



## New Energy for Indonesia

## Disclaimer

Except for historical matters, this Annual Report contains statements of operations, finances, projections, and the implementation of PT Bank Syariah Indonesia Tbk (BSI) strategies and policies that are characterized as forward-looking statements in the application of applicable laws and regulations. These statements are subject to risks and uncertainties, and actual results could differ considerably from those planned.

Prospective statements are based on various of assumptions about current conditions and future expectations in the business environment in which BSI conducts business. Therefore, BSI cannot guarantee that documents whose validity has been confirmed will produce the expected results.

This Annual Report is presented in two languages, Bahasa and English, which are easy to read and can be downloaded on the official BSI website: <https://www.bankbsi.co.id/>. The preparation of this report mainly refers to the regulations of the Financial Services Authority.



## New Energy for Indonesia

PT Bank Syariah Indonesia Tbk (BSI) is just one year old, being formed by the merging of 3 (three) Islamic banks that are members of the Association of State-Owned Banks (Himbara). The establishment of this bank on 1 February 2021 was immediately inaugurated by President Ir. H. Joko Widodo at the State Palace.

BSI has accomplished incredible things at such a young age. The average financial performance increased. The integration of legacy banks' operating functions is also going well. BSI has also opened a representative office in Dubai, the world's financial capital.

All of this is due to the hard work, innovation, and dedication of all BSI employees, as well as the support of stakeholders, who enable the Bank to provide excellent services. On this foundation, we will all strengthen our commitment and renew our passion to make Bank Syariah Indonesia stronger so that it can become New Energy for Indonesia.



# 5 year

## Making Hijrah towards Openness and Trustworthiness

After series of remarkable achievement, in 2017 BRIsyariah affirmed the intention to go public. This transformation or “Hijrah” was an option for BRIsyariah to realize the corporate vision and mission as well as to encourage the progress of the sharia banking industry in Indonesia.

To meet the challenge, BRIsyariah had made a number of preparations both organizational and business to attract investors.

BRIsyariah believed by being a Public Company, the shareholders' involvement will be more strategic. Therefore the BRIsyariah was required to be more open. Additionally, BRIsyariah strived to be more trustworthy in maintaining investors and stakeholders confidence.



# 2017

## Continuity Annual Report

### Embarking the Future with Digitalization

BRIsyariah is committed to enhance its customer services quality by among others developing existing digital products through integration of iBank and Mobile Banking, BRIS Online. This is harmoniously aligned with continued corporate governance best practices to strengthen the branding of beneficial financial solution. Furthermore, as one of the green banking pioneer, the Bank continuously solidifies its sustainability platform by among others applying green banking financing requirements as well as utilizing efficient resources in its operations.

These strategies are our strength to achieve the vision to become a leading modern retail sharia bank in Indonesia. At the same time contributing to the nation's economic by improving the sharia economic growth, where BRIsyariah has the focus to enhance sharia financing for the National development.

# 2018



### Advancing Innovation for Sustainable Growth

Not only features, BRIsyariah also strives to bring new products and services that can inspire customers for a Reliable Financial Solution. So that directly or indirectly, the activities undertaken by BRIsyariah are in line with the Government and related Financial Authorities' views, that is an increasing of financial inclusion and is evenly distributed across the public.

In 2019, BRIsyariah which has turned 11 years old, has never ceased to reflect and learn to deliver higher growth and advance together with Indonesia. Sustainable growth has always been the goal that BRIsyariah keeps in mind in its business endeavors and in moving forward. To that end, all elements must come together and synergize – in operations, compliance, and business segments. Innovation is key and should apply universally to all lines in BRIsyariah's organization.

In operations, to improve service quality, BRIsyariah is committed to enhance and complement e-banking features by carrying out innovations that built upon the Bank's experience and customers' needs. In 2019 BRI launched i-Kurma, Kemaslahatan Untuk Rakyat Madani. i-Kurma is a digital application for internal business process regarding microfinance. It was launched in BRIsyariah 11<sup>th</sup> anniversary. i-Kurma will accelerate the process of microfinance disbursement.



# 2019



# 2021

# 2020

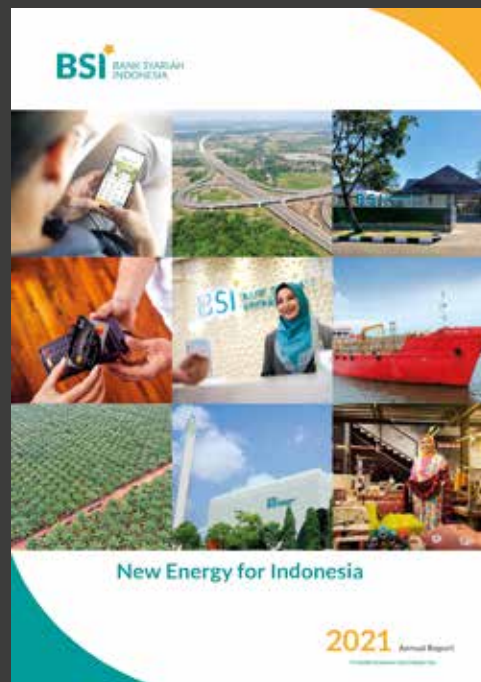


## Delivering Services to MSMEs Across the Archipelago

BRI Syariah is committed to continue providing trustworthy sharia banking services, through the development of technology and digital innovation for customer convenience. This is particularly done to achieve the aspiration and vision mission to become a digital retail bank, as an integral part of the reliable BRI Group financial inclusion.

In the midst of the COVID-19 pandemic, BRI Syariah carried out several measures to maintain the Bank's sound business progress. First and foremost, the Bank optimizes its digital banking services as the adaptive operations measure, selective in lending, as well as carrying out restructuring as the pre-emptive strategies for sustainable financing portfolio.

Moreover, the Bank also increased sound low cost funds including liquidity buffer as part of the implementation of healthy liquidity management. As the result, in 2020 BRI Syariah posted growth in profits, as well as assets, financing, and third party funds.



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BSI BANK SYARIAH INDONESIA

**BSI** BANK SYARIAH  
INDONESIA

# BSI Realizes Stakeholders' Expectations

Young age does not prevent BSI from providing the best to all stakeholders. The hard work, smart work and sincere work of all BSI personnel in the first year proved to be fruitful.

Hery Gunardi  
President Director of  
PT Bank Syariah Indonesia Tbk

The establishment of PT Bank Syariah Indonesia Tbk (BSI) in 2021 would be a unique milestone. BSI is Indonesia's largest Islamic bank, created by the merging of three (three) banks: Bank Syariah Mandiri, BNI Syariah, and BRIsyariah. In terms of assets, BSI, which began operations on 1 February 2021, ranks seventh among Indonesian commercial banks.

Given Indonesia's Muslim population, which accounts for 87 percent of the country's overall population, the presence of BSI is also a response to stakeholders' demands for sharia banking.

**16 December 2020**

The merger agreement was signed amongst three (three) banks: Bank Syariah Mandiri, BNI Syariah, and BRIsyariah to become BSI.

 **BRIsyariah**

 **mandiri  
syariah**

 **BNI  
Syariah**



Through its intermediary function, BSI will provide new energy to Indonesia. In terms of capital, information technology, and products and service solutions that could meet customer needs while adhering to inclusive sharia principles, BSI integrates the strengths or advantages that exist in the three largest Islamic banks into one.

BSI also has a strong foundation and infrastructure. In 2021, total assets would reach Rp 265 trillion. A total of 1,244 branch and sub-branch offices are established throughout Indonesia. The Bank is further bolstered by the fact that it now employs 19,449 people. This infrastructure is one of the Bank's strengths to significantly contribute to the banking industry and the national economy.

BSI obtained an Authorization Letter in the form of a License Notice from the Dubai Financial Service Authority (DFSA) as a special present for its first year of operation. This authorization allows BSI to operate the Dubai Representative Office, which opened in the first quarter of 2022.



## 1 November 2021

The operational merger referred to as "Operational Day 1" or "Customer Day 1" is a sign of the integration of operational activities of 3 (three) legacy banks into a single system, BSI.

## 28 January 2022

License Notice from the Dubai Financial Service Authority (DFSA) marked the operation of BSI in Dubai, one of the world's financial centers.

## 1 February 2021

BSI was officially established and inaugurated directly by President Ir. H. Joko Widodo at the State Palace.





# Financial Performance

## Uniting Strengths as the Largest Islamic Bank in the country

Operational Integration Completed on 1 November 2021



1,244

Branch Offices and  
Sub-Branch Offices



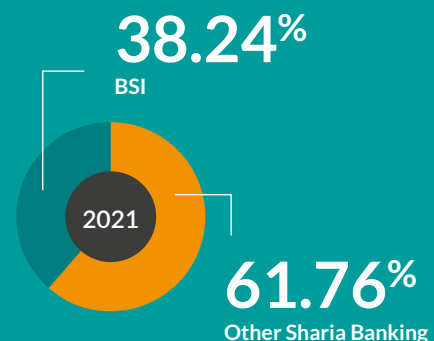
19,449

Employees



Market share in the sharia banking industry  
by assets as of December 2021

38.24%



Rank

Ranked **#7** Commercial Banks in  
Indonesia Based on Assets





Financing grew 9.32% yoy

Rp **171.3**  
Trillion



Funding Sources  
increased 11.04% yoy

Rp **235.6**  
Trillion



# Strong Bank Foundation



**22.09 %**

The Capital Adequacy Ratio (CAR) is better than the previous of 18.24%.



**0.87 %**

Net NPF is down 0.25% yoy



Rp**265.3** Trillion

Assets in 2021 grew 10.73% compared to that of 2020.



Rp**25** Trillion

Equity grew 15.04% compared to that of the previous year.



Rp**3.0** Trillion

Net profit grew 38.42% from that of the previous year.





Rp **17.8**  
Trillion

Revenue from fund management as *mudharib* increased by 5.19% compared to that of the previous year.



Rp **26.5**  
Trillion

Cash and cash equivalents at the end of 2021 grew 0.11% compared to that of 2020.



**49.59%**

Comprehensive profit for the year was Rp3.2 trillion from Rp2.2 trillion.



# BSI Representative Office in Dubai

After receiving the Letter of Incorporation from the Dubai International Financial Center (DIFC) on 4 November 2021, BSI prepared to strengthen Indonesia's position on the Global Market to become the first Bank from Indonesia to have a representative office in the Middle East Region with the operation of BSI in Dubai on 28 January 2022.



Total TPF  
Account

**21,374,779**

Financing

**1,142,469**



Number of  
Depositors

**17,966,481**

Financing

**951,829**

## Financing Distribution



Rp **15.2**  
Trillion  
Infrastructure



Rp **4.5**  
Trillion  
Health



Rp **3.6**  
Trillion  
Education



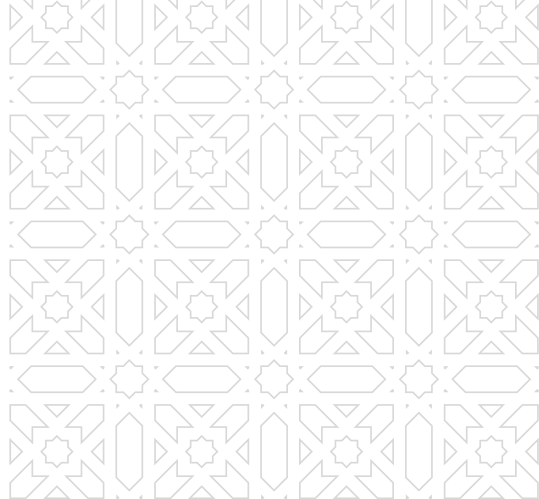
Rp **39.4**  
Trillion  
MSME



Rp **9.1**  
Trillion  
Small Business  
Credit







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# PERFORMANCE HIGHLIGHTS

As demonstrated by the improvement in a number of financial indicators presented in this annual report, the Bank managed to post a better performance than the previous year.

73 Awards

Throughout 2021, BSI received a number of awards from both national and international organizations in recognition of its accomplishments.





# Financial Highlights

## Consolidated Financial Position

(Rp Million)

DESCRIPTION	2021	2020*	2019
Cash	4,119,903	3,180,739	2,210,290
Current Accounts and Placements with Bank Indonesia	20,563,580	21,527,933	23,840,556
Current Accounts and Investment in Marketable Securities – Net	1,841,551	8,695,805	3,710,161
Investment in Marketable Securities – Net	67,579,070	49,105,637	38,709,977
Acceptance Receivables	159,880	292,789	234,895
Murabahah Receivables	101,685,560	89,844,090	73,000,131
Istishna Receivables	359	637	2,970
Ijarah Receivables	101,570	39,167	21,422
Allowance for impairment losses and allowance for Receivables losses	(3,450,506)	(3,294,706)	(1,939,242)
Funds of Quardh - Net	9,081,400	9,054,373	8,470,296
Mudharabah Financing - Net	1,592,314	2,598,787	3,674,396
Musyrakah Financing - Net	53,903,123	50,896,175	46,393,775
Assets Acquired for Ijarah - Net	901,565	1,509,461	2,251,266
Fixed Assets and Right of Use Assets - Net	4,055,953	3,397,075	1,876,250
Deferred Tax Assets	1,445,324	1,109,281	808,511
Other Assets - Net	1,708,435	1,624,281	2,031,373
Investment in Affiliated Entity	-	-	-
<b>TOTAL ASSETS</b>	<b>265,289,081</b>	<b>239,581,524</b>	<b>205,297,027</b>
Obligations due Immediately	608,554	989,362	665,220
Undistributed Revenue Sharing	158,478	170,010	200,900
<b>DEPOSITS</b>			
Wadiah Demand Deposit	22,411,614	30,822,613	16,428,240
Wadiah Savings Deposit	34,836,276	29,580,970	21,135,628
<b>Total</b>	<b>57,247,890</b>	<b>60,403,583</b>	<b>37,563,868</b>
Deposit from Other Bank	115,938	806,560	106,895
Acceptance Liabilities	161,495	295,337	237,254
Financing Received	-	-	-
Tax Payable	504,078	537,514	378,752
Estimated Losses on Commitments and Contingencies	17,194	20,323	19,452
Estimated Employment Benefit Liabilities	836,491	908,751	727,861
Other Liabilities	2,236,358	1,908,921	4,106,641
<b>TOTAL LIABILITIES</b>	<b>61,886,476</b>	<b>66,040,361</b>	<b>44,006,843</b>

(Rp Million)

DESCRIPTION	2021	2020*	2019
<b>TEMPORARY SYIRKAH FUNDS</b>			
Mudharabah Demand Deposit	13,318,627	5,370,452	11,880,204
Mudharabah Savings Deposit	65,102,491	59,008,934	48,064,346
Mudharabah Time Deposit	98,592,553	86,043,632	80,997,689
Subordinated Sukuk Mudharabah	1,375,000	1,375,000	1,279,000
<b>TOTAL TEMPORARY SYIRKAH FUNDS</b>	<b>178,388,671</b>	<b>151,798,018</b>	<b>142,221,239</b>
<b>EQUITY</b>			
Paid In Capital	20,564,654	3,142,019	2,989,022
Additional Paid In Capital	(6,366,776)	-	-
Merging Entities Equity	-	10,903,586	9,823,110
Gain on Fixed Assets Revaluation	444,530	395,725	395,725
Remeasurement of Defined Work Benefit Plan	140,271	53,998	47,049
Gain/(Loss) on Marketable Securities – Net	22,263	-	710
Stock Option	-	-	-
General Reserve	779,036	597,804	597,804
Retained Earnings	9,429,956	6,650,013	5,215,525
• Previous Year	6,468,781	5,215,525	3,940,491
• Current Year	2,961,175	1,434,488	1,275,034
<b>TOTAL EQUITY</b>	<b>25,013,934</b>	<b>21,743,145</b>	<b>19,068,945</b>
<b>TOTAL LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY</b>	<b>265,289,081</b>	<b>239,581,524</b>	<b>205,297,027</b>

\* Restated



## Consolidated Profit Loss and Other Comprehensive Income

(Rp Million)

DESCRIPTION	2021	2020*	2019
<b>Total Revenue from Fund Management by the Bank as <i>Mudharib</i></b>	<b>17,808,432</b>	<b>16,929,592</b>	<b>15,739,431</b>
Third Party's Share on Returns of Temporary <i>Syirkah</i> Funds	4,378,807	5,004,254	5,363,576
The Bank's Share in Profit Sharing	13,429,625	11,925,338	10,375,855
Other Operating Income	3,012,246	2,776,701	2,418,234
<b>Total Income after Distribution of Profit Sharing, Rewards, and Bonus</b>	<b>16,441,871</b>	<b>14,702,039</b>	<b>12,794,089</b>
<b>Total Other Operating Expenses</b>	<b>8,782,773</b>	<b>7,955,227</b>	<b>7,166,873</b>
<b>Provisions for Impairment Losses of Earning and Non-Earning Assets</b>	<b>3,551,249</b>	<b>3,620,446</b>	<b>2,855,517</b>
<b>Income from Operation</b>	<b>4,107,849</b>	<b>3,126,366</b>	<b>2,771,700</b>
Non Operating Income (Expenses) - Net	(147,325)	(121,169)	(139,881)
Income before Tax Expense	3,960,524	3,005,197	2,631,818
Income Tax Expense	932,319	817,548	679,616
<b>Net Income</b>	<b>3,028,205</b>	<b>2,187,649</b>	<b>1,952,202</b>
Profit (Loss) for the Year Attributable to:			
• Owners of Parent Entity	3,028,205	2,187,649	1,952,202
• Non-controlling Interests	-	-	-
Total Other Comprehensive Income Net After Tax	189,591	(36,503)	(80,733)
Comprehensive Income (Loss) for the Year Attributable to:	3,217,796	2,151,146	1,871,469
• Owners of Parent Entity	3,217,796	2,151,146	1,871,469
• Non-Controlling Interests	-	-	-
Basic Earnings per Share for the Year (in Full Amount Rupiah)	73.69	53.52	47.79
Diluted Earnings per Share (in Full Amount Rupiah)	73.66	53.51	47.79

\* Restated

## Cash Flows

(Rp Million)

DESCRIPTION	2021	2020*	2019
Cash Flows from Operating Activities	18,676,808	12,187,412	7,457,737
Cash Flows from Investing Activities	(18,571,038)	(11,747,901)	(4,054,061)
Cash Flows from Financing Activities	(77,929)	(140,494)	(10,660)
Cash & Cash Equivalents at Beginning of the Year	26,514,431	26,215,414	22,872,398
Cash & Cash Equivalents at End of the Year	26,542,272	26,514,431	26,265,414

\* Restated

## Financial Ratio

	(%)		
DESCRIPTION	2021	2020	2019
Capital Adequacy Ratio (CAR)	22.09	18.24	18.71
Non-performing Financing Ratio - Gross	2.93	2.88	3.21
Non-performing Financing Ratio - Net	0.87	1.12	1.58
ROA	1.61	1.38	1.44
ROE	13.71	11.18	11.28
Net Interest Margin (NIM)	6.04	6.04	3.97
Operating Expenses to Operating Income (BOPO)	80.46	84.61	85.27
Cost to Income Ratio (CIR)	52.57	53.74	58.05
Cost Efficiency Ratio (CER)	52.07	50.56	53.61
Ratio of Financing to Third Party Funds	73.39	74.52	76.15
Percentage of Exceeding BMPD	0.51	0.00	0.00
Statutory Reserves Rupiah	4.55	3.12	5.12
Statutory Reserves for Foreign Exchange	1.03	1.16	2.89
Net Open Position	0.27	4.47	1.73

# Stocks Highlights

## Shares Price Information

YEAR	SHARE PRICE (Rp)				TOTAL OUTSTANDING SHARES (SHARE)	TRANSACTION VOLUME (SHARE)	MARKET CAPITALIZATION (Rp Trillion)
	OPENING	HIGHEST	LOWEST	CLOSING			
2021							
1 <sup>st</sup> Quarter	2,350	2,350	2,210	2,290	41,031,208,943	10,061,997,400	93.96
2 <sup>nd</sup> Quarter	2,180	2,370	2,150	2,300	41,128,868,743	3,808,326,000	94.60
3 <sup>rd</sup> Quarter	2,050	2,080	2,010	2,040	41,128,868,743	4,356,091,600	83.90
4 <sup>th</sup> Quarter	1,790	1,805	1,780	1,780	41,129,307,343	1,880,546,500	73.21
2020 *							
1 <sup>st</sup> Quarter	190	210	190	196	9,716,113,498	732,856,900	1.90
2 <sup>nd</sup> Quarter	310	312	306	308	9,716,113,498	3,986,666,700	2.99
3 <sup>rd</sup> Quarter	750	760	725	750	9,716,113,498	15,807,047,400	7.29
4 <sup>th</sup> Quarter	2,290	2,370	2,200	2,250	9,900,508,698	15,875,453,300	22.28
2019 *							
1 <sup>st</sup> Quarter	535	540	530	530	9,716,113,498	513,546,800	5.15
2 <sup>nd</sup> Quarter	500	510	500	505	9,716,113,498	575,097,000	4.91
3 <sup>rd</sup> Quarter	408	412	402	404	9,716,113,498	363,572,400	3.93
4 <sup>th</sup> Quarter	334	340	330	330	9,716,113,498	382,463,900	3.21

\* PT Bank BRI Syariah Tbk

### Closing Price

(Rp/Share)

