans, investments and protections
2. PanBank Reward
3. Mortgage solutions with good quality of service and higher loan limit

From distribution network viewpoint, *Consumer Banking* develops capabilities to become leader in Premium Banking segment and certain segments of SME (Small and Medium Enterprises) while continuing the development of profitable mass market segment. We optimizes the opportunities of expanding branch network while ensuring optimum productivity and efficiency in every branch.

Wholesale Banking

Wholesale Banking (WB) Division consists of 3 working units: Origination Client Coverage (ie. Global Corporates, Commodity Trader & Agriculture

yaitu:

1. *Priority Banking*. Nasabah-nasabah dengan *relationship balance* di atas USD 50,000
2. *Preferred Banking*. Nasabah-nasabah dengan *relationship balance* antara USD 10,000 - USD 50,000.
3. *Personal Banking*. Nasabah-nasabah dengan *relationship balance* di bawah USD 10,000.

Untuk setiap segmen nasabah tersebut, kami memberikan berbagai layanan dan produk seperti Pinjaman, Rekening Giro, Tabungan, Deposito, Investasi, dan lain lain.

Dalam rangka memberikan penghargaan kepada nasabah, *Consumer Banking* mengembangkan sistem reward baru yang dinamakan "PanBank Reward". Dengan PanBank Reward nasabah mendapatkan penghargaan dalam bentuk point Reward atas berbagai layanan dan produk yang digunakan oleh nasabah. *Consumer Banking* juga memperkenalkan bentuk pelayanan baru untuk nasabah *Priority Banking*, dimana nasabah akan mendapatkan akses serta kenyamanan yang lebih melalui:

1. Pemenuhan kebutuhan nasabah sebagai satu kesatuan yang utuh termasuk transaksi, pengeluaran rutin, pinjaman, investasi dan proteksi
2. PanBank Reward
3. Solusi KPR/KPA dengan pelayanan yang lebih baik dan limit yang lebih tinggi.

Untuk jaringan distribusi, fokus rencana kerja *Consumer Banking* adalah membangun kapabilitas untuk menjadi pemimpin di segmen *Premium Banking* dan SME (Usaha Kecil dan Menengah) sub segmen tertentu serta terus membangun segmen *mass market* yang menguntungkan. Kami mengoptimalkan peluang perluasan jaringan kantor cabang dan pada waktu yang sama memastikan maksimalnya efisiensi dan produktivitas setiap kantor.

Wholesale Banking

Divisi *Wholesale Banking (WB)* terdiri atas 3 unit kerja yaitu *Origination Client Coverage* (terdiri dari *Global Corporates, Commodity Trader & Agriculture*

Corporates, Local Corporates and Financial Institutions), Transaction Banking and Financial Market (Treasury). WB still consistently does its best endeavor to provide One Roof Banking Services for its products and services, and focus on corporate markets as well as financial institutions, such as local incorporated companies, state enterprises, financial institutions (banking and non-banking financial institutions), and multinational corporations.

The range of products consists of traditional banking products such as loans, trade, cash management, Securities Services, up to specific solutions for Customer needs such as Interest Rate Derivatives and FX exposure management through derivative transactions.

WB division continue to maintain and improve the quality of products being offered and the capacity of operations, as well as continuous developing and enhancing products, in the effort to ensure quality of services to clients, delivering client requirements and to maintain our present sources of income, as well as increase market segment.

Corporates, Local Corporates dan Financial Institutions), Transaction Banking serta Financial Market (Treasury). WB tetap berusaha secara konsisten untuk memberikan Jasa Perbankan Satu Atap untuk produk dan jasa, dan memfokuskan pada segmen pasar korporasi serta lembaga keuangan, seperti perusahaan korporasi dalam negeri, badan usaha milik Negara, lembaga keuangan (bank dan lembaga keuangan bukan bank), dan korporasi multinasional.

Rentang produk terdiri dari produk perbankan tradisional seperti pemberian pinjaman, fasilitas *trade, layanan cash management, layanan kustodian* hingga solusi yang lebih spesifik untuk kebutuhan nasabah seperti derivative suku bunga dan manajemen valuta asing melalui transaksi derivatif.