	2021	2020*	2019*
1 <sup>st</sup> Quarter	2,290	196	530
2 <sup>nd</sup> Quarter	2,300	308	505
3 <sup>rd</sup> Quarter	2,040	750	404
4 <sup>th</sup> Quarter	1,780	2,250	330

\* PT Bank BRI Syariah Tbk



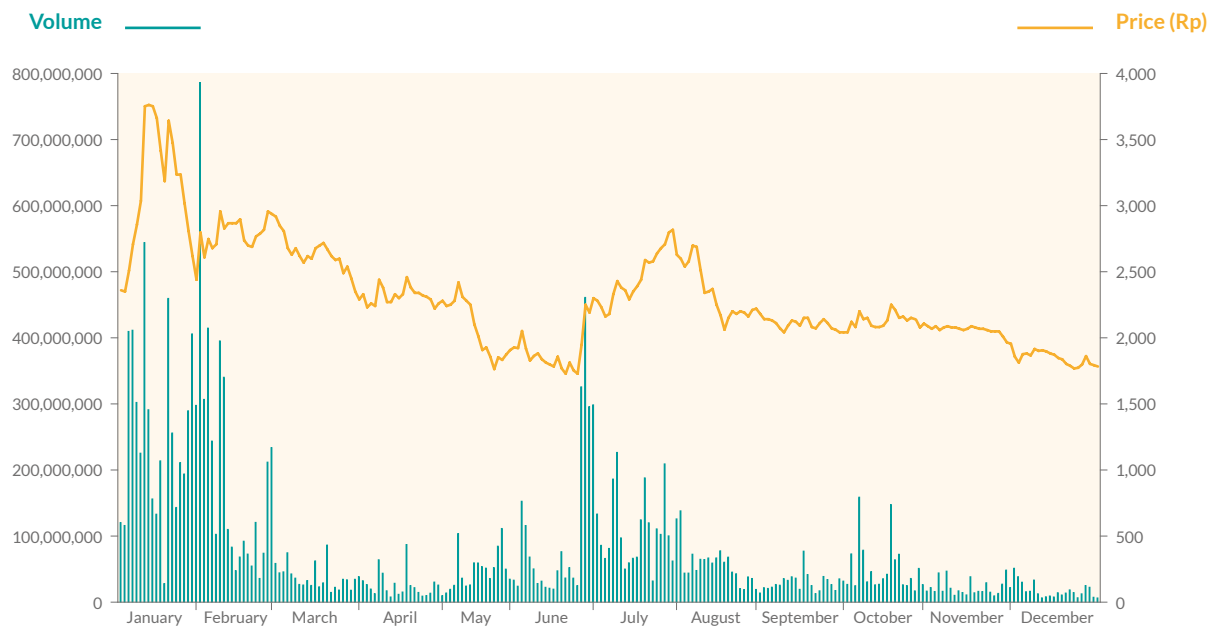
## Shares Volume

(Share)

	2021	2020*	2019*
1 <sup>st</sup> Quarter	10,061,997,400	732,856,900	513,546,800
2 <sup>nd</sup> Quarter	3,808,326,000	3,986,666,700	575,097,000
3 <sup>rd</sup> Quarter	4,356,091,600	15,807,047,400	363,572,400
4 <sup>th</sup> Quarter	1,880,546,500	15,875,453,300	382,463,900

\* PT Bank BRIsyariah Tbk

## Share Performance





# Corporate Action

BSI's corporate actions that affect the Bank's shares are described in the table below.

DATE OF CORPORATE ACTION IMPLEMENTATION	CHANGES IN NOMINAL SHARES PRICE	TOTAL OUTSTANDING SHARES		SHARE PRICE	
		BEFORE CORPORATE ACTION	AFTER CORPORATE ACTION	BEFORE CORPORATE ACTION	AFTER CORPORATE ACTION
9 May 2018 (Initial Public Offering)	-	7,092,762,898	9,716,113,498	500	545
2 November 2020- 8 December 2020 (Exercise MSOP)	-	9,716,113,498	9,900,508,698	1,235	1,460
1 February 2021 (Merger of BRIS, BSM, and BNIS)	-	9,900,508,698	41,031,208,943	2,440	2,800
10 May 2021-18 June 2021 (Exercise MSOP)	-	41,031,208,943	41,128,868,743	2,310	1,765
1 November 2021- 9 December 2021 (Exercise MSOP)	-	41,128,868,743	41,129,307,343	2,110	1,900

## Information on Temporary Suspension of Share Trading

Until 31 December 2021, BSI has not attained or experienced suspension of the Company's share transaction.

# Highlights of Bonds, Sukuk and Others

ISSUANCE	BONDS	FACE VALUE	MATURITY	COUPON	RATINGS AGENCY	
					2021	2020
2016	2016 Subordinated Sukuk <i>Mudharabah</i> 1 of PT Bank Syariah Indonesia Tbk (formerly PT Bank BRIsyariah)	Rp 1 trillion	16 November 2023	9.5%	A+ (PT Fitch Ratings Indonesia)	A (PT Fitch Ratings Indonesia)
2016	2016 Subordinated Sukuk <i>Mudharabah</i> of PT Bank Syariah Indonesia Tbk (formerly PT Bank Syariah Mandiri)	Rp375 billion	22 December 2023	10%	AA (PEFINDO)	AA- (PEFINDO)

# Awards and Certifications



## iNews Maker Awards 2021

The Best in Emerging  
Synergetic Business  
Initiative  
I-News  
20 April 2021



## Infobank-UMKM Millennial Summit 2021

The Best  
Infobank  
6 May 2021



## World's Best Banks Forbes 2021

The World's Best Banks  
2021  
Forbes  
24 May 2021



## The 12th IICD Corporate Governance Award 2021

Top 50 MID  
CAPITALIZATION PUBLIC  
LISTED COMPANY  
Berita Satu & Indonesian  
Institute for Corporate  
Directorship (IICD)  
31 May 2021



## 10<sup>th</sup> Infobank Digital Brand Award 2021

Best Overall BUS  
Infobank  
3 June 2021



## 10<sup>th</sup> Infobank Digital Brand Award 2021

Best Overall Tabungan BUS  
Infobank  
3 June 2021



## 10<sup>th</sup> Infobank Digital Brand Award 2021

Best Overall Deposito BUS  
Infobank  
3 June 2021



## 10<sup>th</sup> Infobank Digital Brand Award 2021

Best Overall KPR BUS  
Infobank  
3 June 2021



**10<sup>th</sup> Infobank Digital Brand Award 2021**

Best Overall BUS Debit Card  
Infobank  
3 June 2021



**18<sup>th</sup> Banking Service Excellence Awards 2021**

Golden Trophy Best Overall Performance  
Infobank  
29 June 2021



**13<sup>th</sup> Best Islamic Finance Awards 2021**

Best Islamic Finance Bank  
Alpha South East Asia  
05 July 2021



**13<sup>th</sup> Best Islamic Finance Awards 2021**

Best Islamic Finance SME Bank  
Alpha South East Asia  
05 July 2021



**13<sup>th</sup> Best Islamic Finance Awards 2021**

Best Islamic Finance Retail Bank  
Alpha South East Asia  
05 July 2021



**13<sup>th</sup> Best Islamic Finance Awards 2021**

Best Islamic Wealth Management Bank  
Alpha South East Asia  
05 July 2021



**26<sup>th</sup> Infobank Awards 2021**

The Strongest Performance Bank  
Infobank  
7 September 2021



**26<sup>th</sup> Infobank Awards 2021**

The Most Consistence Bank In Good Corporate Governance  
Infobank  
7 September 2021





## AWARDS



### 26<sup>th</sup> Infobank Awards 2021

Platinum Trophy  
Infobank  
7 September 2021



### Global Islamic Finance Awards 2021

GIFA Market Leadership  
Award (Islamic Banking)  
2021  
Global Finance Foundation  
14 September 2021



### Bisnis Indonesia Award 2021

Best Bank in the Sharia  
Bank Sector  
Bisnis Indonesia  
15 September 2021



### 10<sup>th</sup> Infobank Sharia Awards 2021

The Best Performance 2020  
Infobank  
30 September 2021



### 10<sup>th</sup> Infobank Sharia Awards 2021

The Best GCG 2020  
Infobank  
30 September 2021



### 10<sup>th</sup> Infobank Sharia Awards 2021

Platinum Awards as Sharia  
Institution with Predicate  
"10 Years Excellent"  
Infobank  
30 September 2021



### Best Syariah 2021

Subordinated *Mudharabah*  
Bonds I of BRI syariah Year  
2016  
Investor Magazine  
21 October 2021



### Best Syariah 2021

Largest Sharia Bank  
Investor Magazine  
21 October 2021



#### ISEF Award 2021

Nominal Bus Financing with  
Assets above Rp50 Trillion  
Bank Indonesia  
30 October 2021



#### CNBC Indonesia Awards 2021

The Strongest Islamic Bank  
2021  
CNBC Indonesia  
11 November 2021



#### BI Awards 2021

Best Monetary Support  
Sharia Bank  
Bank Indonesia  
24 November 2021



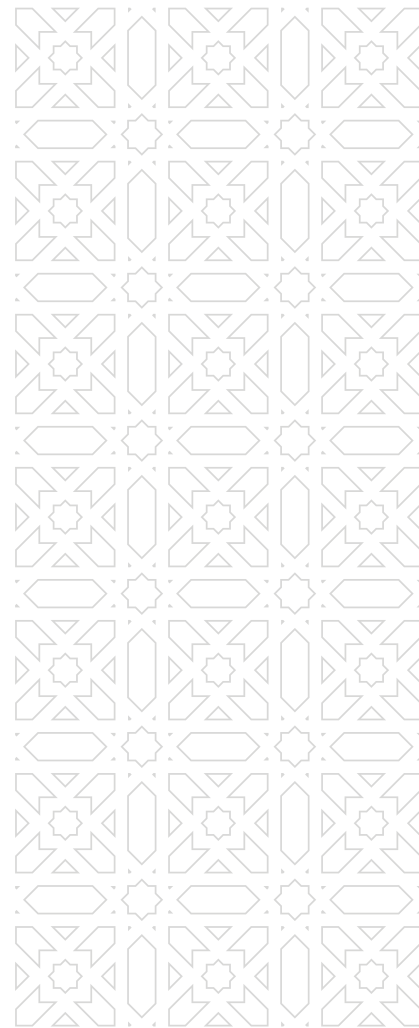
#### Indonesia Best Brand Award 2021

The Most Valuable Brand in  
Indonesia category Sharia  
Banking  
SWA  
25 November 2021



#### CGPI Awards 2021

Most Trusted Companies  
2021  
IICG  
8 December 2021





## AWARDS



### Anugerah Syariah Republika 2021

Best Sharia Bank  
8 December 2021



### Anugerah Syariah Republika 2021

Sharia Bank with the Best  
Digital Innovation  
8 December 2021



### Islamic Retail Banking Award 2021

The Strongest Islamic Retail  
Bank in Indonesia 2021  
Cambridge International  
Financial Advisory  
16 December 2021



### Islamic Retail Banking Award 2021

The Strongest Islamic Retail  
Bank in Asia-Pacific 2021  
Cambridge International  
Financial Advisory  
16 December 2021



## CERTIFICATIONS

	DATE OF ACCEPTANCE	CERTIFICATION	CERTIFIER/ CERTIFICATION INSTITUTION	VALIDITY PERIOD
	18 May 2021	ISO 9001 Quality Management System	British standards institution	2023
	20 May 2021	ISO 27001 Information Security Management System	British standards institution	2023
	17 December 2021	ISO 37001 Anti-Bribery Management System	Tuvnord	2024



# Event Highlights

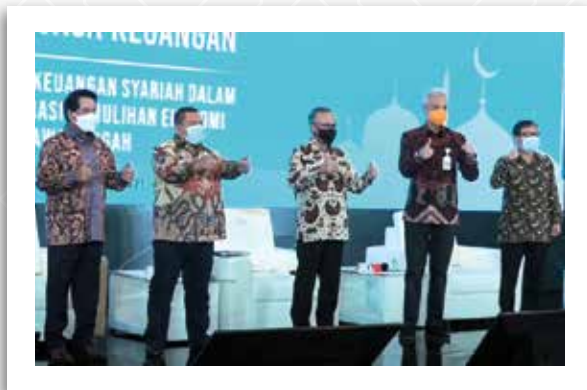


## 1 FEBRUARY

Bank Syariah Indonesia officially operates as 1 (one) entity resulting from the merger of 3 (three) state-owned sharia banks.

## 4 FEBRUARY

Bank Syariah Indonesia made its debut in the capital market. BSI is officially included in the list of 10 issuers with the largest market capitalization.



## 23 APRIL

BSI disburses Rp8.6 trillion for the National Economic Recovery (PEN) financing to more than 60 thousand customers as support for the national economic recovery.

## 7 MAY

BSI launched the housing financing product "Griya Si Muda", targeting the millennial segment in realizing: "Muda punya rumah, hobi gak ngalah" ("Has a house since young, hobbies are not sacrificed").



**3** MARCH

BSI is exploring global sukuk cooperation, HR capacity building and training in the United Arab Emirates (UAE), as well as financing structures for product development with Dubai Islamic Bank.



**16** MARCH

Bank Syariah Indonesia started the initial sale of SR-014.



**20** MAY

BSI inaugurated UPZ BSI to optimize the management of ZISWAF. BAZNAS RI has officially appointed UPZ BSI as one of the strategic partners in collecting, managing, and distributing *zakat* to *zakat* beneficiaries.



**26** MAY

Forbes named BSI as The World's Best Banks in 2021.



4 JUNE

BSI collaborates with the Islamic Economic Community (MES) and PT Pertamina (Persero) to distribute pertashop financing for Islamic boarding schools. This includes the pertashop business as well as financing facilities in the Islamic boarding school environment as a form of commitment to empowering the people's economy for Islamic boarding school-based MSMEs.



24 JUNE

BSI launched the Know your customer-Biometric Innovation feature for fast, easy, and seamless online account opening. This is part of the digital transformation in order to provide benefit & convenience for potential customers.



24 AUGUST

BSI holds the EGMS and agrees to change the composition of the Board of Commissioners.



25 AUGUST

BSI holds the mass Sejahtera Mortgage contract with a distribution target of Rp1.1 trillion.



9 JULY

BSI and Plasticpay launch a vending machine for plastic waste in the "Green Economy Movement" program.



21 JULY

BSI Distributed more than 3,000 sacrificial animals on Eid al-Adha 1442 H.



2 SEPTEMBER

BSI together with the Indonesian Ministry of Social Affairs accelerated the distribution of the Keluarga Harapan Program (PKH) Social Assistance in Aceh Province.



13 SEPTEMBER

BSI inaugurated 13 digital branch offices in The Tower Jakarta Building to realize One Stop Financial Banking as well as provide customer convenience in conducting transactions through access speed, accuracy, and security in transactions.





**22** SEPTEMBER

BSI signed a Cooperation Agreement (PKS) with 5 (five) leading universities regarding the SSBM program.



**25** SEPTEMBER

BSI and the Indonesian Mosque Council establish a cooperation to optimize the role of mosques in the community.



**1** NOVEMBER

BSI officially operates with a Single System. BSI also launched the mitraguna online financing services through the BSI Mobile application, resulting in a faster, easier, and safer financing process that is in accordance with sharia principles.



**4** NOVEMBER

BSI obtained Operational License in Dubai. BSI received a letter of incorporation related to operations in Dubai. With the deed of establishment, BSI officially became part of DIFC (Dubai International Financial Center)



## 19 OCTOBER

BSI inaugurated 4,700 BSI Smart Agents as non-office financial service agents, in the context of financial inclusion (*Laku Pandai*).



## 22 NOVEMBER

BSI holds the BSI Otoshow in collaboration with MUF Syariah to target the automotive market share.



## 29 DECEMBER

PT Bank Syariah Indonesia Tbk (BSI) launched the BSI MSME Center in Aceh Province as a real support in developing people's businesses, which are the backbone of the national economy. These facilities and services will become a forum for Micro, Small and Medium Enterprises to receive training, coaching, financing, up to assistance in the process of product marketing

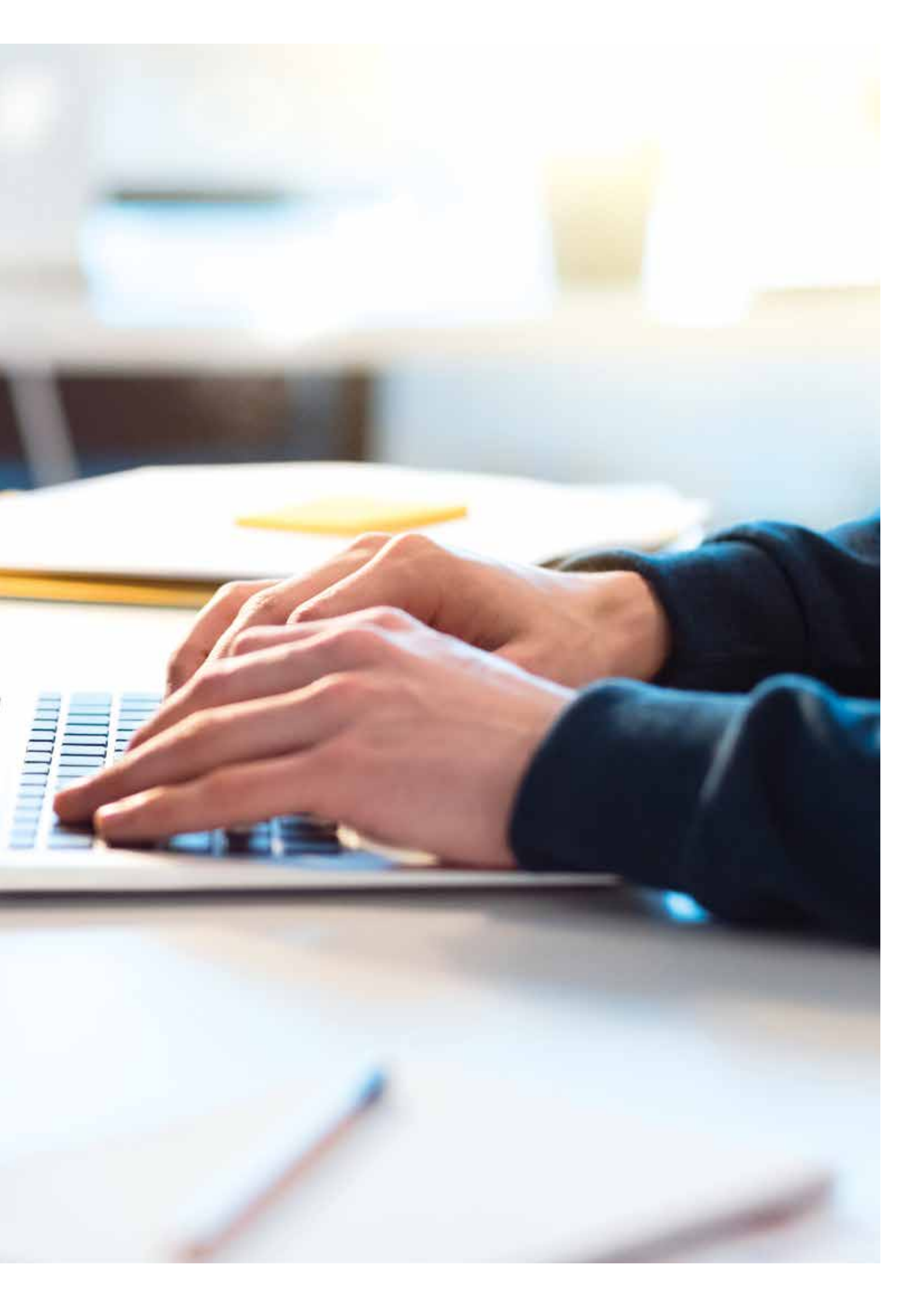


# MANAGEMENT REPORT

Amidst the COVID-19 pandemic challenges, BSI was able to respond to the hostile landscape by implementing the right strategic initiatives.

**Rp265.3 Trillion**

Total assets posted by the Bank  
in 2021







**Adiwarman Azwar Karim\***  
President Commissioner  
and Independent Commissioner

\* effective as of February 7, 2022



# Report from the Board of Commissioners

BSI has presented itself in the business to give more financial service options to a country so blessed with a multicultural society. Our hope is to rid the industry of conventional-sharia dichotomy, since BSI serves not only Muslims, but also people of other faiths so together they can achieve a common purpose in welfare.



## Assalamu'alaikum warahmatullahi wabarakatuh

Dear shareholders and other stakeholders,

**P**raise and gratitude be to Allah SWT for because of His blessings and grace, PT Bank Syariah Indonesia Tbk ("BSI", "Bank") was able to bring a very fundamental corporate action, the merger process, to a satisfactory completion. After the merger, BSI now has a uniform standard and the capacity to serve its customers through a single system.

The successful emergence of BSI had a lot to do with the government's support, which we continued to benefit from. We kept encouraging the management to ensure BSI is able to meet the expectations of all stakeholders, provide benefits to the nation's economy, and become a catalyst for the sharia ecosystem.

BSI has presented itself in the business to give more financial service options to a country so blessed with a multicultural society. We hope to rid the industry of the conventional-sharia dichotomy, since BSI serves not only Muslims, but also people of other faiths so together they can achieve a common purpose in welfare.

We hope that BSI will become a driving institution capable of spreading Islamic values that give mercy to the universe, and share this value as an inspiration to all. We'll always try to do our best so BSI can deliver its utmost performance and embrace the entire society while providing the stakeholders with Islamic values.

### Our View on Economic and Industrial Conditions

In the view of the Board of Commissioners, 2021 was a year where Indonesia was recovering from the ravages of the COVID-19 pandemic on its economy. As a matter of fact, Q2 of the year saw a growth of 7.07% (yoy), after a series of contractions the economy was suffering from in 4 (four) quarters in a row.

However, in the Q3 of 2021, the strong growth slowed to 3.51% (yoy). Among the causes of the slowdown was the reenactment of the community activity restriction policy (PPKM) to contain the spread of the Delta variant of the COVID-19 virus in the country.

For the banking sector, amidst the challenging economic landscape, the sharia banking industry has fared relatively better (more resilient). In terms of assets, the growth of third party financing and funds (DPK) of sharia banking was above the growth of national banking. In September 2021, for instance, the total assets of sharia banking grew 12.24% (yoy) compared to only 7.46% registered by conventional banking.



On the credit/financing side, sharia banking grew by 7.48% (yoy), higher than the national banking growth of 2.26% (yoy). So did sharia banking deposits, which was able to grow stronger than national banking, with growths of 9.42% (yoy) and 7.75% (yoy) respectively.

### Assessment on Board of Directors Performance

Given the recent development of the economy and the sharia banking industry, the Board of Commissioners thinks that the Board of Directors showed an effective performance in dealing with the given situation. The Boards focused on at least 4 (four) strategies that were successfully implemented in 2021.

The first strategy was to integrate operations after the merger. The second was to encourage healthy and sustainable business growth. The third was to manage efficiency, while the fourth was to accelerate digital capabilities. These initiatives had positive impacts on BSI.

In assessing the performance of the Board of Directors, the Board of Commissioners reviews the operational and financial performances in a hostile landscape. The assessment was made after weighing the Bank's GCG self-assessment results every semester, and referring them to the Financial Services Authority Regulation (POJK) No.08/POJK.03/2014 on the Assessment of the Soundness Level of Sharia Banks and Business Units. Sharia and SEOJK No. 10/SEOJK.03/2014 on the Assessment of Soundness Level of Sharia Commercial Banks and Sharia Business Units.

The Board of Directors' self-assessment criteria for GCG implementation cover 3 (three) aspects: Governance Structure, Governance Process and Governance Outcome. The three aspects are divided into several assessment indicators: Governance Structure with 15 indicators, Governance Process with 25, and Governance Outcome with 14 indicators.

The results of the BSI GCG self-assessment on these aspects in both the first and second semesters of 2021 received a Composite rating of 2 ("Good").

Based on the assessment results, we would like to give the highest appreciation to the Board of Directors for the excellent performance they delivered in 2021. We believe that the Board of Directors is capable of dealing with economic and industrial challenges and seizing opportunities.

### Oversight on Strategy Formulation and Implementation

Based on the Financial Services Authority Regulation No.14/SEOJK.03/2021 dated April 30, 2021 on the Business Plan of Sharia Banks and Sharia Business Units, it is mandatory for the Board of Commissioners to oversee the implementation of the Bank's Business Plan, which includes management policies and strategies. The oversight results are stated in our Oversight Report on the Implementation of the Bank's Business Plan (RBB) which we submit to OJK every semester.

Our assessment of the RBB was made as an assessment of both quantitative and qualitative aspects of its realization, including the compliance with sharia principles. In 2021, we prepared and submitted the RBB Oversight Report as listed below:

1. Our assessment of the Implementation of the Business Plan in the form of Assessment of Quantitative and Qualitative Aspects of business plan, including the implementation of sharia principles, which consisted of:
  - a. BSI Performance Report
  - b. Information Technology (IT)
  - c. Human Resource Management (HR)
  - d. Compliance with Sharia Principles
  - e. Compliance Performance Report
  - f. Implementation of Good Corporate Governance (GCG)
  - g. Sustainable Finance (SF)
  - h. Fulfilment of OJK Audit Results Commitments and Other External Auditors
  - i. BSI Achievement Milestones
2. Our assessment of other factors that affected the performance of the Bank in general, in particular factors of capital, profitability (earnings), good governance, risk profile, especially credit risk, market risk and liquidity risk.
3. Our assessment of the Efforts to Improve Bank Performance.

The Board of Commissioners has also paid particular attention to the way the Bank's business is run, including the Bank's merger operations during the pandemic era. BSI must ensure that it can continue giving quality services to customers during the entire merger process in operations.

The integration of corporate culture or the “One Culture” process during the operational merger process is also a concern of the Board of Commissioners. The synergy of 3 (three) legacy banks is needed to deliver optimum performance in the future in line with the Bank’s goal of becoming one of the top 10 global players. We hope that “One Culture” can be grounded in a more concrete form, such as standard operating procedures (SOPs) and reward and punishment mechanisms.

The implementation of information technology (IT) was also part of our attention, given its important role in supporting the implementation of all the Bank’s business activities. Therefore, we regularly (quarterly) held meetings with the Board of Directors to monitor the progress of IT development projects including the development of digital banking. We asked the Board of Directors, among other matters, to ensure that all strategic initiatives for IT projects in 2021 were completed according to the predetermined timeframe, to set project charters for each project, and to optimize project committees up to the level of the Board of Directors.

Referring to the above various matters, the Board of Commissioners considers that the Board of Directors has formulated BSI’s business plan properly to the precautionary principle. In fact, based on our monitoring, the Board of Directors has done extremely well in every aspect, from monitoring to involvement, considering that BSI is a newly born entity.

### **Our View of Business Prospects Prepared by the Board of Directors**

We think that the Board of Directors has proposed the right business prospects to us. Our considerations refer to the projected growth of both the economy and the banking industry, the Bank’s competitive advantages and its future growth trend. We are more than convinced that the sharia banking in Indonesia still has huge potential, especially in the retail segment as one of the key focuses that BSI is laying on to ensure future growth.

We also will ensure that BSI’s future prospects are consistent with the mandate from the President of the Republic of Indonesia. First, BSI must truly become a universal sharia bank. This means that the Bank must be open, inclusive, and welcoming to anyone who wants to become a customer in order to reach out to more people in the country.

Second, BSI should be able to attract the interest of the younger generation to become customers and play a role in advancing the Islamic economy and finance in Indonesia. The reason is large Indonesia’s young generation that presents an opportunity to realize this goal.

Third, BSI’s sharia financial products and services must be competitive and able to meet the needs of various customer groups, from Micro, Small and Medium Enterprises (MSMEs), corporations, to the retail segment. Fourth, BSI is also expected to be able to facilitate customers to upgrade themselves and become the backbone of the country’s economy.

We do know that there are many areas for the Bank to cover. Among them are the economic development of the people through the *zakat*, *infaq*, alms, *waqf* (Ziswaf) sectors, for example through mosques and Islamic boarding schools, mentoring and development of MSMEs, and many other things like education where the Bank can contribute more through BSI University.

From a global perspective, we believe that Indonesia deserves to be the world’s center of sharia banking economy, which is marked by the establishment of BSI. This is supported by the country’s economic ability and the world’s recognition of its religious moderation.

We consider that the business prospects that have been prepared by the Board of Directors are directing towards the fulfillment of all the above mandates, so we believe that the Bank will be able to bring to life its vision and mission in accordance with the expectations of all stakeholders.

### **Views on the Implementation of Good Corporate Governance**

BSI has implemented the principles of good corporate governance (GCG) based on transparency, accountability, responsibility, independence and fairness, and complies with all regulatory provisions in running the business.

We would like to think that in terms of process, the GCG implementation at the Bank has been effective. The effectiveness of GCG implementation has been evaluated by BSI each semester through the GCG self-assessment mechanism in accordance with OJK Circular Letter No.10/SEOJK.03/2014 concerning Assessment of Soundness Level of Sharia Banks and Sharia Business Units. The self-assessment is also made as an effort to ensure that all of the GCG principles within the Bank have been properly applied.





As a result, in semester I-2021 and semester II-2021, the self-assessment of BSI's GCG earned a score of 2 or falling under "Good" category.

The effectiveness of the Bank's GCG implementation has also received recognition from external parties. BSI was named "Indonesia's Most Trusted Companies" in the 2021 Corporate Governance Perception Index (CGPI) Award organized by The Indonesian Institute for Corporate Governance (IICG).

#### **Whistleblowing System (WBS):**

##### **How It Is Applied at the Bank and the Role of the Board of Commissioners**

As part of the implementation of GCG principles, BSI has also run a Whistleblowing System (WBS). The application of WBS aims to create a comfortable and transparent work environment, namely by following up on complaints or disclosing other matters that may result in losses in both financial and non-financial, including the deterioration of the Bank's image. The WBS has been designed to ensure that any violations within the Bank will be immediately followed up without disrupting business processes in order to maintain the Bank's reputation.

We have closely observed that the implementation of WBS is running quite effectively. Complaints about problems and violations are immediately followed up, and the WBS manager can ensure that the complainant (whistleblower) conveys information with an accountable complaint. In accordance with the WBS system implemented by the Bank, every BSI Personnel or external party who gives the information will receive protection, in line with the Bank's commitment to upholding ethics, morals and law.

We are always supportive of the effort to increase the effectiveness of WBS implementation and encourage WBS managers to do likewise. This is one of the efforts to create a work environment with integrity and create a climate of transparency towards the existing resources in the Bank. The implementation of the WBS is part of the oversight role of the Board of Commissioners, so we are directly and indirectly involved in managing the system.

## **Frequency and Method of Giving Advice to Members of the Board of Directors**

### **Supervision**

In the supervisory function, the Board of Commissioners holds to the Bank's Business Plan (RBB) which has been prepared by the Board of Directors and approved by the Financial Services Authority (OJK). We ensure that the various plans and strategies contained in the RBB have been implemented by the Board of Directors. This is important given that the plan and strategy implementation determine the achievement of the targets set out in the RBB.

Regarding the oversight mechanism, we have implemented it both directly and indirectly. The mechanism is carried out directly through visits to places where the Bank runs operations or units with prior notification to the Board of Directors. Meanwhile, the indirect mechanism is carried out through meetings where the Board of Directors is invited.

In 2021, we, together with the Sharia Supervisory Board (DPS) and the Board of Directors paid field visits to Region 1 Aceh, Region IX Surabaya, Region X Banjarmasin and Region XI Makassar.

### **Advice Giving Mechanism**

Our work relationship with the Board of Directors has been very well established by prioritizing the principle of mutual respect for our respective duties and authorities. We are authorized to give advice and recommendations to the Board of Directors regarding the Bank's operations and finances.

We hold regular meetings with the Board of Directors to discuss matters pertaining to the management of the Bank run by the Board of Directors. In that forum, we request an explanation from the Board of Directors on the Bank's performance and the various obstacles encountered. We also expressed our views and provided advice on every issue brought up.

Throughout 2021, we held 35 meetings, consisting of 22 internal meetings, 10 Board of Commissioners-Directorate meetings and 3 joint meetings with SSB and the Board of Directors.

In addition to the joint meeting forum, we also hold meetings with the Audit Committee, the Risk Monitoring Committee, and the Nomination and Remuneration Committee. These meetings invited the Board of Directors or related groups; 26 times with the Audit Committee, 49 times with the Risk Monitoring Committee, and 5 times with the Nomination and Remuneration Committee.

Other than that, we also gave advice to the Board of Directors directly through correspondence. This is done to give a clear and standard documentation that is more consistent with the principles of good corporate governance.

### Assessment of Committees under the Board of Commissioners

In discharging our functions, duties and responsibilities, we are assisted by the Audit Committee, the Risk Monitoring Committee, and the Nomination and Remuneration Committee. We consider that throughout 2021 the three committees effectively discharged their duties and responsibilities in support of our oversight role.

The Audit Committee regularly held meetings with the Internal Audit Unit to discuss audit plans, how the plan was realized, and whether all findings had been followed up. The results of these meetings have been periodically reported to us as an integral part of our oversight mechanism.

The Risk Monitoring Committee routinely oversaw the reports presented by management, particularly those related to the risk exposures faced by BSI. As part of this oversight role, the Risk Monitoring Committee has also held meetings with related groups and directly monitored in the field.

The Nomination and Remuneration Committee, too, has assessed the suitability of the BSI organization for future challenges. The Nomination and Remuneration Committee has also conducted screening and selection of candidates for members of the Board of Commissioners and Board of Directors to be recommended to the GMS.

### Changes in the Composition of Members of the Board of Commissioners

In 2021, BSI made changes to the composition of its Board of Commissioners based on the resolution of the Extraordinary GMS held on August 24, 2021, which was dismissed with honor Mulya Effendi Siregar from his position as President Commissioner and Independent Commissioner and Eko Suwardi from his position as Independent Commissioner.

The GMS then appointed Adiwarman Azwar Karim as President Commissioner and Independent Commissioner and Muhammad Zainul Majdi as Vice President Commissioner and Independent Commissioner.

The change was proposed by the Main Controlling Shareholder (PSPU) which was submitted to the GMS in PT Bank Mandiri (PERSERO) Tbk letter No CMB/823/2021 dated June 25, 2021 regarding the Proposed Change in the Composition of the Board of Commissioners, which was then decided by the Extraordinary GMS of BSI dated June 25, 2021. August 24, 2021 as stated in the Deed of Minutes of the EGMS No 38, and restated in the Deed of Statement of Meeting Resolutions No. 26 dated September 8, 2021, both of which were made before Notary Ashoya Ratam, S.H., M.Kn., Notary in Jakarta.



After the change, the composition of BSI's Board of Commissioners as of December 31, 2021 is as follows:

President Commissioner and Independent Commissioner	<b>Adiwarman Azwar Karim</b>
Vice President Commissioner and Independent Commissioner	<b>Muhammad Zainul Majdi</b>
Independent Commissioner	<b>Komaruddin Hidayat</b>
Independent Commissioner	<b>Bangun Sarwito Kusmulyono</b>
Independent Commissioner	<b>Muhammad Arief Rosyid Hasan</b>
Commissioner	<b>Suyanto</b>
Commissioner	<b>Masduki Baidlowi</b>
Commissioner	<b>Imam Budi Sarjito</b>
Commissioner	<b>Sutanto</b>

### Closing Remarks and Appreciation

We highly appreciate what the Board of Directors has achieved in facing challenges and seizing all the opportunities that emerged in economic and industrial conditions in 2021. Our appreciation also goes to all employees for their hard work, cohesiveness, and dedication, allowing BSI to present itself within Indonesian society and manage to give their best performance.

We would also like to thank all shareholders, the Government, our customers, strategic partners, and other stakeholders for their continued support and trust towards BSI. We hope we can improve the already established cooperation and synergy so BSI can meet and even exceed the expectations of its different groups of stakeholders.

Jakarta, 30 March 2022

On behalf of the Board of Commissioners

**Adiwarman Azwar Karim**

President Commissioner and Independent Commissioner









## Board of Commissioners

From left to Right:

1. **M. Arief Rosyid Hasan**  
Independent Commissioner
2. **Muhammad Zainul Majdi**  
Vice President Commissioner and Independent Commissioner
3. **Suyanto**  
Commissioner
4. **Adiwarman Azwar Karim**  
President Commissioner and Independent Commissioner
5. **Bangun Sarwito Kusmulyono**  
Independent Commissioner
6. **Sutanto**  
Commissioner
7. **Komaruddin Hidayat**  
Independent Commissioner
8. **Imam Budi Sarjito**  
Commissioner
9. **Masduki Baidlowi**  
Commissioner



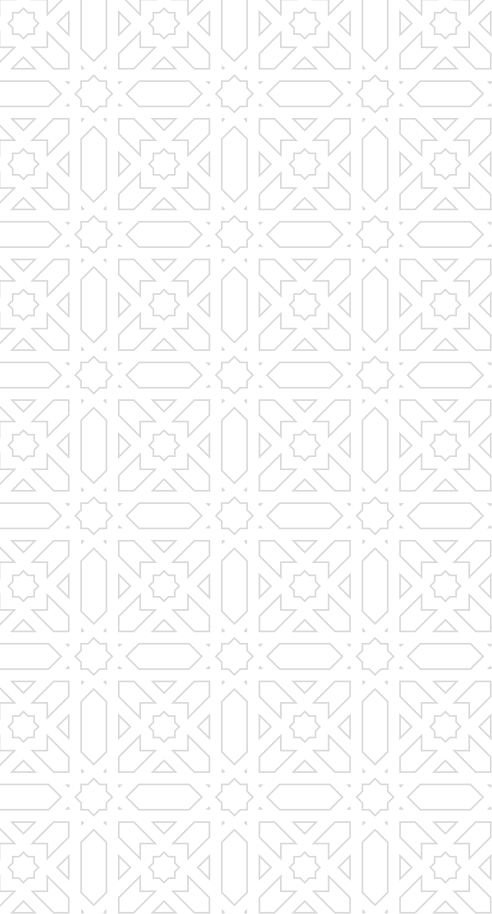




# Report from the Board of Directors

**Hery Gunardi**  
President Director

The implementation of the Bank's strategic policies & being agile in dealing with developments in conditions is the key in producing better performance.



## Assalamu'alaikum warahmatullahi wabarakatuh

Dear shareholders and other stakeholders,

**P**raise and gratitude be to Allah SWT that for it was because of His permission and grace, we made 2021 our historic year that gave birth to PT Bank Syariah Indonesia Tbk ("BSI," "Bank"), a bank bestowed with a great mandate to develop sharia banking in Indonesia and give brand new energy to the nation.

On behalf of all members of the Board of Directors, it is a privilege for me to report that we were able to fulfill this mandate throughout 2021 as we delivered strong performance amidst the global challenges brought about by the COVID-19 pandemic as it moved into its second year. We realize that what we did in 2021 was just the first of our bigger strides towards becoming a bank that can provide added value to all stakeholders and make greater contribution to sharia banking in Indonesia. But we are confident that more opportunities will present themselves so that BSI will gain traction here in Indonesia and will also be able to penetrate the global market.

BSI delivered a solid performance in 2021, not only in financial, but also in other aspects, as reflected in the series of processes it successfully ran to build a large entity by merging 3 (three) major sharia banks: Bank Syariah Mandiri, BNI Syariah, and BRI Syariah. The success referred to here includes merger from an operational perspective and integration to create good corporate governance and a strong organization, as well as proper and efficient mechanisms or workflow that allowed everything to go uninterrupted so BSI, in the meantime, could still provide maximum results and satisfactory services for the customers of the three merging banks.



Alhamdulillah, the integration process went smoothly. After the official merger on February 1, 2021 (Legal Day 1), we officially began operating a single system on November 1 of the same year, which we now refer internally to as Operational Day 1 or Customer Day 1. With this single system, BSI can serve the customers of the three merging banks with excellent products and services.

Now, the three have become 1 (one) ecosystem, BSI's. We practically did not encounter any significant obstacles, thanks to the extraordinary effort that the merger team and all stakeholders have put into the merging process and in integrating operational activities, services, and products that now allow BSI to look into the future on a very strong fundamental.

### New Energy for Indonesia

PT Bank Syariah Indonesia Tbk will give a new color to the nation's banking industry from 2021 and on. BSI is currently the largest sharia bank in Indonesia, capable of competing with other commercial banks, having a combined asset that has placed it 7<sup>th</sup> by those criteria amongst industry peers.

BSI will give brand new energy to Indonesia, primarily through its intermediation function. BSI marks its presence in the banking business with unified strengths or distinctions of the three previous major sharia banks in terms of capital, information technology, and customer-driven products and service solutions according to the all-inclusive sharia principles.

BSI also has a strong infrastructure and fundamentals. Total assets in 2021 reached IDR 265 trillion, with 1,244 Branch Offices and Sub-Branch Offices spread across Indonesia. The Bank is also supported by a total headcount of 19,449 employees. All the infrastructures serve as one of the Bank's strengths to make a positive contribution to the banking industry and Indonesia's economy.

We believe BSI is also the answer to what our stakeholders have come to expect from a sharia-based system given a large number of Indonesian Muslims representing 87% of the country's total population. However, over its 30-year journey, sharia banking has only acquired less than 10% share of the domestic banking market. The industry has been grappling with low market absorption due to the lack of capital, finite network, and poor literacy.

Therefore, the presence of sharia banks that have both financial and technological capabilities is very important, to be able to meet customer needs and reach the currently untapped sharia market share.

Standing on par with the large banks in the country, BSI will make a great contribution to customers in particular, and the society, the banking industry, and the nation's economy in general. With strong capital and an extensive network, BSI has enormous opportunities to distribute benefits through its intermediation function and other financial services.

Being a sharia bank doesn't necessarily mean that BSI is exclusive, since we welcome all segments. Anyone from different religious lines can be our customer or partner of BSI as a modern and universal sharia bank. BSI has come into existence to benefit customers, shareholders, and other stakeholders.

### Important Changes to the Bank

Into the 7<sup>th</sup> month after the legally completed merger, BSI has integrated the legacy systems of the three banks as an important part of operations into a single system. All products and services have been served in 1 (one) system under BSI. And so has the Banks' reporting system.

In addition, in 2021 BSI has begun to gain traction overseas through a representative office in Dubai, United Arab Emirates. No doubt, it is the first step to exploring the enormous potential of the global market while opening an alternative gate for global investors to Indonesia.