Divisi WB akan terus mempertahankan dan meningkatkan kualitas dari produk-produk yang ditawarkan dan kapasitas operasional yang dimiliki, dan juga terus mengembangkan produk-produk baru, dalam rangka pemberian layanan berkualitas kepada nasabah sesuai dengan kebutuhan nasabah dan mempertahankan sumber pendapatan yang ada pada saat ini serta untuk meningkatkan pangsa pasar.

I. HUMAN RESOURCES

Human Resources Department carries on efforts to continuously improve employee productivity through enhancement skill and competence program for all employees.

Based on the record, throughout the year few trainings have been implemented for employee development with the following details:

1. Total training modules throughout the year are 253 types of programs.
2. Total participants for all programs 16.101 participants

Commitment to enhance staff competence can be observed in the allocation of 5% of total manpower costs for training programs. In 2010, the actual training ratio for the bank was 4,81% **thus the remaining cost will be allocated in 2011.**

In addition to training to improve employees' competence, the following are key areas for development throughout 2010:

- Training and job rotation, as well as opportunities for potential employees to increase their knowledge.
- To use the instrument known as "strength finders" in order to understand the strength of staff and consequently provide development training programmes related to staff's capability and type of work.
- Preserve the bank's specific culture as great place to work by supporting all employees to develop and improve their capabilities by implementing the Individual Learning Development Plan (ILDLP).
- Create balance between hard work and self actualization in the society, religious activity or other matters of personal in nature, known as the Diversity & Inclusion programme.

I. SUMBER DAYA MANUSIA

Divisi Sumber Daya Manusia melanjutkan upaya untuk terus-menerus meningkatkan produktivitas karyawan melalui program-program peningkatan keahlian dan kecakapan bagi seluruh karyawan.

Sesuai dengan catatan, sepanjang tahun telah dilaksanakan pelatihan untuk pengembangan karyawan dengan perincian sebagai berikut:

1. Jumlah pelatihan sepanjang tahun mencakup 253 jenis program.
2. Jumlah total peserta untuk seluruh program adalah sebanyak 16.101 partisipan

Komitmen pada peningkatan kecakapan karyawan terlihat dari alokasi sebesar 5% dari total biaya tenaga kerja untuk program pelatihan. Tahun 2010, realisasi rasio pelatihan tercatat sebesar 4.81% dan sesuai ketentuan SK Dir.no.31/310/KEP/DIR tahun 1999 atas kekurangan tersebut biaya akan dialokasikan ke tahun 2011.

Di samping pelatihan untuk meningkatkan kecakapan karyawan, area yang menjadi perhatian utama Standard Chartered Bank Indonesia sepanjang tahun 2010 adalah:

- Pelatihan dan rotasi kerja, serta membuka kesempatan bagi karyawan yang potensial untuk meningkatkan kemampuan mereka.
- Mempergunakan instrument "*strength finders*" untuk mengetahui keunggulan karakter karyawan dan pada saat yang bersamaan memberikan program pelatihan yang berkaitan dengan kapasitas dan jenis pekerjaan mereka.
- Mempertahankan kultur budaya khas bank sebagai tempat yang baik untuk bekerja dengan mendukung pengembangan karyawan dan memperbaiki kapabilitas kemampuan mereka dengan melaksanakan program *Individual Learning Development Plan* (ILDLP).
- Menciptakan keseimbangan antara 'pekerjaan' dengan aktualisasi diri dalam bidang sosial, kegiatan keagamaan ataupun hal-hal lain yang bersifat keragaman dan keterlibatan (*Diversity and*

- Improve effectiveness and efficiency process.
- Trust the management to directly manage their human resources through peoplesoft system. The employees are obliged to up date their own personal details themselves through the system.
- 8 employees worked overseas in 2010 for attachment programmes as part of learning development. Presently, there are over 130 Indonesian working in Standard Chartered Bank network.
- Mandatory e-learning for new joiners including Money Laundering Prevention, Reputation Risk, Operational Risk, Code of Conduct, Health & Safety, SAFE-R, Living with HIV, Basel II and risk management certification held by BSMR.

In addition, Standard Chartered Bank Indonesia through its human resources division had also improved quality relationship with Labour Union and already strived for improvement in facilities for employees who are members of the Labour Union

Remuneration

Remuneration Committee is one of key committee in the Group assisting the Board to determine and review remuneration for the Board and senior executive.

This committee is responsible to ensure remuneration benefit standard is sufficient and commensurate with the job requirement.

The responsibility to evaluate and determine remuneration benefit for staff who is assigned in other country is performed by Remuneration Committee through IMT (International Mobility Team). This team is responsible to determine remuneration package for expatriate staff.

For local staff, the remuneration package will follow local standard remuneration and other benefit applied

Inclusion programme)

- Meningkatkan efektifitas dan efisiensi proses.
- Memberi kepercayaan kepada manajemen untuk mengelola SDM secara langsung melalui *Peoplesoft system*. Karyawan wajib melakukan pengkinian data secara langsung melalui sistem.
- Selama tahun 2010, ada 8 karyawan Standard Chartered Bank Indonesia bekerja di luar negeri sebagai bagian dari program pengembangan karyawan. Saat ini ada lebih dari 130 warga Indonesia bekerja di jaringan Standard Chartered Bank di dunia.
- Kewajiban training melalui media elektronik untuk karyawan baru, meliputi *Money Laundering Prevention, Reputation Risk, Operational Risk, Code of Conduct, Health & Safety, SAFE-R, Living with HIV & Basel II* serta sertifikasi manajemen risiko yang diadakan oleh BSMR.

Selain hal-hal di atas, Divisi SDM juga telah meningkatkan kualitas hubungan dengan Serikat Pekerja dan bersama-sama telah mengupayakan perbaikan fasilitas terhadap karyawan yang merupakan anggota Serikat Pekerja.

Remunerasi

Komite Remunerasi merupakan salah satu komite utama di Group, membantu *Board* untuk menetapkan dan mengevaluasi remunerasi bagi *Board* dan *Senior Executive*.

Komite ini bertanggung jawab juga untuk memastikan tingkat remunerasi yang diberikan telah memadai dan sesuai dengan bobot pekerjaannya.

Tanggung jawab untuk mengevaluasi dan menentukan remunerasi bagi karyawan yang ditempatkan di luar negara domisilinya dilaksanakan oleh Komite Remunerasi melalui IMT (*International Mobility Team*). Tim ini bertanggung jawab penuh menetapkan paket remunerasi untuk karyawan tersebut.

Sedangkan karyawan yang memiliki kewarganegaraan lokal, remunerasinya disesuaikan dengan standard

in respective country. Human Resources Department with respective Business Heads is responsible to establish standard policy on remuneration and benefit in accordance to local market.

Standard Chartered Bank uses in-depth philosophy to determine the remuneration value by using the *median rate* of total compensation or total payment applicable within the market for certain positions. Standard Chartered Bank also uses data from professional sources to provide a competitive annual salary payment compared to the average main industries and we believe the importance of performance based compensation, therefore the bonus provision constitutes as the basis in encouraging banking culture performance.

People Forum

Standard Chartered Bank Indonesia conducts “People Forum” meeting three times a year, both in each department and top management. This forum is held to discuss the succession plan for expatriate, analyze staffs who possess good performance and setting up development plan. This forum is important to ensure retaining staffs with good performance and determining succession planning for every critical position in Standard Chartered Bank.

Through this forum, employees who are identified as HIPO (High Performance and Potential) and have a good performance will be monitored through talent tracker program, individual development program and talent profile. Standard Chartered Bank Indonesia also assigned Indonesian employee working overseas in a short term or long term period.

Learning & Talent Development

Employee’s personal development is one of the priorities in Human Resources Department. In 2010, Standard Chartered Bank Indonesia encouraged staff

penggajian maupun *benefit* yang berlaku di negara tersebut. Kebijakan penetapan standard penggajian maupun *benefit* merupakan tanggung jawab *Human Resources Departement* dan para *Business Head* terkait sesuai dengan kondisi pasar.

Standard Chartered Bank memiliki pemikiran yang mendalam untuk menentukan nilai penggajian dengan menggunakan *median rate* dari seluruh kompensasi atau total pembayaran yang berlaku di pasar untuk posisi tertentu. Data pasar dari sumber yang profesional juga digunakan untuk menentukan jumlah pembayaran gaji tahunan yang kompetitif dibandingkan dengan rata-rata dari industri utama dan kami percaya akan pentingnya kompensasi berdasarkan kinerja, oleh karena itu pemberian bonus menjadi dasar dalam memacu kinerja budaya bank.