BSI received a letter of incorporation from the Dubai International Financial Center (DIFC) on November 4, 2021, as a permit to operate in Dubai. This strategic move marks that Indonesia's largest sharia can officially open the market in the Middle East.

Based on the deed, BSI has officially become part of DIFC. This brings BSI one step closer to achieving its goal of becoming a key player in the global sharia banking industry.

As the largest sharia bank in Indonesia, BSI seeks to reach the potential of the world's sharia market that the Indonesian banking industry has not reached optimally to date. Through its presence in Dubai, the Bank intends to be the leading player that encourages and grows Indonesia's sharia economy, and makes Indonesia a major figure in the world's sharia economy.

This move also marks BSI's first track record in the global market. BSI will be the first Indonesian bank to have a representative office in the Middle East region. With this expansion, BSI hopes to bring to life its mission as a "Top 10 Global Islamic Bank" by 2021 based on market capitalization.

### Our View on Economic and Industrial Conditions

As it embarked on 2021, the economy remained dynamic. The national economy's performance in Q1 of 2021 still contracted although not as steeply as it did in the previous year. Q2 saw an economic rebound. The national economy grew by 7.07% annually (year on year/yoy). However, it slowed to 3.51% (yoy) in Q3 2021 as consumption and business activities in various sectors that rely on physical activity were halted due to the spread of the new variant of COVID-19, Delta, in the country.

The slowdown was a consequence of the restoration of social and economic activities carried out by the Government through the reenactment of its Community Activity Restrictions (PPKM) policy, which became a drag on the progress of social and economic activities.

Fortunately, the slowing trend was short-lived. The Government's efforts to contain the pandemic, including massive acceleration of vaccinations, were successful. The payoff was that community activities were vibrant again.

The successful pandemic-controlling measures had a positive impact on the national economy as reflected in a growth of 5.1% (yoy) in Q4 of 2021. During this period, almost all business sectors showed positive growth.

Along with the improved national economy, the performance of the banking industry, especially sharia, has also improved from the previous year in terms of assets, financing, and fundraising. In fact, the market share of sharia banking is approaching 7% of the overall banking market in Indonesia.

BSI will continue to make efforts to do its part in accelerating economic recovery in line with government programs, e.g., restructuring debtors affected by COVID-19 so they can continue to run their businesses, in accordance with the Financial Services Authority (OJK) stimulus policy in the financial services sector, particularly related to loan restructuring.

In line with these efforts, the Bank will also continue to disburse financing, especially to the micro, small and medium enterprises (MSME) to help this segment expand, with due regard still to the bank's prudential principles and by innovating products and services according to the rapid trend of digitalization to meet consumers need for sharia-compliant transactions, and other business expansions to achieve the Bank's goals in accordance with BSI's vision and mission.

### Business Performance in 2021

#### Obstacles and Challenges

The partially controlled COVID-19 pandemic remained the most formidable challenge for the banking industry, and so did it for BSI. In fact, in 2021, Indonesia saw 2 (two) surges in COVID-19 cases, namely in January and July.

The PPKM policy implemented by the government to contain the pandemic spread has also reduced the social and economic activities of the community, putting pressure on businesses. The banking industry that carries out the intermediation function was also affected, as seen in a slower pace of demand for loans.

Regarding the industry, the presence of digital banks and financial technology (Fintech) that are able to provide financial services with a high level of innovation speed has triggered the acceleration of banking digitalization. In addition, the level of customer demand for reliable digital services is also growing rapidly, which, to a great extent, has been accelerated by the pandemic, leading to customers preferring more online banking transactions.

Internally, one of the challenges faced by the Bank was the process of operational integration related to networks and services, products, information technology and infrastructure, human resources, and corporate culture.





### 2021 Policy and Strategy

Responding to these challenges, BSI set several strategies to continue to grow in the pandemic era. One of the strategies was to focus expansion on business sectors that have fared relatively well in the pandemic era, namely the consumer, and the Micro, Small and Medium Enterprises (MSMEs) segments. In 2021, BSI laid the focus on three key areas: optimizing the retail market, supporting the government's focus on developing MSMEs, and increasing penetration in the wholesale sector.

The retail market was optimized by pursuing growth in consumer financing, priority banking, increasing penetration of digital products to meet customer needs and efficiently reducing the cost of funds.

In the digital aspect, BSI continues to make innovations in its digital banking products and services. BSI made this effort to meet the community's diverse needs and respond to developments in the financial industry, particularly in banking. The Bank prioritizes speed, convenience and security in transacting by offering various digital services.

As an effort to facilitate operational integration, the Bank has set up a Project Management Office (PMO) which plays a major role in the merger process, from the initial process such as due diligence, analyzing legal aspects, etc. to mapping future strategies. The Bank plans to achieve this goal by implementing strict and disciplined project management.

These efforts paid off handsomely. Since November 1, 2021, BSI can operate with one core banking system, one bank code, one reporting, and one e-channel for all of its customers in Indonesia.

In the MSME segment, BSI focused on disbursing funding, including distributing Sharia People's Business Credit (KUR) as a form of support to the Government's National Economic Recovery Program.

In addition to the consumer and MSME segments, BSI has also increased penetration in the wholesale sector, an unserved niche in the sharia banking, through collaboration with various institutions that support the sharia industrial ecosystem.

Another important policy and strategy taken by the Bank were to open a branch in Dubai, United Arab Emirates. This policy is part of BSI's vision to "Become the 10 largest sharia banks in the world based on market capitalization by 2025," in line with BSI's future direction: Beyond Banking, Beyond Organic, and Beyond Indonesia.

In the Beyond Indonesia strategy, as one of the world's Islamic financial centers, Dubai is a strategic footprint to strengthen bilateral relations between Indonesia and the United Arab Emirates and other Middle Eastern countries.

The Dubai expansion is expected to provide optimal benefits as well as to explore the potential of global-scale businesses, which include:

1. Expanding the investor base on a global scale.
2. Creating a positive perspective in the market that encourages an increase in market capitalization of Indonesian Sharia Banks.
3. Making Bank Syariah Indonesia a One-Stop Sharia Financial Solution on a global scale.
4. Supporting Bank Syariah Indonesia to develop a wide array of sharia products and services in accordance with global best practices.
5. Creating professional global sharia banker talents who have a global perspective
6. Provide support for wholesale customers in expanding their business overseas, especially in the Middle East region.

After receiving a letter of incorporation on its operations in Dubai, BSI has officially become part of the Dubai International Financial Center (DIFC). With a presence in Dubai, BSI will work on the global sukuk and remittance business by targeting the wholesale banking & retail banking segment.

### The Role of the Board of Directors: Strategy Formulation and Policy Implementation

In formulating the Bank's strategy, the Board of Directors as the Bank's top management has an important role in determining the strategy for the Bank to implement. This strategy is an integral part of efforts to realize BSI's long-term vision and mission.

The Board of Directors plays a role in formulating long-term and short-term goals, formulating plans and policies, and managing organizational resources. In addition, the Board of Directors also formulates specific strategies to achieve the stated targets.

To ensure that all policies and strategies run as planned, the Board of Directors had made regular meeting agendas with related directorates and groups. The meetings were held to monitor target achievements and identify the obstacles faced, as well as determine strategies to overcome the identified constraints and challenges.

Further, the Board of Directors had the strategy implementation process monitored through daily and monthly reports submitted by the Bank's organization. With this mechanism, the Board of Directors was able to monitor what progress the Bank made in the business, including strategy implementation.

#### Comparison of Realization and Target

While the Bank was still in the integration stage given that fiscal 2021 was its first post-merger year, the Bank managed to deliver very strong performance. BSI delivered RP 3.02 trillion in net profit, up 38.42% year on year (yoy). Compared to the target of Rp2.9 trillion, this realization reached 104.28%.

The above achievements were due to among other factors, a decrease in profit-sharing expenses with a decreased cost of funds, from 2.68% in 2020 to 2.03% in 2021. In addition, fee-based income reached Rp3.06 trillion or 111.25 % of targets. The contribution of fee-based income to total revenue was 17.32%.

The Bank's disbursement of funds in 2021 reached Rp171.29 trillion, an increase of 9.32% yoy or 102.65% of the target. Asset quality was also maintained, with controlled non-performing financing (NPF) at 2.93% and cash coverage of 148.87%.

The realized distribution of financing to MSMEs in 2021 was recorded at Rp. 39.37 trillion or 23.05% of the total financing of Rp. 171.29 trillion. The nominal disbursement increased by Rp4.38 trillion compared to the position in December 2020 which reached Rp34.99 trillion or 22.39% of the financing amounting to Rp156.70 trillion.

In fund raising, the Bank posted Rp233.25 trillion in 2021, an increase of 11.12% yoy. Compared to the target, the realization was 107.78%. The composition of low-cost funds (CASA) represented 57.91% of the total fundraising.

Total assets posted by the Bank in the 2021 financial year reached Rp265.3 trillion, an increase of 10.73% yoy.

#### Percentage of Return on Fundraising and Distribution

BSI has executed certain policies to support the Bank's performance, e.g., imposing special ratio restrictions. This policy allowed the Bank to reduce the cost of funds by up to 65 basis points (bps) annually, from 2.68% in December 2020 to 2.03% in 2021.

In addition, to expand financing, the Bank also offered special pricing for certain segments that were the focus of growth. In blended yield, BSI financing decreased from 10.13% in 2020 to 9.57% in 2021.

#### Analysis of 2022 Business Prospects and Key Trends Expected to Develop in the Future

##### Business Prospects

The Bank sees a stronger outlook in 2022 in line with the government's consistent policies to contain the COVID-19 pandemic, with more vigorous activities of the people and businesses that will restore enthusiasm towards the economy. The Bank's intermediation function will then have the potential to grow in line with stronger demand as businesses recover.

Supported by adequate capital, the Bank is optimistic that it will reach a wider range of financing, to the extent that it can meet the needs of large corporations and serve more diverse segments. BSI will have more flexibility to expand with product and service innovations.

In order to encourage the development of capabilities and business achievements, the Bank will maximize both its organic and non-organic growths. The Bank has made its due preparation for this through e.g., products and services developments.

BSI has prepared strategic initiatives for the upcoming 2022, e.g., strengthening the wholesale & transactional banking business lines, retail banking, and accelerating improvement in digital capabilities. Another strategy will be to explore the potential of the sharia ecosystem, restructure the office network, and capture non-organic growth opportunities. All of the development efforts will be made to offer more complete services and products to customers.

At the same time, the Bank also applies very prudent principles to ensure it can achieve sustainable growth.



### Key Trend Expected to Develop in the Future

Currently, Indonesia has around 53.8% of its population dominated by millennials and the Gen Z generation. 7 (seven) years from now, this generation will be in productive age and is very digital-minded.

The phenomenon of the presence of digital banks and fintech has changed customer behavior in conducting banking transactions, from being more offline such as coming to branches or automated teller machines, to being online through the digital banking system. Even now, the number of fintech companies has reached more than 100 companies registered with the OJK. This development has accelerated this behavioral change.

The banking industry must adapt. Banks are encouraged to have the ability to provide financial services with a high innovation speed.

Facing these developments, BSI continues to innovate digital banking products and services to meet customer needs, especially millennials and Gen Z, who prioritize speed and convenience in transactions.

In addition, another developing trend in society is the mushrooming sharia communities, those who seek to live a more halal, more sharia-compliant lifestyle. Some of communities are a number of Quran recitation communities, hijrah communities (Hijrah Fest), alms communities, Islamic literature communities, Muslim business communities, Al-Qur'an memorizer communities, and other religious groups.

This social development is part of the hijrah trend that is currently developing in Indonesia. Based on data released by IDN Research Institute in 2019, although hijrah is an individual act, event are often held by Islamic communities to spread awareness of hijrah amongst muslims. The results of the study also state that people who make hijrah will mostly change their social behavior in consuming products of daily needs. This has presented BSSI with an opportunity to explore the communities.

While Indonesia is a country with the largest Muslim population in the world, it has only a 6% market share of sharia banking. The causes are, among others, the lack of sharia financial literacy and inclusion, which have only

reached 8.9% and 9.1%, respectively. Sharia banking lags far behind conventional banking, where the literacy level of the people has reached 37.7% and financial inclusion has reached 75.3%.

Another cause is limited access to sharia banking, well lower than conventional financial services. This condition is a challenge as well as an opportunity for the development of sharia banking.

BSI needs to answer these opportunities and challenges. One way to do that is by encouraging digital capabilities to answer the challenges of the digitalization era including conventional fintech and neobanks, exploring the potential of trending Islamic ecosystems, structuring office networks, and pursuing inorganic growth to strengthen capital.

There are certain things that are considered important by the Bank regarding forecasts trend, including:

1. Banking Anywhere & Anytime  
In the future, the mindset of customers who need practical and fast services in everything they do will continue to develop, including in the banking sector.
2. Agile Organization  
Internally, the Bank will be more efficient and flexible in operational activities in order to respond to every emerging change.
3. Value Proposition  
To be able to survive the Bank must have excellent and distinct values. Sharia values, which uphold the value of goodness, can be a determining factor in the future.

### Corporate Governance Implementation

BSI is committed to implementing the principles of good corporate governance in an integrated manner to support the Bank's effort to achieve its goals and stated vision, mission and targets. The implementation of such governance, both systemically and procedurally, was formulated before the merger process and had been continually improved in line with the Bank's business activities. In compiling the corporate governance system, BSI takes the best practices from each legacy bank, refines them, and has them implemented at BSI.

In principle, BSI applies the Three Lines Model to assist the Bank's organization in identifying the most effective structures and processes to achieve company goals and facilitate strong governance and robust risk management. In addition to having supporting organs, BSI also has a hierarchy of provisions to support the implementation of the Bank's business and operational activities.

One way to sustainably build the Bank's resilience and growth is to implement GRC (governance, risk, compliance). This method integrates business and risk management processes in order to achieve goals, as have been referred to in the guidelines for achieving the GRC model formulated by the GRC Forum Indonesia together with the Financial Services Authority (OJK).

### Information Technology Development

Information technology (IT) as one of the keys to product and service innovation is an important factor that BSI continues to develop. IT gives benefits such as process efficiency, as an enabler of business units to support customer needs, and as a tool to face business competition by taking into account customer needs and technological changes in accordance with the Bank's plans.

After the operational merger, BSI is operationally run with one business process, one bank code, and one core banking. IT development is undoubtedly one of BSI's top priorities to ensure that the Bank runs its business and operations optimally. Therefore, BSI has prepared a roadmap to guide all of the Bank's work units to prepare an IT development strategy.

In IT development, BSI is highly committed to providing maximum service that makes everything easier for customers. For instance, account opening through The Know Your Customer (KYC) method makes it easier for customers since they do not need to come to a branch for such purpose. In mobile banking, not only does the Bank present financial solutions with its "financial friend" campaign, but it also aims to become a "social friend" and a "spiritual friend" for the customers.

In 2021, BSI was focused on unifying the systems used for bank operations, including systems that make transactions easier for customers. The Bank also focused on strengthening infrastructure capacity, cybersecurity improvement, developing product champions, developing mobile banking super apps, and preparing API infrastructure for open banking.

### Human Resources Management

BSI will continuously review the organization to support the Bank's key metrics, including broadening its customer base, increasing profitability, and enlarging the Bank's asset volume.

The organizational structure development aims to improve business processes that accelerate and improve the Bank's services to customers. Based on this, the Bank is more focused on its flagship segments and products so that they can contribute directly to financial indicators.

In order to build resilience and sustainably grow the business, the Bank has set up a Human Capital Roadmap to support the transformation of BSI's organization and human resources (HR) that are innovative and proactive in responding to future challenges and changes. The roadmap involves providing training, giving further education, maintaining work life balance for employees, and providing a conducive working atmosphere.

The Bank has also made gradual organizational transformation since the legal merger. In addition to unifying the systems used for operations, in 2021 BSI also focused on nurturing a uniform work culture. As a form of appreciation, the management has adjusted the remuneration, awarded bonus tokens at midyear, and provided employee stock allocation.

The focus of organizational and HR transformation throughout 2021 was laid on 3 (three) areas, first how to implement culture integration based on core values of AKHLAK, second how to align the organization and increase employee productivity, and third how to accelerate HR capability improvement.

Our future strategic initiative in 2022, BSI will be to build or shape a leaner and more agile organizational structure by merging with transitional organizations or organizations from the legacies of the previous banks, in the first semester. The objective is to run an agile and fast business process.

To support the achievement of BSI's vision of becoming a "Top 10 Global Islamic Bank", BSI will strengthen the wholesale, investment, and international business competence segments.



## Changes in the Composition of the Board of Directors and the Reasons

Throughout 2021, there was no change in the composition of the Board of Directors. Listed below is the composition of the BSI Board of Directors as of December 31, 2021.

President Director	<b>Hery Gunardi</b>
Vice President Director I	<b>Ngatari</b>
Vice President Director II	<b>Abdullah Firman Wibowo</b>
Wholesale Transaction Banking Director	<b>Kusman Yandi</b>
Retail Banking Director	<b>Kokok Alun Akbar</b>
Sales & Distribution Director	<b>Anton Sukarna</b>
Information Technology Director	<b>Achmad Syafii</b>
Risk Management Director	<b>Tiwul Widyastuti</b>
Compliance & Human Capital Director	<b>Tribuana Tunggadewi</b>
Finance & Strategy Director	<b>Ade Cahyo Nugroho</b>

## Closing Remarks and Appreciation

The Board of Directors would like to thank the Board of Commissioners, and the Sharia Supervisory Board for their direction and advice so the Bank could record a solid performance in 2021 which, of course, complied with sharia principles. We express our highest appreciation to all levels of management and employees of Bank Syariah Indonesia for their hard work and dedication to the Bank.

The Board of Directors also thanks to the Shareholders for their continued trust in the Bank's business activities. We would also like to thank other stakeholders, such as regulators, business partners, and customers.

We hope that BSI will consistently deliver stronger performance and become a bank of pride that provides great benefits to the people of Indonesia in the future.

Jakarta, 30 March 2022

On behalf of the Board of Directors

**Hery Gunardi**  
President Director





## Board of Directors

From left to Right:

1. **Ade Cahyo Nugroho**  
Finance & Strategy Director
2. **Kusman Yandi**  
Wholesale Transaction Banking Director
3. **Kokok Alun Akbar**  
Retail Banking Director
4. **Abdullah Firman Wibowo**  
Vice President Director II
5. **Tiwul Widyastuti**  
Risk Management Director





6. **Hery Gunardi**  
President Director
7. **Tribuana Tunggadewi**  
Compliance & Human Capital  
Director
8. **Ngatari**  
Vice President Director I
9. **Achmad Syafi**  
Information Technology Director
10. **Anton Sukarna**  
Sales & Distribution Director







# Report from Sharia Supervisory Board

**Dr. KH. Hasanudin, M.Ag**

Chairman of the Sharia Supervisory Board

DPS has standardized the fulfillment of sharia aspects, so that the Bank's activities run optimally and optimally.



## Assalamu'alaikum warahmatullahi wabarakatuh

Dear Shareholders and other Stakeholders,

*Bismillaahirrahmaanirrahiim*

*Alhamdulillah Rabbil 'Alamin, Washshalatu Wassalamu 'Ala Nabiyyina Muhammad Sallallahu 'Alaihi Wa Sallam, Wa 'Ala Aalihi Wa Shahbihi Ajma'in, Amma Ba'du.*

**P**raise and gratitude to Allah *Subhanahu Wa Ta'ala* for His mercy and grace to all of us. *Sholawat* and greetings are poured out for the Prophet *sallallaahu 'alaihi wasallam*, along with all his family and relatives.

On this occasion, please allow us as the Sharia Supervisory Board of PT Bank Syariah Indonesia Tbk ("BSI", "Bank") to submit a report on the implementation of supervision on business activities during the 2021 financial year.

With the blessing of Allah *Subhanahu Wa Ta'ala*, on February 1, 2021, BSI was established as a result of the merger of 3 (three) Islamic banks belonging to State-Owned Enterprises (BUMN), namely Bank Syariah Mandiri, BNI Syariah and BRI Syariah. The presence of BSI is a milestone for the development of Islamic banking in Indonesia, especially in the midst of the COVID-19 pandemic that has hit the world, and has an impact on the economic growth of every country. With the strength of assets from 3 (three) merged banks, BSI is the seventh largest bank in Indonesia.

The Sharia Supervisory Board (DPS) views the strength of its assets and capital, the Bank is becoming more flexible in positioning itself in the banking industry. The Bank's coverage is also getting wider thanks to the wide distribution of the office network.

With this position, the nation's aspirations to become the world's Islamic financial center can be realized immediately. Moreover, Indonesia is a country with the largest Muslim population in the world. Therefore, for us, this merger is a good moment and the beginning of that goal.





### Company Focus in 2021

In 2021, the Sharia Supervisory Board (DPS) had a number of focuses on fulfilling sharia aspects as our recommendations to management, both related to operations and the Bank's business.

In terms of service, DPS considers that management needs to accelerate the restructuring of service infrastructure, such as networks, systems and automatic teller machines (ATMs), which is a continuation of the process of merging the three banks into BSI and implementing Qanun for the Special Region of Aceh, so that the community remains can be served well despite infrastructure efficiency, migration of core banking system to single system, enhancement of bank digital service features, and BSI products as a result of this merger.