People Forum

Standard Chartered Bank Indonesia mengadakan pertemuan *People Forum* sebanyak tiga kali dalam setahun, baik di setiap department maupun jajaran *top management*. Forum ini diadakan untuk membahas rencana suksesi untuk tenaga asing, karyawan yang memiliki kinerja baik serta rencana pengembangan karier. Forum ini sangat penting untuk memastikan agar karyawan yang berkinerja baik dapat dipertahankan dan *succession planning* untuk setiap posisi yang penting di Standard Chartered Bank dilakukan pada tempatnya.

Melalui forum ini, karyawan berkriteria HIPO (*High Performance and Potential*) dan berkinerja baik akan dipantau melalui program *Talent Tracker*, rencana pengembangan individual dan *Talent Profile*. Standard Chartered Bank Indonesia juga menugaskan karyawan lokal untuk bekerja di luar negeri dalam jangka waktu singkat maupun panjang.

Learning & Talent Development

Pengembangan karyawan adalah salah satu prioritas divisi Sumber Daya Manusia. Di tahun 2010, Standard Chartered Bank mendorong karyawan untuk

to do the 70:20:10 development approach which consists of 70% On the job training including providing critical experience to our HIPO, 20% learning from other, and 10% classroom training and e-learning.

Standard Chartered Bank recruits the best resources from market and believes in getting the right person to fill the suitable job offered.

Standard Chartered Bank Indonesia has developed internal training unit called Learning and Talent Development which is responsible to provide training program required by all staff to improve their career.

pengembangan dengan pendekatan 70:20:10 yang terdiri dari 70% *on the job training* - termasuk di antaranya memberikan pengalaman yang sangat penting kepada *HIPO* kami, 20% belajar dari karyawan lain, dan 10% training belajar di dalam kelas maupun melalui media elektronik (*e-learning*).

Standard Chartered Bank senantiasa merekrut karyawan terbaik yang ada di pasar dan yakin akan mendapatkan kandidat yang tepat untuk jenis pekerjaan yang sesuai.

Standard Chartered Bank Indonesia memiliki unit pelatihan yaitu *Learning & Talent Development* yang bertanggung jawab untuk memberikan program pelatihan yang diperlukan oleh karyawan dalam mengembangkan karir.

J. MISSION OF STANDARD CHARTERED BANK

Other than the financial performance and positioning ourselves to grow, our focus is in *Corporate Governance* and *Corporate Responsibility*.

Standard Chartered Bank has a strong believes that *Good Corporate Governance* is essential for our good performance. In the past several years, Standard Chartered Bank has focused on regulations in the banking industry and has established close relations with the regulators.

Mission and ambition of Standard Chartered Bank as the Leading International Bank in Indonesia by 2010 and considered as:

- The Bank of Choice for all customers and employees;
- Bank that offers products with added value, quality banking services and its existence will provide nation-wide benefits;
- The Bank who is praised for having social responsibility and contributed with real differences;
- The Bank with International *Corporate Governance* standards;
- The Bank with International *Corporate Governance* standards

Aspirations

Standard Chartered Bank's aspirations cover the following:

Strategic Intent

Standard Chartered Bank has set its strategic intent to be the world's best international bank by leading the way in Asia, Africa, and the Middle East.

J. MISI STANDARD CHARTERED BANK

Selain kinerja keuangan dan memposisikan untuk terus bertumbuh, kami juga berfokus pada *Corporate Governance* dan *Corporate Responsibility*.

Standard Chartered Bank memiliki keyakinan yang kuat bahwa *Corporate Governance* yang baik berhubungan sangat erat dengan kinerja yang baik. Dalam beberapa tahun terakhir ini, Standard Chartered Bank memiliki fokus pada regulasi di industri perbankan serta menjalin hubungan erat dengan regulator.

Misi dan cita-cita Standard Chartered Bank Indonesia masih tetap untuk menjadi Bank Internasional Terkemuka di Indonesia pada tahun 2010, dan dipandang sebagai:

- Bank pilihan bagi segenap nasabah dan segenap karyawan;
- Bank yang menawarkan produk dengan nilai tambah, jasa perbankan berkualitas dan keberadaannya secara nasional telah membawa manfaat;
- Bank yang dihormati dalam tanggung jawab sosial dan mampu berkontribusi dengan menghasilkan perbedaan nyata;
- Bank dengan standar *Corporate Governance* Internasional;
- Bank yang memiliki dan menjalankan operasinya sesuai dengan nilai-nilai utama.