In implementing sharia aspects, DPS conducts standardization of compliance with sharia aspects. Thus, the fulfilment of these aspects in the Bank's activities can run optimally. We convey this matter considering that Bank Syariah Indonesia (BSI) is a merger of three banks with different standards.

Regarding products, DPS reviews existing products and will provide opinions on new products. As a standard, DPS creates a contract template that will be used across products and is in accordance with Islamic values and complies with sharia principles. After that, DPS also supervises the implementation of the contract agreement so that there are no mistakes and ensures that customers get products in accordance with sharia principles.

In terms of human resources, DPS requests the management to improve the competence of BSI personnel, especially those who deal directly with the community so that they can comprehensively understand sharia principles through adequate training. Furthermore, submission of sharia principles must also be made with good morals to create a positive image in the eyes of the public.

### Monitoring Activities in 2021

In accordance with its duties and responsibilities, DPS has supervised BSI's business activities in order to comply with sharia principles, in addition to various other relevant regulations. The compliance includes policies, products, principles, the flow of activities as well as Standard Operational Procedures (SPO) and Technical Operational Guidelines (PTO) of the Bank.

In carrying out its supervisory activities, DPS is assisted by the sharia compliance unit under the Compliance Director and the Sharia Committee. Both of them are the initial implementers in the supervision of the Bank's business activities and products. Furthermore, DPS provides opinions and justifications for the supervision results on the implementation of these products. There are 37 Sharia Opinions issued by the DPS throughout 2021, as detailed in the Corporate Governance Report Chapter in this annual report.

One form of supervision on the implementation of the product is carried out through a random sampling test at several branch offices of the Bank. In the initial stage, the sampling test activity was carried out by the sharia compliance unit to map out the material problems then provide advice and direction by the DPS. We did the random sampling test 14 times.

All DPS supervision activities have been coordinated with the Board of Directors through regular meetings. The meeting was attended by members of the Board of Directors with areas of duty related to the agenda discussed at the meeting. We have held 21 coordination meetings with the Board of Directors throughout 2021.

In addition to the Board of Directors, issues related to the fulfilment of sharia principles, especially those that are our focus in 2021, we also convey to the Board of Commissioners for supervision by the Board of Commissioners together with the DPS. We do this communication and coordination both in writing and in the form of meetings. Throughout 2021, we have issued 2 (two) letters to the Board of Commissioners and 2 (two) coordination meetings with the Bank's Board of Commissioners in the Joint Meeting (*Ragab*) forum.

In the future, DPS hopes that the management will optimize the number of sharia compliance unit personnel as an extension of DPS in carrying out its supervisory function on sharia compliance, as well as increasing its level within the Bank's organization. This is in line with the large capacity of BSI, so that the function of monitoring compliance with sharia aspects can be accommodated to the maximum, effectively and time efficiency.

In addition to supervising internal activities, DPS along with the sharia compliance unit plan to review regulations related to sharia banking which are deemed not in accordance with sharia principles, in order to maintain the integrity of the Bank as a sharia bank. This study will be the basis for BSI to provide input to regulators regarding sharia banking regulations. This is done so that BSI as an icon of sharia banking in Indonesia can contribute more to the development of sharia banking in general and the enforcement of sharia principles in the body of sharia banking regulations in particular in the country.

## Change of the Composition

In 2021, there was a change in the composition of the DPS of Bank Syariah Indonesia in accordance with the resolutions of the Annual GMS on May 6, 2021 which was stated in the Deed of Statement of Meeting Resolutions No. 42 dated May 31, 2021, drawn up before Notary Ashoya Ratam, SH.

The changes were made taking into account the letter from the National Sharia Council of the Indonesian Ulema Council U-822/DSN-MUI/XII/2020 dated December 23, 2020 regarding the recommendation of the Sharia Supervisory Board and Letter Number U-034/DSN-MUI/I/2021 dated January 15, 2021. Regarding the explanation of the DSN MUI which has recommended and determined the names on the Sharia Supervisory Board of Bank Syariah Indonesia.

The changes to the Sharia Supervisory Board are as follows:

### Previously:

Chairman	<b>Dr. H. Mohamad Hidayat</b>
Member	<b>Dr. KH. Hasanudin, M.Ag</b>
Member	<b>Dr. H. Oni Sahroni, MA</b>
Member	<b>Prof. DR. KH. Didin Hafidhuddin, M.Sc</b>

### Currently:

Chairman	<b>Dr. KH. Hasanudin, M.Ag</b>
Member	<b>Dr. H. Mohamad Hidayat</b>
Member	<b>Dr. H. Oni Sahroni, MA</b>
Member	<b>Prof. DR. KH. Didin Hafidhuddin, M.Sc</b>



### Appreciation

DPS highly appreciates the strenuous efforts of BSI management in realizing a healthy bank and always complying with sharia principles. This is expected to be the foundation for BSI to serve and provide the most significant benefit to the Indonesian people. Hopefully BSI management will always adhere to sharia principles in carrying out each of its business activities, including pursuing performance targets.

Nevertheless, we view that BSI still has to make efforts to increase public trust because this is very important to garner public support and its contribution in realizing Indonesia as the world's center of Islamic finance.

We as the Sharia Supervisory Board will always strive to encourage and supervise management to always implement sharia aspects in the Bank's business activities in order to provide optimal services and benefits for the community. We expect all constructive input from stakeholders so that BSI can be present to be a source of pride for all Indonesian people.

*Wassalamualaikum Warohmatullahi Wabarokatuh*

Jakarta, 30 March 2022

**Dr. KH. Hasanudin, M.Ag**

Chairman of the Sharia Supervisory Board

## Statement of Member of the Board of Commissioners and Member of the Board of Directors on the Responsibility for the Annual Report 2021 PT Bank Syariah Indonesia Tbk

We the undersigned hereby declare that all information contained in the 2021 Annual Report of PT Bank Syariah Indonesia Tbk has been presented in its entirety, and that we assume full responsibility for the accuracy of the contents of the PT Bank Syariah Indonesia Tbk Annual Report.

This statement is hereby made in all integrity.

Jakarta, 30 March 2022

### Board of Commissioners



**Adiwarman Azwar Karim**  
President Commissioner concurrently Independent Commissioner



**Muhammad Zainul Majdi**  
Vice President Commissioner concurrently Independent Commissioner



**M. Arief Rosyid Hasan**  
Independent Commissioner



**Komaruddin Hidayat**  
Independent Commissioner



**Bangun S. Kusmulyono**  
Independent Commissioner



**Sutanto**  
Commissioner



**Imam Budi Sarjito**  
Commissioner



**Masduki Baidlowi**  
Commissioner



**Suyanto**  
Commissioner



## Board of Directors

**Hery Gunardi**  
President Director

**Ngatari**  
Vice President Director 1

**Abdullah Firman Wibowo**  
Vice President Director 2

**Anton Sukarna**  
Sales & Distribution Director

**Koryok Alun Akbar**  
Retail Banking Director

**Kusman Yandi**  
Wholesale Transaction Banking Director

**Achmad Syafii**  
Information Technology Director

**Tiwul Widyastuti**  
Risk Management Director

**Tribuana Tunggadewi**  
Compliance & Human Capital Director

**Ade Cahyo Nugroho**  
Finance & Strategy Director



# COMPANY PROFILE

BSI has a vision to become a Top 10 Global Islamic Bank, with the mission of Providing Access to Islamic Financial Solutions in Indonesia, Becoming a Large Bank that Provides the Best Value for Shareholders and Becoming a Company of Choice and the Pride of Indonesia's Best Talents.



# 1,244

Total Branch Offices  
and Sub-Branch Offices



# Corporate Identity



Name of Company

**PT Bank Syariah Indonesia, Tbk**



## Legal Basis of Establishment

- State Gazette of the Republic of Indonesia No. 43 – 28 May 1971-Supplement No. 242
- State Gazette of the Republic of Indonesia No. 85 – 23 October 2009 – Supplement No. 26142
- State Gazette of the Republic of Indonesia No. 96 – 1 December 2009 – Supplement No. 27908



## Business License

- Decree of the Governor of Bank Indonesia No.10/67/KEP.GBI/DpG/2008 dated 16 October 2008
- Decree of the Governor of Bank Indonesia No.11/63/KEP.GBI/DpG/2009 dated 15 December 2009



## Change of Name Information

Effectively changed to PT Bank Syariah Indonesia Tbk on 1 February 2021 from previously named PT Bank BRI Syariah Tbk due to the merger with PT Bank Syariah Mandiri and PT Bank BNI Syariah



## Line of Business

Commercial Bank Based on the Sharia Principle



## Authorized Capital

**Rp40,000,000,000,000**



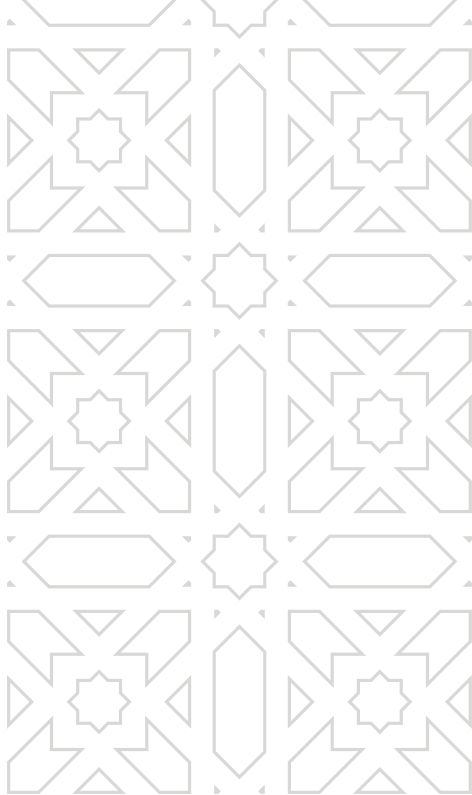
## Issued and Fully Paid-up Capital

**Rp20,564,653,671,500**



## Stock Code

**BRIS**



Company Profile



#### Stock Exchange

The Company's shares are listed on the Indonesia Stock Exchange on 9 May 2018



#### Number of Employees

**19,510**



#### Access to Company

Alamat Kantor Pusat:  
Address of Head Office:  
The Tower, Jl. Gatot Subroto No. 27  
Kelurahan Karet Semanggi, Kecamatan  
Setiabudi, Jakarta Selatan 12930



#### Website

<https://www.bankbsi.co.id/>  
<https://www.ir.bankbsi.co.id/>



#### Call Center

**14040**  
**1500789**

(specifically serving corporate and institutional customers)



#### Social Media

**Facebook** : Bank Syariah Indonesia  
**Instagram** : @banksyariahindonesia  
@lifewithbsi  
@BSIMobile  
**Youtube** : Bank Syariah Indonesia  
**Twitter** : @bsihelp  
@bankbsi\_id



#### Telephone

**(62-21) 30405999**



#### Facsimile

**(62-21) 30421888**



## Brief History of the Company

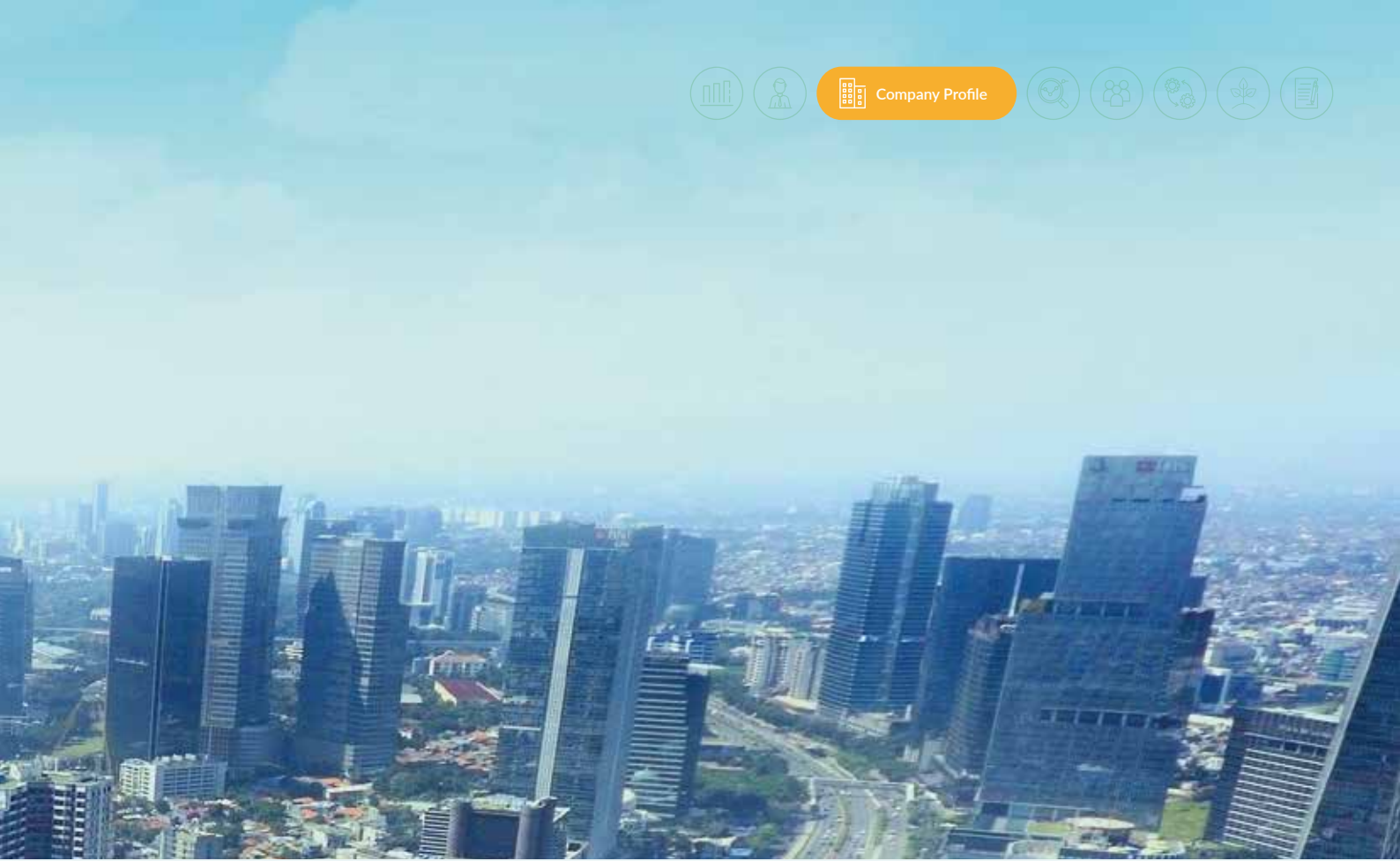
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The merger that gave birth to Bank Syariah Indonesia aims to unite the advantages of the three sharia banks, thus providing a more complete service, wider range, and having a better capital capacity.

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The Indonesian banking industry recorded a new milestone with the establishment of PT Bank Syariah Indonesia Tbk (BSI), which was officially introduced on 1 February 2021 or 19 *Jumadil Akhir* 1442 H. President Joko Widodo officially inaugurated the largest sharia bank in Indonesia in person at the State Palace.

BSI is a bank resulting from the merger between PT Bank BRI Syariah Tbk, PT Bank Syariah Mandiri, and PT Bank BNI Syariah. The Financial Services Authority (OJK) officially issued the merger permit for the three sharia bank businesses on 27 January 2021 through the letter No. SR-3/PB.1/2021. Subsequently, on 1 February, President Joko Widodo inaugurated the establishment of BSI.

The shareholders composition of BSI is: PT Bank Mandiri (Persero) Tbk 50.83%, PT Bank Negara Indonesia (Persero) Tbk 24.85%, PT Bank Rakyat Indonesia (Persero) Tbk 17.25%. The remaining are shareholders with below 5% of ownership.

This merger unifies the advantages of the three sharia banks, subsequently providing a more comprehensive service, wider reach, as well as a better capital capacity. Supported by the synergy with companies and the government's commitment through the Ministry of SOEs, Bank Syariah Indonesia is encouraged to be able to compete at the global level.

BSI is an effort for the establishment of a sharia bank that is the pride of the people, which is expected to become a new energy for national economic development and contribute to the welfare of the wider community. The existence of Bank Syariah Indonesia reflects the face of Sharia banking in Indonesia, which is modern, universal, and provides benefits for all beings and nature (*Rahmatan Lil 'Aalamiin*).

The potential of BSI to continue to grow and become part of the leading Islamic bank group at the global level is widely open. In addition to positive growth performance, the support of the climate that the Indonesian government has a mission to create a halal industrial ecosystem with a large and strong national Islamic bank, the fact that Indonesia is a country with the largest Muslim population in the world also opens opportunities.

It is in this context, the presence of BSI becomes key. Not only by being able to have a crucial role as a facilitator in all economic activities in the halal industry ecosystem, but also as an effort to realize the aspiration of the Country.

# Milestones

2007

PT Bank Rakyat Indonesia (Persero) Tbk acquired Bank Jasa Arta

2008

- Bank Indonesia issues business licenses through letter no.10/67/kep.GBI/dpG/2008.
- November 17, 2008 PT Bank BRISyariah officially operates by transforming business activities that were previously operating conventionally into banking activities based on Islamic sharia principles.
- December 19, 2008 a deed the separation of the Sharia Business unit of PT Bank Rakyat Indonesia (persero) Tbk to merge into PT Bank BRISyariah (spin off process) which became effective on January 1, 2009.

2009

Grand launching BRISyariah by minister of State Owned Enterprises Sofyan Djalil.

2010

- Launching of 7 Working culture of BRISyariah: PASTI OKE namely professional, enthusiast, HR Awards, *tawakal*, integrity, business orientation and customer satisfaction.
- Live core Banking System SyLAR (Sharia Integrated & Automated Realtime) equipped with electronic financing originating System (efoS) and management Information System (mIS).

2015

- OJK appointed BRISyariah as Indonesia first movers on Sustainable Banking.
- BRISyariah becomes the first Sharia Bank in Indonesia that launched laku pandai Syariah BRISmart.
- BRISyariah received approval from the ministry of finance of the Republic of Indonesia as a participant in the State Sharia Securities (SBSN) auction

2016

BRISyariah issued BRISyariah Subordinated *mudharabah* Sukuk I 2016 to strengthen the capital base.

2017

- The first Islamic Bank distributed Rp58,1 billion in KUR syariah to as many as 2578 customers.
- Cooperated in the distribution of Subsidized cash transfer Subsidies (SBUM) for civil servants and private to finance KPR FLPP year 2017 amounted to Rp950 billion.
- Designated by the ministry of finance of the Republic of Indonesia as the recipient for electronic state tax collector recipient bank through the second generation national Income Generation module (MPN) for corporate and individual taxpayers

**2011**

Implementation of Sharia Services at 18 BRI Branch offices

**2012**

- BRIsyariah established as the first Islamic Bank in the world that has mobile banking service in 4 online markets, namely Blackberry App World, Google play, Apple Store and nokia Store.
- Launching of tabungan Impian BRIsyariah

**2013**

- BRIsyariah developed the Sharia Officer Development Program (SODP) program to create bankers who have great competence in Islamic banking and a common understanding of the BRIsyariah business.
- Rebranding of tabungan BRIsyariah iB becomes tabungan faedah BRIsyariah iB
- Bank Indonesia approved BRIsyariah as a foreign exchange Bank

**2014**

- Launch of BRIsyariah i-Bank.
- Implementation of Aplikasi penunjang pembiayaan elektronik (Appel) to support quick and accurate financing distributing

**2018**

BRIsyariah Go Public on May 9, 2018 in the Indonesia Stock Exchange, conducting the Initial Public Offering for 2,623,350,600 shares to both domestic and foreign investors, with a nominal value of Rp500 per share.

**2019**

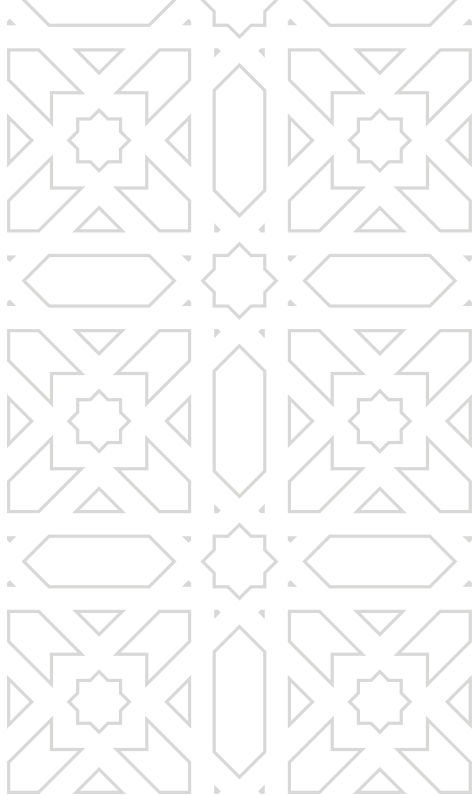
- In commemorating its 11<sup>th</sup> Anniversary, BRIsyariah develops technological innovation for internal business process to accelerate customer services, namely Kemashatan for madani people (i-kurma). i-kurma is a digital apps for micro financing processing.
- The commencing of Qanun Sharia financial Institution implementation in Aceh by BRI and BRIsyariah.

**2020**

BRIsyariah developed I-Kurma (Kemashatan Untuk Rakyat Madani) Gen 2 to increase service quality for the customer. I-Kurma Gen 2 is the development from previous application created to accelerate the micro financing disbursement application process.

**2021**

BRIsyariah merged with Bank Syariah Mandiri and BNI Syariah into one entity, namely Bank Syariah Indonesia (BSI) on 1 February 2021, which coincided with 19 *Jumadil Akhir* 1442 H.



# Vission

TOP 10

GLOBAL ISLAMIC BANK

# Mission



## Provide the access for Sharia Financial Solutions in Indonesia

Serving >20 million customers and become the top 5 bank based on assets (500+T) and book value of 50 T in 2025.



## To be a Big Bank that Provides the Best Value for Shareholders

Top 5 most profitable banks in Indonesia (ROE 18%) and strong valuation (PB>2).



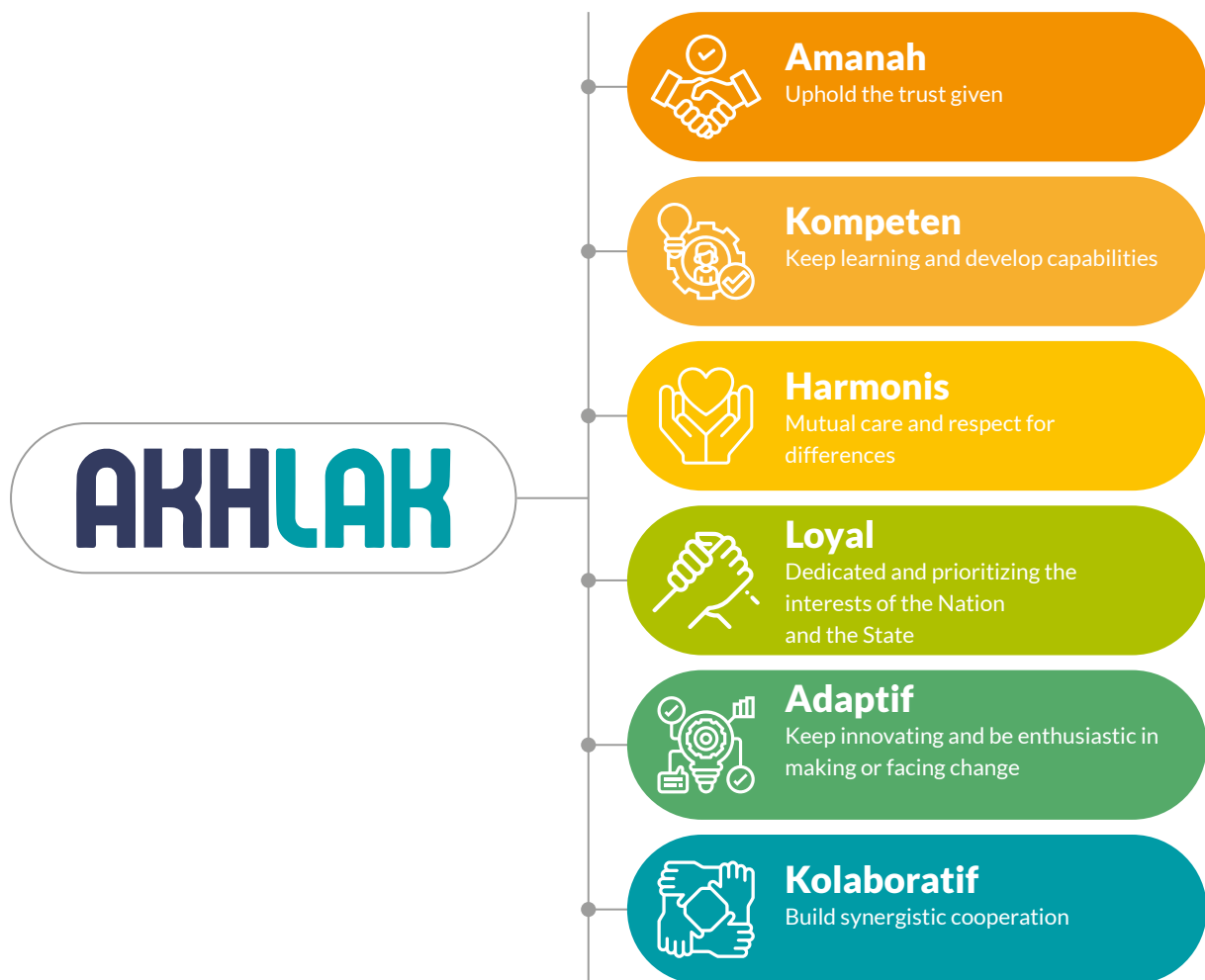
## To be the Company of Choice and the Pride of Indonesia's Best Talents

A company with strong values that empowers the community as well as committed to employee development with a performance-based culture.



# Corporate Culture/ Values

Bank Syariah Indonesia was established by a State-Owned Enterprise (SOE), which is currently the majority shareholder of the Bank. Accordingly, BSI makes “AKHLAK” as the company’s value, in line with the Circular Letter of the Ministry of SOEs No. SE-7/MBU/07/2020 which requires every SOE to implement these core values as the basis for building HR character.





# Line of Business

## According to the Articles of Association

### A. Main Business Activities

1. Collecting funds in the form of Savings in the form of Current accounts, Savings Accounts, or other equivalent forms based on the *Wadi'ah* Contract or other contracts that do not conflict with Sharia principles
2. Collecting funds in the form of investment in the form of Time Deposits, Savings Accounts, or other equivalent forms based on the *mudharabah* Contract or other Contracts that do not conflict with Sharia principles
3. Distributing profit sharing financing based on the *mudharabah* Contract, *musyarakah* Contract, or other Contracts that do not conflict with Sharia Principles
4. Distributing Financing based on the *murabahah* Contract, *salam* Contract, *istishna'* Contract, or other Contracts that do not conflict with Sharia Principles
5. Distributing Financing based on the *qardh* Contract or other Contracts that do not conflict with Sharia Principles
6. Financing for leasing of movable or immovable goods to the Customers based on the *ijarah* Contract and/or – lease purchase in the form of *ijarah muntahiya bittamlik* or other Contracts that do not conflict with Sharia Principles
7. Performing transfer of debt based on the *hawalah* Contract or other Contracts that do not conflict with Sharia Principles
8. Conducting debit card and/or financing card business based on Sharia Principles
9. Providing services based on contract, among others:
  - i. *Wakalah*
  - ii. *Hawalah*
  - iii. *Kafalah*
  - iv. *Rahn*
10. Purchasing, selling and/or guaranteeing on their own risk third party securities issued on the basis of underlying transactions based on Sharia principles
11. Purchasing securities based on Sharia principles issued by the Government and/or Bank Indonesia





12. Receiving payments from bills for securities and performing calculations with third parties or between third parties based on Sharia principles
13. Transferring money for their own interests and/or customers based on Sharia principles
14. Placing funds in, borrowing funds from, or lending funds to other banks, either using letters, telecommunication facilities or by money orders, checks or other means
15. Providing a place to store goods and securities based on the *wadi'ah yad amanah* principles or other principles based on Sharia principles
16. Conduct safekeeping activities including administration for the benefit of other parties based on a contract with the sharia principle
17. Providing letter of credit (L/C) facilities based on sharia principles
18. Providing bank guarantee facilities based on sharia principles
19. Conducting trustee activities based on *wakalah* contract
20. Carrying out other activities normally carried out by the Bank as long as they do not conflict with the sharia principles and in accordance with the applicable laws and regulations
4. Acting as founder and manager of pension funds based on Sharia principles
5. Performing activities in the capital market as long as they do not conflict with Sharia principles and the rules and regulations in the capital market sector
6. Organizing bank activities or products based on Sharia principles using electronic means
7. Publishing, offering and trading short-term letters based on Sharia Principles, either directly or indirectly, through the money market
8. Publishing, offering and trading long-term securities based on Sharia Principles, either directly or indirectly, through the capital market
9. Providing products or conducting other Sharia Commercial Bank business activities based on Sharia Principles and the applicable laws and regulations

#### Conformity of Implementation during the Fiscal Year

Business activities carried out in the 2021 fiscal year are in line with those in the Bank's Articles of Association.

#### B. Supporting business activities that support the main activities

1. Conducting foreign exchange activities based on Sharia Principles
2. Conducting investment activities in Sharia public banks or financial institutions conducting business activities based on Sharia principles
3. Conducting temporary capital participation activities to overcome due to failure of Financing based on Sharia Principles provided that they must withdraw their investments in accordance with the applicable laws and regulations

# Products and Services

Up to the end of 2021, Bank Syariah Indonesia provided a variety of products and services according to the needs and profile of each customer. The products and services are divided into 4 (four) categories, namely individuals, corporate, digital banking and cards.

## INDIVIDUAL

### BUSINESS

<b>Bank Guarantee Under Counter Guarantee</b>	Banking guarantee instruments issued on the basis of requests and counter guarantees received from both banks and non-banks
<b>BSI Bank Guarantee</b>	Bank guarantees specifically for vendors/contractors of PT PLN (PLN) in the procurement of goods and services within PLN.
<b>BSI Cash Management</b>	Electronic distribution channel in the form of internet banking services for corporate or institutional customers to conduct activities on their accounts at the Bank in the context of financial management and monitoring of cash flow safely, quickly, and easily.
<b>BSI Export of SDA Deposits</b>	Building the country together through foreign exchange from exports.
<b>BSI Export of SDA Current Accounts</b>	Home or property ownership mortgage services with hajj portion prizes.
<b>BSI Optima Current Accounts</b>	<i>Mudharabah</i> checking account with special yield based on tiering.
<b>BSI Government Current Accounts</b>	Blessing funds for the country.
<b>BSI Investment Financing</b>	Medium-term and long-term financing facilities for the procurement of capital goods (expansion, establishment of new projects, or refinancing).
<b>Vostro Current Accounts</b>	Checking accounts opening services in various currencies on behalf of Banks and non-banks financial institutions, with domestic, and international correspondents at BSI.
<b>Interbank Trade Finance Transaction Billing Service</b>	Receivable or short-term bills collection services under LC/SKBDN of Nominated Bank to BSI, which collects the receivables from the debtor (issuing Bank) according to sharia principles. BSI may provide bridging funds to Nominated Banks based on news of acceptance from the Issuing Bank to the Nominated Bank.
<b>Funding Received</b>	Loans or financing received by Bank Syariah Indonesia from banks or non-bank third parties that may originate from within the country (domestic) or from overseas in the form of rupiah or foreign currencies. Bank Syariah Indonesia provides profit sharing to third parties referring to the agreed PYD underlying assets.
<b>SIF (Supply Infrastructure Financing) BPJS Kesehatan</b>	Financing services to First Tier Health Facilities (FKTP): Main Clinic, Primary Clinic, Individual Practitioner, and Dentist Practice.

### GOLD

<b>BSI Gold Installments</b>	Purchase of gold with fixed and light installments without worrying about the gold price in the future.
<b>BSI Gold Pawns</b>	Gold pawn is a financing product based on gold collateral as an alternative to acquire cash quickly.

### HAJJ AND UMROH

<b>BSI Indonesian Hajj Savings</b>	Hajj and Umrah planning savings that are valid for all ages based on sharia principles with <i>wadiah</i> and <i>mudharabah</i> contracts. This savings account does not incur a monthly administration fee and is complemented with ATM card and E-Channel facilities if the customer has been registered with <i>Siskohat</i> (obtain a portion).
<b>BSI Indonesian Youth Hajj Savings</b>	Savings in Rupiah or USD for planning Hajj and Umrah for children.



## INVESTMENT

<b>Bancassurance</b>	Cooperation in marketing insurance products with insurance companies that cooperate with Bank Syariah Indonesia.
<b>BSI Foreign Exchange Deposit</b>	A timed investment managed by a <i>mudharabah</i> contract, which is intended for individual and corporate customers in USD. Available for the duration of 1 month, 3 months, 6 months and 12 months.
<b>BSI Sharia Mutual Funds</b>	Sharia mutual funds is a platform used to collect funds from investors as property owners. These funds are then invested and managed in a portfolio of sharia securities by investment managers, according to sharia provisions and do not conflict with Islamic sharia principles.
<b>Cash Waqf Linked Retail Sukuk (Retail Waqf Sukuk)</b>	Cash <i>Waqf</i> Linked Sukuk Ritel (CWLS Ritel) or Sukuk <i>Waqf</i> series SWR001 is an investment of cash <i>waqf</i> funds in state sukuk issued by the government to facilitate <i>waqf</i> in the community's economic empowerment and social activity programs.
<b>Rupiah Deposit</b>	Time investment that is managed by <i>mudharabah</i> contract, which is intended for individual and corporate customers in rupiah currency. Available for the duration of 1 month, 3 months, 6 months and 12 months.
<b>Referral Retail Brokerage</b>	It is a referral service for investment products to potential customers in cooperation with securities companies.
<b>SBSN Ritel</b>	SBSN Ritel, consisting of Retail State Sukuk and Savings Sukuk <ul style="list-style-type: none"> <li>• Retail State Sukuk are state sukuk that are sold to Indonesian citizen individuals through selling agents in the domestic primary market.</li> <li>• Sukuk Savings is a sharia investment product offered by the government to Indonesian citizens, as a safe, easy, affordable, and profitable investment savings.</li> </ul>

## FINANCING

<b>Bilateral Financing</b>	A service for providing financing facilities in rupiah or foreign currencies for short-term working capital needs or for other purposes to Bank and/or non-bank financial institutions.
<b>BSI Cash Collateral</b>	A financing facility that is guaranteed by liquid collateral, which is secured by Deposits in the form of time deposits, demand deposits, or savings.
<b>BSI Distributor Financing</b>	Working capital financing with a value chain scheme is post-financing financing (bridging funds to pay invoices in advance for completed work) given to suppliers who are special suppliers who perform the work contracts with bouwheer, in which the source of the financing repayment is invoice payments from the bouwheer.
<b>BSI Griya Hasanah</b>	Home ownership mortgage services for various needs, as follows: <ol style="list-style-type: none"> <li>1. Purchase of a new house/ second house/ shop house/ office/ apartment</li> <li>2. Purchase of ready to build plots</li> <li>3. House construction/renovation</li> <li>4. Take-over of financing from other banks</li> <li>5. Refinancing to meet customer needs</li> </ol>
<b>BSI Griya Maburr</b>	Home ownership mortgage program with hajj portion prizes.
<b>BSI Griya Simuda</b>	Home ownership mortgage services for young people to build their dream house with higher financing ceiling and low installments.
<b>BSI Griya Take Over</b>	Mortgage takeover from other Banks.
<b>BSI Sejahtera Mortgage</b>	Consumptive financing facilities to meet the government subsidized housing needs with sharia principles.
<b>BSI Kecil Microfinance</b>	Financing facility intended for Micro, Small and Medium Enterprises to meet working capital and investment needs with a ceiling between Rp50 million to Rp500 million..
<b>BSI Mikro Microfinance</b>	Financing facility intended for Micro, Small and Medium Enterprises to meet working capital and investment needs with a ceiling between Rp10 million to Rp50 million.
<b>BSI Super Mikro Microfinance</b>	Financing facility intended for Micro, Small and Medium Enterprises to meet working capital and investment needs with a ceiling of up to Rp10 million.

<b>BSI Mitra with Gold Collateral (Non Qardh)</b>	Financing for consumptive and productive purposes using <i>murabahah/musyarakah mutanaqishah/ijarah</i> contracts with collateral in the form of gold tied to a <i>rahn</i> contract, in which the gold that is pledged as collateral is kept by the Bank for a certain period of time.
<b>BSI Berkah Multifinance</b>	Multipurpose financing without collateral with various benefits and conveniences for payroll employees at BSI.
<b>BSI Hasanah Multifinance</b>	Consumptive financing facilities for: <ul style="list-style-type: none"> <li>• Purchase of consumptive goods such as home renovation, purchase of home furnishings/ furniture, and others.</li> <li>• Purchase of service benefits such as wedding organizers for weddings, hospital care, education, travel agent services, and others.</li> <li>• Transfer of consumer financing debt at other financial institutions that has underlying assets.</li> </ul>
<b>BSI OTO</b>	Vehicle (new cars, used cars, and new motorcycles) ownership financing services in an easy way with fixed installments.
<b>BSI Berkah Pension</b>	The financing provided to beneficiaries of monthly pension benefits, including the following: <ol style="list-style-type: none"> <li>1. Retired ASN (State Civil Apparatus) &amp; Retired ASN Widows.</li> <li>2. Retired employees of SOEs/ ROEs.</li> <li>3. Retired &amp; Widows of Retired ASN/PNS who have not entered the Pension TMT but have received a Pension Decree.</li> </ol>
<b>BSI Umrah</b>	Consumptive financing facilities to meet the needs for purchasing Umrah travel package services through travel agents that have collaborated with the Bank in accordance with sharia principles.
<b>Online Multifinance</b>	Unsecured financing for multi (any) purposes with various benefits and conveniences for employees.
<b>PRIORITY</b>	
<b>BSI Priority</b>	Exclusive services with privileged facilities from Bank Syariah Indonesia to selected individual customers.
<b>BSI Private</b>	Exclusive services with privileged facilities from Bank Syariah Indonesia for individual customers with an accumulative balance of at least Rp5 billion.
<b>Safe Deposit Box (SDB)</b>	Is a container for assets or securities, which is placed in a specially designed treasure room made from steel, which is sturdy, resistant to dismantling, and fire-resistant to maintain the safety of the assets stored and the comfort of its users.
<b>SAVINGS</b>	
<b>BSI Business Savings</b>	Savings with a <i>mudharabah muthlaqah</i> contract in rupiah which can facilitate transactions for the entrepreneur segment with larger daily transaction limits, featuring free RTGS fees, free SKN transfer fees & free incoming clearing deposits fees via tellers and net banking.
<b>BSI Easy Mudharabah Savings</b>	Savings in rupiah where withdrawals and deposits can be conducted at any time during cash operating hours at bank offices or through ATM.
<b>BSI Easy Wadiah Savings</b>	Savings in rupiah currency based on the <i>wadiah yad dhamanah</i> principle, in which withdrawals and deposits can be made at any time during cash operating hours at bank offices or through ATMs.
<b>BSI Sharia Securities Savings</b>	Sharia securities savings with <i>mudharabah muthlaqah</i> contract is a Customer Fund Accounts (RDN) that is designated for individual customers for the settlement of securities transactions in the capital market.
<b>BSI Indonesian Hajj Savings</b>	Hajj and Umrah planning savings that are applicable for all ages based on sharia principles with <i>wadiah</i> and <i>mudharabah</i> contracts. This savings account does not incur a monthly administration fee and is equipped with ATM card facilities and E-Channel facilities if registered with <i>Siskohat</i> (obtains a portion).
<b>BSI Junior Savings</b>	Savings account for children and students under the age of 17 to encourage a culture of saving from an early age.
<b>BSI Student Savings</b>	Savings with <i>wadiah</i> contract for students of State/ Private Universities, or employees/ members of companies/ institutions/ associations/ professional organizations that cooperate with the Bank.
<b>BSI Payroll Savings</b>	A derivative product from the regular <i>wadiah/mudharabah</i> Tab specifically for payroll and migrant customers.
<b>BSI Education Savings</b>	Savings with a <i>mudharabah muthlaqah</i> contract which is intended for the individual segment in planning education with an auto-debit system complemented with insurance protection.



<b>BSI Pension Savings</b>	Savings with a choice of <i>wadiah yad dhamanah</i> or <i>mudharabah muthlaqah</i> contracts that are intended for individual customers who are registered with pension management institutions that have collaborated with the bank.
<b>BSI Prima Savings</b>	A savings product that is intended for the high-net-worth individual segment with <i>mudharabah</i> and <i>wadiah</i> contracts that provide various facilities and conveniences.
<b>BSI Planned Savings</b>	Savings with <i>mudharabah muthlaqah</i> contract which is intended for the individual segment in planning their finances with an auto-debit system complemented with free insurance protection
<b>BSI Student Savings</b>	Savings with <i>wadiah yad dhamanah</i> contract for students issued nationally by Islamic banks in Indonesia, with easy and simple requirements as well as attractive features, in the context of education and financial inclusion to encourage a culture of saving from an early age.
<b>BSI Smart Savings</b>	Basic saving account with the <i>wadiah yad dhamanah</i> contract is a literacy from the OJK with easy and light requirements that is issued jointly by banks in Indonesia to foster a culture of saving and improve people's welfare.
<b>BSI Foreign Exchange Savings</b>	Savings with a choice of <i>wadiah yad dhamanah</i> or <i>mudharabah muthlaqah</i> contracts in dollar currency, in which withdrawals and deposits can be made at any time or according to the Bank's regulations.
<b>BSI TabunganKu</b>	Savings with the <i>wadiah yad dhamanah</i> contract for individuals with simple and light requirements, which is issued jointly by banks in Indonesia to foster a culture of saving and improve people's welfare.
<b>BSI Tapenas Kolektif</b>	Short-term and long-term planning savings for employees or contract workers at an institution based on a cooperation agreement.
<b>TRANSACTION</b>	
<b>BSI Rupiah Current Accounts</b>	Deposits of funds from third parties managed by a choice of <i>wadiah yad dhamanah</i> or <i>mudharabah muthlaqah</i> contracts, in which the withdrawals can be made at any time using debit, cheque, bilyet giro, other payment order facilities or by book transfer to support individual and non-individual business businesses in currencies rupiah.
<b>BSI Foreign Exchange Current Accounts</b>	Deposits of funds from third parties managed by a choice of <i>wadiah yad dhamanah</i> or <i>mudharabah muthlaqah</i> contracts whose withdrawals can be made at any time using debit, cheque, demand deposit slips, other payment order facilities or by book transfer to support individual and non-individual businesses in foreign currencies.