Aspirasi

Aspirasi Standard Chartered Bank adalah sebagai berikut:

Tujuan Strategis

Standard Chartered Bank membangun tujuan strategisnya untuk menjadi bank internasional terbaik di dunia dengan menjadi yang terdepan di kawasan Asia, Afrika, dan Timur Tengah.

Brand Promise

The Bank launched its new brand promise in May 2010: Here for good. Here for good embodies all that Standard Chartered was, is, and will be.

It's about the Bank's commitment to its footprint:

- Here for the long run: continually leading the way in Asia, Africa and the Middle East;
- Here for progress: continually striving to do the right thing and maintaining a high standard of conduct;
- Here for people: genuinely committing to long-term relationship with people and business.

Values

To instill the Values that we possess: *Courageous, Responsive, International, Creative, and Trustworthy* in the course of our daily lives; while strengthening the relationship between the Values and the Management Performance.

Approach:

Participation

Focusing on attractive, growing markets where we can leverage our relationships and expertise.

Competitive Positioning

Combining global capability, deep local knowledge and creativity to outperform our competitors.

Management Discipline

Continuously improving the work way, balancing the pursuit of growth with firm control of costs and risk.

Commitment to stakeholders:

Customers

Passionate about customers' success, delighting them with the quality of our service.

Brand Promise

Bank meluncurkan *brand promise* yang baru pada bulan Mei di tahun 2010 yaitu: *Here for good* yang menggambarkan bagaimana Standard Chartered di masa lampau, masa kini, dan di masa yang akan datang.

Brand promise tersebut merupakan komitmen kami :

- *Here for the long run*: menjadi yang terdepan di Asia, Afrika dan Timur Tengah;
- *Here for progress*: melakukan hal yang benar dan menjaga standard tata kelakuan yang tinggi;
- *Here for people*: secara tulus berkomitmen untuk membina hubungan jangka panjang dengan masyarakat dan bisnis.

Nilai-nilai

Menanamkan Nilai-Nilai yang dimiliki: *Courageous, Responsive, International, Creative, dan Trustworthy* dalam aktivitas bisnis sehari-hari; sambil memperkuat jalinan antara Nilai-Nilai tersebut dengan Kinerja Manajemen.

Pendekatan:

Partisipasi

Fokus pada pasar yang atraktif dan berkembang untuk meningkatkan jaringan dan keahlian.

Pemosisian Kompetitif

Memadukan kemampuan global dengan pengetahuan lokal yang mendalam serta kreatifitas untuk mengungguli pesaing.

Disiplin Pengelolaan

Senantiasa meningkatkan cara kerja secara berkesinambungan, tetap bertumbuh dengan pengendalian risiko dan pengeluaran yang baik.

Komitmen kepada pemangku kepentingan :

Nasabah

Menaruh perhatian pada keberhasilan nasabah, memuaskan mereka dengan pelayanan yang berkualitas.

People

Helping people to grow, enabling individuals to make a difference and teams to win.

Communities

Trusted and caring, dedicated to making a difference for communities in which Standard Chartered Bank operate.

Investors

A distinctive investment delivering outstanding performance and superior returns.

Regulator

Exemplary governance and ethics wherever we are.

Karyawan

Membantu karyawan untuk berkembang, mengembangkan kemampuan individu serta tim untuk mencapai keberhasilan bersama.

Komunitas

Dapat dipercaya dan peduli untuk melakukan hal yang luar biasa bagi komunitas sekitar dimana Standard Chartered Bank beroperasi.

Investor

Melakukan investasi yang sungguh-sungguh berbeda untuk memberikan pengembalian yang tinggi dan kinerja yang luar biasa.

Regulator

Memberikan panutan dalam menjalankan tata kelola dan senantiasa bertindak dengan etika dimanapun berada.

K. FINANCIAL DATA

As required by Bank Indonesia regulation no. 3/22/2001 as amended with regulation no. 7/50/2005 and BI circular letter no. 3/31/DPNP/2001 on Transparency of Financial Conditions of Banks, we will attach Standard Chartered Bank's Audited Financial Statement as of 31 December 2010

K. DATA KEUANGAN

Sesuai dengan peraturan Bank Indonesia regulation no. 3/22/2001 as amended with regulation no. 7/50/2005 and BI circular letter no. 3/31/DPNP/2001 on Transparency of Financial Conditions of Banks, kami lampirkan Laporan Keuangan posisi 31 Desember 2010 yang telah diaudit.