## CORPORATE

### CASH MANAGEMENT

<b>CMS</b>	Transaction services, including transfers to partners or third parties at Bank BSI or other banks (online, SKN, RTGS), transfers to employees (payrolls), payment of tax obligations, payments and purchases of Pertamina products, payment of utility bills, and other bills.
<b>OPBS (SO/DO) Pertamina</b>	BSI Pembayaran Pertamina is a payment and receipt service for Pertamina products. Together with Pertamina, BSI comes with a host-to-host service to facilitate Pertamina's partners/ customers in ordering and/or paying for Pertamina products through the BSI Cash Management System and BSI Branches.

### TREASURY

<b>Sukuk Transaction</b>	Serving the needs of sharia securities (sukuk) transactions: <ul style="list-style-type: none"> <li>• State Sukuk</li> <li>• Corporate Suku</li> </ul>
<b>Deposito On Call (DOC)</b>	Savings product with a certain amount with a minimum tenor of 1 (one) day to 28 (twenty-eight) calendar days, with a rate of return that refers to daily placements with Bank Indonesia. The contract used is mudharabah mutlaqah.
<b>BSI Sharia Hedging</b>	Bank Syariah Indonesia accommodates the sale/ purchase of foreign exchange transactions carried out in order to mitigate the risk of changes in exchange rates for certain currencies in the future. The contract used is aqd 'al-tahaww al-basith and al sharf.
<b>Foreign Exchange Transactions - General Foreign Exchange/ Telegraphic Transfer</b>	Bank Syariah Indonesia accommodates the sale/ purchase of foreign exchange transactions according to customer needs with a certain time tenor. Transaction today for settlement on the same day, transactions tomorrow (Tom) for delivery after one business day and spot transactions for delivery after two business days. The currencies traded are USD, SAR, EUR, SGD, JPY, AUD, HKD, CHF, CAD, CNY, and GBP.
<b>Foreign Exchange Transactions - Foreign Banknotes</b>	Bank Syariah Indonesia accommodates foreign banknotes transactions for both withdrawals and deposits as well as buying and selling against the rupiah, using an al sharf contract.

### SERVICE

<b>Trustee</b>	Representing sukuk holders, and can act as monitoring agents, guarantee agents, and escrow agents related to transactions in the Islamic capital market. <ul style="list-style-type: none"> <li>• Trustee Monitor the issuer's obligations in accordance with the sukuk issuance trustee agreement.</li> <li>• Agency Monitor the obligations of the parties related to the services of monitoring agents, guarantee agents, capital market escrow agents.</li> </ul>
<b>Custody</b>	Governance according to sharia principles with a modern and reliable custodial system. <p><b>Core Custody</b></p> <ul style="list-style-type: none"> <li>• Safekeeping Concept of physical securities depository, securities recording, and reconciliation.</li> <li>• Transaction Handling Service Settlement of securities transactions that have occurred on the transaction date, which will be settled on the settlement date.</li> <li>• Corporate Action The custodian function as a corporate action includes other services, including receiving dividends, interest, and other rights (corporate action) as well as representing account holders who are customers (proxies).</li> <li>• Sub Registry (Government Bond) Bookkeeping, recording, and administration services for government bond transactions, both corporate and individual, either directly with customers and/or through other selling agents.</li> <li>• Income Collection Services for the management or collection of customer rights in relation to securities and securities held at the Custodian Bank.</li> <li>• Portofolio Accouting Services for bookkeeping or recording of customer's asset portfolio.</li> </ul>

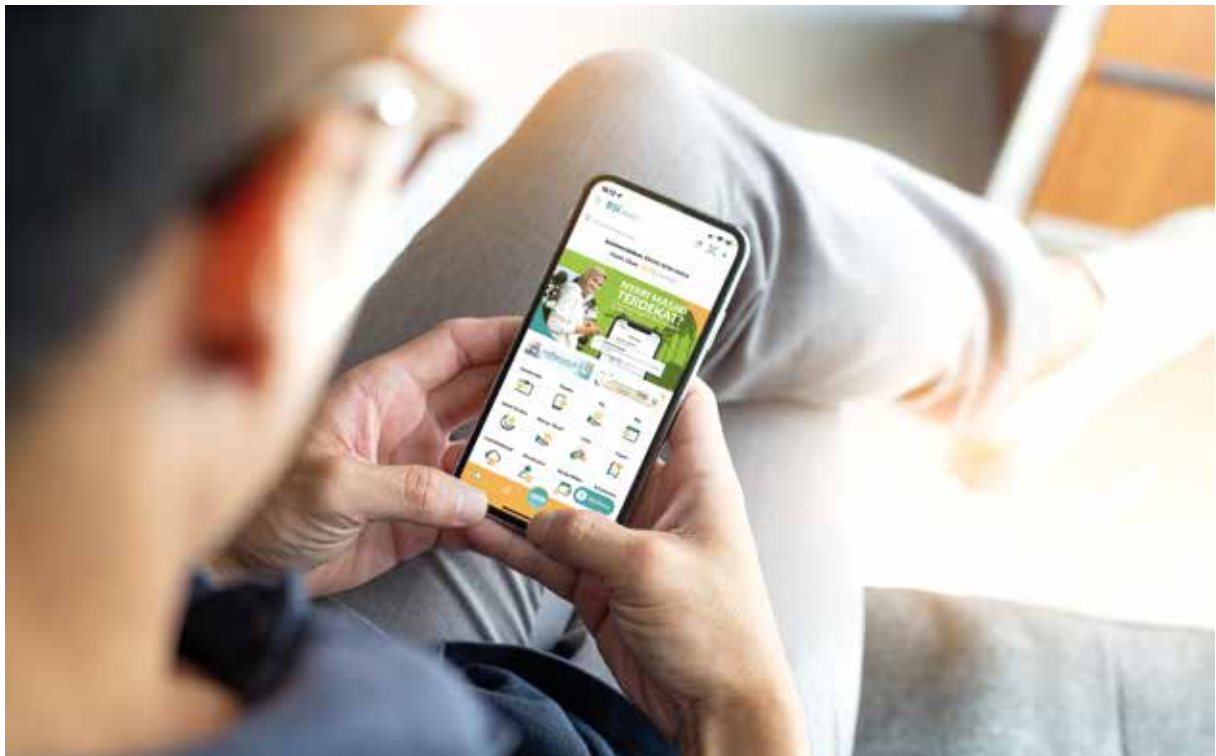
	<b>Fund Services And Unit Link</b> <ul style="list-style-type: none"> <li>• <b>Fund Accounting</b> Bookkeeping of securities or securities transactions in a portfolio and reporting them to customers.</li> <li>• <b>Fund Administration</b> Recording of ownership of mutual fund and/or unit link customer participation units and reporting it to investors regarding the product.</li> <li>• <b>Safekeeping</b> The concept of securities depository is the physical storage of securities, recording of securities, and reconciliation.</li> <li>• <b>Transaction Handling Service</b> Settlement of securities transactions that have occurred on the transaction date, which will be settled on the settlement date.</li> <li>• <b>Income Collection</b> Services for the management or collection of customer rights in relation to securities and securities held at the Custodian Bank.</li> <li>• <b>Reporting / Tax</b> Final results or reporting services performed by the Custodian Bank on the Mutual Fund assets sent to the investment manager and/or unit holder.</li> </ul>
<b>Investment Financing</b>	Medium-term and long-term financing facilities for the procurement of capital goods (expansion, establishment of new projects, and refinancing).
<b>Export Notes Settlement</b>	Facilities provided by Bank Syariah Indonesia to Customers (Exporters) in order to provide assistance for the management of documents, collection of receivables, and to assist customers fulfilling their working capital. This includes the settlement of single bank export notes, documentary, non-documentary, and open accounts either by collection (services) or by negotiation/ discount (financing).
<b>LC/ SKBDN Issuance</b>	Facilities provided by Bank Syariah Indonesia in the form of payment guarantees from the Bank to the beneficiary in the event that the guaranteed party (applicant) is unable to fulfill obligations or is in default.
<b>Buyer Financing</b>	Facilities provided by Bank Syariah Indonesia in the form of payment guarantees from the Bank to the beneficiary in the event that the guaranteed party (applicant) is unable to fulfill obligations or is in default.
<b>Distributor Financing</b>	Facilities provided by Bank Syariah Indonesia in the form of payment guarantees from the Bank to the beneficiary in the event that the guaranteed party (applicant) is unable to fulfill obligations or is in default.
<b>Supplier Financing</b>	Facilities provided by Bank Syariah Indonesia in which the Bank represents the supplier to collect receivables. The bank then collects the receivables from the buyer, or other parties appointed by the buyer.
<b>Bank Guarantee</b>	Facilities provided by Bank Syariah Indonesia in the form of payment guarantees from the Bank to the beneficiary in the event that the guaranteed party (applicant) is unable to fulfill obligations or is in default.
<b>FINANCING</b>	
<b>Mandiri Sharia Restricted Investment</b>	Placement of a number of funds sourced from owners of restricted investment funds managed by BSI as collateral for financing provided to customers for a certain period of time based on a mudharabah muqayyadah contract.
<b>Investment Financing</b>	Facilities provided by Bank Syariah Indonesia in the form of medium-term and long-term financing for the procurement of capital goods (expansion, establishment of new projects, and refinancing).
<b>Refinancing</b>	Financing facility to obtain fresh money on existing assets/ objects of prospective customers for the following needs: <ul style="list-style-type: none"> <li>• Asset acquisition</li> <li>• Take over</li> <li>• Other investment needs</li> </ul>
<b>Multifinance</b>	Facilities provided by Bank Syariah Indonesia in the form of financing to multifinance with channeling or executing schemes.
<b>Sharia Current Accounts Financing</b>	Facilities provided by Bank Syariah Indonesia in the form of Short-Term Financing to finance seasonal working capital needs.
<b>Agency, Syndication, and Clubdeal</b>	As the customer's business develops, it is often necessary to have more than one bank and/ or sharia financial institution to collectively meet the large financial needs of customers. With our professional staff in the field of sharia syndication, customers will have the confidence to acquire sharia financing facilities in large quantities and competitive margins/ rents/ profit sharing without having to deal with many banks and/or other sharia financial institutions, but only with Bank Syariah Mandiri, which at the same time will assist customers to optimize the financing received.
<b>Work Capital Financing</b>	Medium-term and long-term financing for the procurement of capital goods (expansion, establishment of new projects, and refinancing).

## SAVINGS

<b>SBSN Current Accounts</b>	Non-saving account deposits that are managed under a <i>mudharabah</i> contract, intended for institutions that require maximum returns.
<b>DHE SDA Deposit</b>	Savings account deposits deriving from the customer's DHE SDA funds in the Bank or other banks.
<b>DHE SDA Current Accounts</b>	Non-saving account deposits managed by <i>mudharabah</i> and <i>wadiah</i> contracts, intended for exporters in the context of DHE SDA export trading activities.
<b>Optime Current Accounts</b>	<i>Mudharabah</i> checking account with special yield based on tiering.

## DIGITAL BANKING

<b>BSI Mobile</b>	Solutions for the convenience of customers in conducting transaction, worship, and sharing through various features in one application. BSI Mobile is always there for customers 24 hours a day and makes everything more balanced financially, spiritually and socially.
<b>Online Account Opening</b>	The online account opening service through BSI Mobile is a solution for customers wishing to open an account easily without having to visit the branch.
<b>Gold Solution</b>	Gold ownership service through BSI Mobile with gold purchases starting from Rp50,000. Customers can buy, sell, transfer, and withdraw physical gold and pawn gold online easily and safely without the need to visit the branch.
<b>BSI QRIS</b>	Transaction service by scanning the QR Code using the QR Code Indonesian Standard (QRIS) of Bank Indonesia
<b>BSI Cardless Withdrawal</b>	Practical solution for customers in making cash withdrawals without a card. Through BSI Mobile, cardless cash withdrawals can be made at all Bank Syariah Indonesia ATMs and Indomaret.
<b>BSI Debit Card</b>	BSI Debit Card is an ATM card from Bank Syariah Indonesia that can be used to conduct transactions at ATMs and EDCs on the GPN and International (Visa) networks.
<b>BSI Debit OTP</b>	BSI Debit OTP is a debit card-based transaction service that uses an OTP code as a PIN for each transaction.



<b>BSI ATM CRM</b>	BSI ATM CRM (Cash Recycle Machine) or ATM Deposit Withdraw is a type of ATM to serve cash deposit transactions, cash withdrawals, interbank transfers, and payment or purchase transactions for all Bank Syariah Indonesia Customers.
<b>BSI Aisyah</b>	Aisyah is an Interactive Assistant of Bank Syariah Indonesia who will assist in providing information on the latest products, services, and promos from Bank Syariah Indonesia
<b>BSI Net</b>	Business transactions are now easier through the BSI Net service anytime and anywhere. You can do various transaction conveniently, such as conducting mass transfers and monitoring transactions on BSI Net.
<b>BSI JadiBerkah.id</b>	Jadiberkah.id is a crowdfunding platform for <i>zakat</i> , <i>infaq</i> , alms and <i>waqf</i> . You can find a wide selection of ziswaf programs on the Jadiberkah.id platform.
<b>BSI Merchant Business</b>	EDC Bank Syariah Indonesia is a service provided by Bank Syariah Indonesia to customers with a business to provide transaction convenience with ATM Debit card payment to their customers.
<b>BSI API Platform</b>	BSI API Platform is a portal that provides open banking services to facilitate the integration process between Bank Syariah Indonesia services and customer applications.
<b>BSI Smart Agent</b>	BSI Smart Agent is a Laku Pandai Service (Officeless Financial Services in the Context of Financial Inclusion) by BSI to provide banking services and/or other financial services that are not carried out through an office network, but through collaboration with other parties supported by information technology facilities.
<b>BSI Payment Point</b>	Payment Point transaction services at Bank Syariah Indonesia can be performed by customers at any Bank Syariah Indonesia outlet or at ATMs. Payment can be made via debit or cash.
<b>Mobile Deposit</b>	It's easy to invest with deposits at BSI Mobile, anytime and anywhere, without the need to visit the branch.
<b>Griya Hasanah Online Top Up via BSI Mobile</b>	BSI Griya Hasanah Online Top Up Financing is Financing from Bank Syariah Indonesia in the form of additional financing from existing financing from Bank Syariah Indonesia for the consumptive purposes of customers. Griya Hasanah Online Top Up financing uses a sharia refinancing contract with an <i>al-bai'</i> scheme in the context of <i>musarakah mutanaqishah</i> (MMQ).

## CARD

### FINANCING CARD

<b>BSI Classic Hasanah Card</b>	<p>BSI Classic Hasanah Card is a financing card with sharia principles issued by Bank Syariah Indonesia and is used as a means of payment for transactions and performs like a credit card.</p> <p>BSI Classic Hasanah Card is made based on DSN fatwa No. 54/DSN-MUI/X/2006 on sharia cards and based on 3 (three) sharia contracts, including:</p> <ul style="list-style-type: none"> <li>• <i>Kafalah</i></li> <li>• <i>Qardh</i></li> <li>• <i>Ijarah</i></li> </ul> <p>The limit for BSI Classic Hasanah Card is Rp4 million to Rp6 million.</p>
<b>BSI Hasanah Card Gold</b>	<p>BSI Gold Hasanah Card is a financing card with sharia principles issued by Bank Syariah Indonesia and is used as a means of payment for transactions and performs like a credit card. BSI Gold Hasanah Card is made based on DSN fatwa No. 54/DSN-MUI/X/2006 on sharia cards and based on 3 (three) sharia contracts, including:</p> <ul style="list-style-type: none"> <li>• <i>Kafalah</i></li> <li>• <i>Qardh</i></li> <li>• <i>Ijarah</i></li> </ul> <p>The limit for Gold BSI Hasanah Card is Rp8 million to Rp30 million.</p>



<b>BSI Hasanah Card Platinum</b>	<p>BSI Platinum Hasanah Card is a financing card with sharia principles issued by Bank Syariah Indonesia and is used as a means of payment for transactions and performs like a credit card.</p> <p>BSI Platinum Hasanah Card is made based on DSN fatwa No. 54/DSN-MUI/X/2006 on sharia cards and based on 3 (three) sharia contracts, including:</p> <ul style="list-style-type: none"> <li>• <i>Kafalah</i></li> <li>• <i>Qardh</i></li> <li>• <i>Ijarah</i></li> </ul> <p>The limit for BSI Platinum Hasanah Card is Rp40 million to Rp900 million.</p>
<b>DEBIT CARD</b>	
<b>BSI Debit GPN</b>	BSI Debit GPN, is a debit card/ATM product issued by Bank Syariah Indonesia using the National Payment Gateway (GPN) logo that can be used by customers in all EDC AND ATM networks throughout Indonesia (nationally).
<b>BSI Debit OTP</b>	Debit ATM card where the PIN system uses One Time Password (OTP), which is registered through mobile banking.
<b>BSI Debit Visa</b>	BSI Debit Visa is a debit/ATM card product issued by Bank Syariah Indonesia using the Visa Worldwide logo that can be used by customers in any EDC AND ATM network worldwide (International).
<b>BSI Debit Sabi Card</b>	BSI SaBi Debit, is a debit card/ATM product issued by Bank Syariah Indonesia using the National Payment Gateway (GPN) logo, which is a facility for owners of child savings affiliated with their parents. The BSI SaBi Debit card supports financial literacy education for children with special limitations to keep children safe in conducting transactions.
<b>BSI SimPel Debit Card</b>	<p>BSI Debit SimPel, is a debit card/ATM product issued by Bank Syariah Indonesia using the National Payment Gateway (GPN) logo, which is a facility for Student Savings owners.</p> <p>The BSI SimPel Debit Card has a special limit to ensure that students can conduct transactions safely and easily. The card can be used by students in any EDC and ATM network throughout Indonesia (nationally).</p>
<b>BSI Visa Hajj Card</b>	BSI Hajj Visa Card is a debit/ATM card product issued by Bank Syariah Indonesia specifically intended for Tabungan Haji Indonesia customers to provide convenience in conducting transactions during the worship in the Holy Land.





# Business Networks and Operating Areas

The business network and operational areas of BSI are supported by regional offices to operational functional offices, the details of which are described below.

NO.	TYPE OF OFFICE	TOTAL
1	Regional Office	10
2	Branch Office	272
3	Sub-Branch Office	972
4	Pawn Functional Operational Office	44
5	Micro Functional Operational Office	3
6	Cash Office	74
7	Payment Point (PP)	179
8	KFNO	0
9	Priority Service Counter	60
10	Pawn Service Counter	530
11	Micro Service Counter	244
12	Bank Sharia Service	4.667
13	Automated Teller Machine (ATM)	2.618





The presence of 1,244 BSI Branch Offices and Sub-Branch Offices in many provinces is in line with the Bank's vision to provide access to sharia financial solutions in Indonesia.



## BRANCH OFFICE

NO.	BRANCH OFFICE	ADDRESS	PHONE NO.	FAX
1	KC Banda Aceh Diponegoro	Jl. Diponegoro No. 6, Banda Aceh, Aceh	(0655) 7551109, 7551558	(0651) 33945
2	KC Banda Aceh Ahmad Dahlan	Jl. Ahmad Dahlan No. 111	(0651) 32313, 32314, 32301	(0651) 32317
3	KC Banda Aceh Daud Beureueh 2	Jl. T. Daud Beureuh No.172-174	(0651) 638 304-5	(0651) 638306
4	KC Banda Aceh T. Panglima Nyak Makam	Jl. T. Panglima Nyak Makam No. 100 A - 100 D	(0651) 22900 (hunting), 7410714, 32929, 33869, 23577, 32587	(0651) 31190
5	KC Sigli 2	Jalan Merdeka No. 6	(0653) 22450	(0653) 21306
6	KC Sigli 1	Jl. Prof. A Majid Ibrahim No. 6	-	-
7	KC Lhokseumawe Merdeka 4	Jl. Merdeka No. 72D	(0645) 47005, 47006	(0645) 47009
8	KC Langsa 1	Jl. Ahmad Yani No. 20-22, Kel. Gampong Jawa, Kec. Langsa Kota Langsa, Aceh	(0641) 426135, 21357, 426451	(0641) 426051
9	KC Lhokseumawe Merdeka 1	Jl. Merdeka No. 24-25, Desa Simpang Empat, Kec. Banda Sakti, Kotif Lhokseumawe, Aceh	(0645) 631146, 631147, 631148	(0645) 41555
10	KC Lhokseumawe Merdeka 2	Jl. Merdeka No.39-40	(0645) 401 85	(0645) 421 85
11	KC Bireuen Simpang IV	Jl. Medan - Banda Aceh, Simpang IV	(0644) 21126, 22044	(0644) 22040
12	KC Kuala Simpang	Jl. Tengku Panglima Polem No. 23 - 24	(0641) 333366	(0641) 333367
13	KC Langsa Darussalam	Jl. Darussalam No. 1	(0641) 21033	(0641) 21170
14	KC Lhokseumawe Merdeka 3	Jl. Merdeka No. 1	(0645) 41906	(0645) 21306
15	KC Takengon	Jl. Yos Sudarso No. 164, Takengon	(0643) 21294	(0643) 21119
16	KC Langsa 2	Jl. Jend. A Yani No. 59	-	-
17	KC Bireuen Chik Johan	Jl. T.H Chik-Johan Alamsyah No. 1	-	-
18	KC Meulaboh Imam Bonjol	Jl. Imam Bonjol	(0655) 7551961	(0655) 7551010
19	KC Simeulue	Pertokoan Suak Tungkul Kavling 1 No. 5/6, Jl. Tgk. Diujung Sinabang, Simeuleu, Aceh.	(0650) 21547	(0650) 21556
20	KC Meulaboh Nasional	Jl. Nasional No. 107, Gampong Ujong Baroh, Kec. Johan Pahlawan, West Aceh District, Aceh	(0655) 7551109, 7551558	(0655) 7551184
21	KC Blangpidie	Jl. Persada No. 99A	(0659) 91008, 91127	(0659) 91070
22	KC Kutacane	Jl. Iskandar Muda No. 14	(0629) 21031	(0629) 21170
23	KC Tapaktuan	Jl. Nyak Adam Kamil No. 42	(0656) 21456	(0656) 21088
24	KC Meulaboh Imam Bonjol 1	Jl. Imam Bonjol No. 28	-	-
25	KC Batam Windsor Central	Komplek Windsor Central Blok A No. 3-4, Jl. Pembangunan, Kota Batam	(0778) 431331	(0778) 432727
26	KC Tanjung Pinang	Jl. Basuki Rahmat No. 1-3, Kel. Tanjungpinang Timur, Kec. Bukit Bestari, Kota Tanjungpinang, Kep. Riau	(0771) 313788	(0771) 313995
27	KC Batam Raden Patah	Jl. Raden Patah No. 67, 69 dan 71	(0778) 7418200, 7418257, 7418258	(0778) 7418282
28	KC Batam Business Center	Komplek Pertokoan Rafflesia Business Centre Blok E No. 8-9	(0778) 466749, 467229 - 594	(0778) 463462
29	KC Medan A Yani	Jl. Jenderal Achmad Yani No. 100, Medan, North Sumatra	(061) 4153866, 4151466	(061) 4511867
30	KC Medan Kampung Baru	Jl. Brigjen Katamso No. 717 B, Medan, North Sumatra	(061) 7878383	(061) 7872323





NO.	BRANCH OFFICE	ADDRESS	PHONE NO.	FAX
31	KC Medan Aksara	Jl. Letda Sujono No. 110, Kel. Medan Estate, Kec. Percut Sei Tuan, Kab. Deli Serdang, North Sumatra	(061) 7325939, 7325957	(061) 7332936
32	KC Lubuk Pakam	Jl. Diponegoro No. 45-46 Pasar I, Kel. Lubuk Pakam, Kec. Lubuk Pakam, Kab. Deli Serdang, North Sumatra	(061) 7952555	(061) 7950419
33	KC Medan Adam Malik	Jl. Adam Malik No.151/Jl. Makmur	(061) 80088173, 80085057	(061) 80084526
34	KC Medan S Parman	Jl. S. Parman No. 250 E/8	(061) 4556870, 4515683	(061) 4515671
35	KC Medan Gajah Mada	Jl. Gajah Mada No. 7, Kel. Petisah Hulu, Kec. Medan Baru, Kota Medan. North Sumatra	(061) 4550755	(061) 4550766, 4537627
36	KC Binjai	Jl. Sukarno Hatta No. 22-23, Kel. Tanah Tinggi, Kec. Binjai Timur, Kota Binjai, North Sumatra	(061) 8826396	(061) 8826138
37	KC Kabanjahe	Komplek Raja Lahir Munte Blok E No. 1-2, Jl. Selamat Ketaren, Kel. Gung Leto, Kec. Kabanjahe, Kab. Karo, North Sumatra	(0628) 21999	(0628) 21859
38	KC Pekanbaru Sudirman 1	Jl. Jend. Sudirman No. 450, Pekanbaru, Riau	(0761) 849191, 849192, 849193, 849194	(0761) 849190, 31668
39	KC Dumai	Jl. Jenderal Sudirman No. 162, Dumai, Riau	(0765) 33555	(0765) 32379
40	KC Pekanbaru Harapan Raya	Jl. Haji Imam Munandar No. 8, Kel. Tangkerang Utara, Kec. Bukit Raya, Kota Pekanbaru, Riau	(0761) 862222	(0761) 849799
41	KC Duri	Jl. Hangtuah, Kel. Balai Makam, Kec. Mandau, Kab. Bengkalis, Riau	(0765) 598990	(0765) 598993
42	KC Pekanbaru Sudirman 2	Jl. Jend.Sudirman No. 484	(0761) 859694, 859695, 859697, 859698	(0761) 839837, 859819
43	KC Panam Arengka	Ruko Panam Raya Permai No. 83 Jl. HR Soebrantas KM 8,5 RT.005/002	(0761) 563804, 587556, 563944	(0761) 587556
44	KC Pekanbaru Arifin Ahmad	Jl. Arifin Ahmad No. 7-9	(0761) 6700081	(0761) 6700085
45	KC Pematangsiantar Perintis	Jl. Perintis Kemerdekaan No. 1, Pematangsiantar, North Sumatra	(0622) 435858, 435857, 435861	(0622) 435848
46	KC Rantau Prapat	Jl. Jenderal Ahmad Yani No. 4, Kel. Bakaran Batu, Kec. Rantau Selatan, Kab. Labuhanbatu, North Sumatra	(0624) 24880, 24205, 25186	(0624) 24653
47	KC Padangsidempuan	Jl. Sudirman No. 130 A, Kel. Wek I, Kec. Padangsidempuan Utara, Kota Padangsidempuan, North Sumatra	(0634) 28200	(0634) 28103
48	KC Sibolga	Jl. Sutoyo Siswomiharjo No. 22, Sibolga Utara, Sibolga, North Sumatra	(0631) 24555	(0631) 26722
49	KC Pematangsiantar Kartini	Jl. Kartini No. 6 G	(0622) 435977, 435988	(0622) 435966
50	KC Bandar Lampung Diponegoro	Jl. Diponegoro No. 189, Kel. Gotong Royong, Kec. Gotong Royong, Kota Bandar Lampung, Lampung	(0721) 258952, 258960	(0721) 263588
51	KC Baturaja Slamet Riadi	Jl. Slamet Riadi No. 231, RT. 02/02, Kel. Kemalaraja, Kec. Baturaja Timur, Kab. Ogan Komering Ulu, South Sumatra	(0735) 325111	(0735) 322552
52	KC Bandar Jaya	Komp. Pertokoan Central Niaga Bandar Jaya No. 1-3, Jl. Proklamator Raya, Yukum Jaya, Lampung Tengah, Lampung	(0725) 529825, 529826	(0725) 529831
53	KC Metro A Yani	Jalan Ahmad Yani	(0725) 7851606	(0725) 7851605
54	KC Bandar Lampung Tanjung Karang	Jl. Jend. Sudirman No. 62	(0721) 242528, 242517	(0721) 242432
55	KC Bandar Lampung Teluk Betung	Jl. Diponegoro No. 6	(0721) 472651, 472644, 472639, 472642	(0721) 472644, 472639

NO.	BRANCH OFFICE	ADDRESS	PHONE NO.	FAX
56	KC Baturaja Rahman Hamidi	Jl. Let. R Hamidi No. 30 RT 03 RW 01	(0735) 324888, 0735 323333, 0735 325522, 0735 325554	(0735) 324888
57	KC Bandar Lampung Kedaton	Jl. Teuku Umar No. 17 RT 006 Lk.1	(0721) 253333, 265003, 267020	(0721) 265007
58	KC Bengkulu S Parman 1	Jl. S. Parman No. 15, Kel. Padang Jati, Kec. Ratu Samban, Kota Bengkulu, Bengkulu	(0736) 342007	(0736) 346707
59	KC Bengkulu S Parman 2	Jl. S. Parman, No. 51 A & B	(0736) 27688, 20938	(0736) 26448
60	KC Bengkulu Sudirman	Jl. Jenderal Sudirman No. 41-43, RT 09 RW 13,	(0736) 341996, 341997	(0736) 342760
61	KC Lubuk Linggau	Jl. Yos Sudarso RT 03 No. 89	(0733) 7329623 / 14 / 16, 082881131705, 082881131704	-
62	KC Bengkulu Panorama	Jl. Semangka RT. 15 RW. 05	(0736) 347932, 347963	(0736) 347935
63	KC Jambi Gatot Subroto	Jl. Jend. Gatot Subroto No. 127 A-B, Kel. Sungai Asam, Kec. Pasar Jambi, Kota Jambi, Jambi	(0741) 27730, 27726	(0741) 27733
64	KC Jambi Hayam Wuruk 1	Jl. Hayam Wuruk No. 73 - 74	(0741) 7552571, 7552572, 7552573	(0741) 7552574
65	KC Jambi RD Mataher	Jl. Rd. Mataher No. 33 RT 10	(0741) 7555174, 7555194, 7555274, 7554914	(0741) 7554914
66	KC Jambi Hayam Wuruk 2	Jl. Hayam Wuruk No.32, RT.35	(0741) 444430	(0741) 43008
67	KC Padang Imam Bonjol	Jl. Imam Bonjol No.17, Kel. Belakang Pondok, Kec. Padang Selatan, Kota Padang, West Sumatra	(0751) 21113, 20765	(0751) 24768
68	KC Bukittinggi Sudirman 1	Jl. Jenderal Sudirman No. 73, Bukittinggi, West Sumatra.	(0752) 627633	(0752) 627637
69	KC Payakumbuh	Jl. Ade Irma Suryani No. 3 D-E, Payakumbuh, West Sumatra.	(0752) 796640	(0752) 93167
70	KC Padang Belakang Olo	Jl. Belakang Olo No. 45	(0751) 841818, 841819	(0751) 841808
71	KC Bukittinggi Sudirman 2	Jl. Jend. Sudirman No. 16 B-C	(0752) 31146 (hunting)	(0752) 22378
72	KC Padang Ki Mangunsarkoro	Jl. Kis Mangunsarkoro No. 39	(0751) 812660	(0751) 8957177
73	KC Bukittinggi Guru Hamzah	Jl. Guru Hamzah No. 16A	(0752) 626796	(0752) 626797
74	KC Palembang Demang	Jl. Demang Lebar Daun No. 2311, Kel. Demang Lebar Daun, Kec. Ilir Barat I, Kota Palembang, South Sumatra	(0711) 421919	(0711) 419952
75	KC Pangkal Pinang	Jl. Masjid Jamik No. 123, Pangkal Pinang, Kep. Bangka Belitung	(0717) 432229	(0717) 431445
76	KC PWednesdaymulih Sudirman 1	Jl. Jend. Sudirman No. 7-8 Rt 01/10, Kel. Muara dua, Kec. PWednesdaymulih Timur, Kota PWednesdaymulih, South Sumatra	(0713) 322888	(0713) 322565
77	KC Palembang Pasar 16 Ilir	Pasar 16 Ilir, Jl. Masjid Lama No. 30-31, Palembang, South Sumatra	(0711) 377322	(0711) 353594
78	KC Palembang Simpang Patal	Jl. R. Soekamto No. 6A, Kel. 8 Ilir, Kec. Ilir Timur II, Kota Palembang, South Sumatra	(0711) 819850	(0711) 811078
79	KC Palembang Sudirman	Jl. Jend. Sudirman KM 3,5	(0711) 315999, 310751	(0711) 310752
80	KC Palembang Sukodadi	Jl. Sultan Mahmud Badaruddin II Km. 12 RT 14/03 Simpang Kades	(0711) 5645022, 5645021, 5645023	-
81	KC Palembang A Rivai	Jl. Kapten A Rivai, Ruko Taman Mandiri Blok A No. 1-2	(0711) 373444, 359927	(0711) 321 616
82	KC PWednesdaymulih Sudirman 2	Jl. Jend. Sudirman RT 01/RW 02	(0713) 3300543 - 4	(0713) 3300541



NO.	BRANCH OFFICE	ADDRESS	PHONE NO.	FAX
83	KC Jakarta Kebon Jeruk 1	Jl. Panjang Arteri Kelapa Dua No. 54 D (Jl. Raya Kelapa Dua No. 1) RT 004/RW 003, Kel. Kelapa Dua, Kec. Kebon Jeruk, West Jakarta	(021) 53662464, 53662465, 53662467	(021) 53662471, 53662472
84	KC Jakarta Cipulir	Jl. Ciledug Raya Cipulir No. 123E, South Jakarta	(021) 7244664, 72786414, 72786361	(021) 72786360
85	KC Tangerang Ciledug	Jl. HOS Cokroaminoto No. 69, Ciledug, Tangerang, Banten.	(021) 73458147, 73458148, 73458149	(021) 73458150
86	KC Jakarta Cengkareng	Ruko Mutiara Taman Palem Blok A2 No. 9-10, Jl. Kamal Raya Outering Ring Road, Cengkareng, West Jakarta	(021) 54353515, 54353540	(021) 54353155
87	KC Jakarta Pluit	Jl. Pangeran Tubagus Angke, Perum Taman Duta Mas Blok D/9 B, Kav. No. 1, Kel. Jelambar Baru, Kec. Grogol Petamburan, West Jakarta	(021) 29388018, 22563967	(021) 29388019
88	KC Jakarta Barat	Jl. Arteri Kelapa 2 No. 40A RT 013/RW 001	(021) 22123271, 5866388, 5865715, 586719	(021) 58901202
89	KC Jakarta Kebon Jeruk 2	Jl. Lapangan Bola No. 5 A-B	(021) 53660288, 53660287	(021) 53660895
90	KC Jakarta Kelapa Gading 1	Komplek Graha Bulevar Blok KGC No. A-02 dan A-03, Jl. Boulevard Kelapa Gading, Kel. Kelapa Gading Timur, Kec. Kelapa Gading, North Jakarta	(021) 29375262, 29375261	(021) 29375197, 29375198
91	KC Jakarta Tanjung Priok 1	Jl. Enggano No. 42B - 42, Tanjung Priok, North Jakarta	(021) 43906060, 43906055	(021) 43906058, 43906059
92	KC Jakarta Harco Mangga Dua	Komplek Ruko Harco Blok C No. 11, Jl. Mangga Dua Raya, Kel. Mangga Dua Selatan, Kec. Sawah Besar, Central Jakarta, DKI Jakarta	(021) 6128715	(021) 6120065
93	KC Jakarta Kelapa Gading 2	Jl. Boulevard Raya QA.I/1 Kelapa Gading Barat	(021) 4500695, 4500694, 45841585	(021) 4514121
94	KC Jakarta Tanjung Priok 2	Jl. Kebon Bawang VII No. 22 RT 03/RW 06	(021) 43931555	-
95	KC Tangerang BSD Pahlawan Seribu	Ruko Tol Boulevard Blok D, No. 20-21 Jl. Pahlawan Seribu	(021) 53156565	(021) 53160099
96	KC Tangerang Bintaro	Bintaro Trade Center, Jl. Jend. Sudirman Blok A1 No. 7 - 8, Bintaro Sektor 7, Pondok Aren, Tangerang, Banten	(021) 7450120, 7453301, 7450296, 7450297	(021) 7450116
97	KC Tangerang BSD Pasar Modern	Pasar Modern Timur BSD Blok A No. 19, 20, 21 BSD, Jl. Letnan Sutopo, Rw. Mekar Jaya, Kec. Serpong, Kota Tangerang Selatan, Banten 15111	(021) 6259000	(021) 6297427
98	KC Tangerang BSD ITC	Jl. Pahlawan Seribu ITC BSD No. 21-23A	(021) 53153155, 53153144-46	(021) 53161611
99	KC Tangerang Hasyim Ashari	Jl. KH. Hasyim Ashari 8 A-C	(021) 55781230, 55781231, 55781232	(021) 55781233
100	KC Cilegon Tirtayasa 1	Jl. Sultan Ageng Tirtayasa No. 115 A, Cilegon, Banten	(0254) 399444, 375648	(0254) 375645
101	KC Serang	Jl. Ahmad Yani No. 175 C-D, Kel. Sumur Pecung, Kec. Serang, Kab. Serang, Banten	(0254) 222984, 210191	(0254) 222985
102	KC Cilegon A Yani	Jl. Jend. Ahmad Yani No. 12 A-C	(0254) 398777, 378793, 378792	(0254) 378704
103	KC Tangerang 2	Ruko Premium Bisnis Park Tangerang City Blok A No. 9 Jl. Jend Sudirman	(021) 29239604 (hunting)	(021) 29239606
104	KC Tangerang Daan Mogot	Jl. Daan Mogot No. 39	(021) 5583554, 5583596, 5583595, 5583590	(021) 5583593
105	KC Cilegon Tirtayasa 2	Jl. SA Tirtayasa No. 62	(0254) 393277	(0254) 393288
106	KC Bekasi 1	Komplek Pertokoan Kalimalang Comm Center, Jl. A Yani A5 No. 6-7, Bekasi, West Java	(021) 8853990, 8856368, 8840355, 8853991, 88855418	(021) 8856406
107	KC Bekasi Cikarang	Ruko Cikarang Central City, Blok G No. 1-2, Kec. Cikarang Selatan, Kab. Bekasi, West Java	(021) 89902076, 89902077	(021) 89906765

NO.	BRANCH OFFICE	ADDRESS	PHONE NO.	FAX
108	KC Bekasi Pondok Gede	Jl. Jatiwaringin Raya No. 110 D-E, Pondok Gede, Kota Bekasi, West Java.	(021) 84970255, 84900806, 84900810	(021) 84970265
109	KC Bekasi 2	Komplek Sentra Niaga Jl. Jend. A. Yani Blok A6 No. 1-2	(021) 89469111	(021) 88966464
110	KC Karawang	Jl. Panatayuda I No 68	(0267) 8490449 (hunting), 0828-17096715 / 16 / 17 / 18 / 29 / 30 / 31 / 32	(0267) 401505
111	KC Bekasi Square	Jl. Ahmad Yani, Revo Town Mall No. 60-61	(021) 82437834	(021) 82437835
112	KC Jakarta Pemuda	Komplek Graha Mas Pemuda, Blok AB1 dan AB2 Jl. Pemuda, Rawamangun	(021) 47882680 / 81 / 82 / 83	(021) 47882684 / 85
113	KC Jakarta Rawamangun	Jl. Paus Raya No. 86, Rawamangun, East Jakarta	(021) 4711987	(021) 4711963
114	KC Jakarta Pondok Kelapa	Ruko Komplek Billy & Moon Blok E No. 5A-5B, Jl. Raya Kalimalang, Pondok Kelapa, East Jakarta	(021) 86903501	(021) 86903502
115	KC Jakarta Jatinegara	Perkantoran Mitra Matraman Blok A1 No. 8-9, Jl. Matraman Raya No. 148, East Jakarta	(021) 85904866	(021) 85905634
116	KC Jakarta Thamrin	Jl. M. H. Thamrin No. 5, Central Jakarta.	(021) 2300509, 39839000	(021) 39832939
117	KC Jakarta Sudirman	Mayapada Tower II Lantai GF, Jl. Jend. Sudirman Kav. 27, South Jakarta	(021) 2500511, 2500533	(021) 2500422
118	KC Jakarta Bendungan Hilir	Jl. Bendungan Hilir Raya No. 84 A - B	(021) 57851054 - 56	(021) 57851038
119	KC Jakarta Abdul Muis	Jl. Abdul Muis No. 2-4	(021) 381 0226	(021) 3810225
120	KC Jakarta Wahid Hasyim	Jl. Wahid Hasyim No. 228	(021) 392 4588	(021) 3805272, 31903680
121	KC Bogor Pajajaran Sukasari	Jl. Pajajaran No. 8, Kel. Baranangsiang, Kec. Bogor Timur, Kota Bogor, West Java	(0251) 8350562, 8350563, 8350564	(0251) 8350565
122	KC Sukabumi Sudirman	Jl. Jend. Sudirman Blok 112 RT 05/RW 001, Kel. Benteng, Kec. Warudoyong, Kota Sukabumi, West Java	(0266) 243888, 243897	(0266) 243898
123	KC Bogor Cibinong	Ruko Graha Cibinong Blok D No. 2, Jl. Raya Bogor KM 43, Cibinong, Bogor, West Java.	(021) 87915703, 87915704	(021) 87919008
124	KC Bogor Pajajaran Bantarjati	Jl. Pajajaran Raya No. 63 Kota Bogor	(0251) 8337306, 8337620, 8337828	(0251) 8384968
125	KC Sukabumi A Yani	Jl. A. Yani No. 29	(0266) 6247300	(0266) 6247400
126	KC Bogor Tanah Sareal	Jl. Raya Sholeh Iskandar Ruko Permata No. 1 - 2	(0251) 8377001, 8345211, 8345225	(0251) 8345211
127	KC Bogor Ahmad Yani	Jl. Ahmad Yani No. 19	(0251) 8312129, 8312130	(0251) 8312128
128	KC Sukabumi Martadinata	Jl. R.E. Martadinata No. 37 RT 06/RW 07	(0266) 245688	(0266) 214281
129	KC Depok Margonda 2	Jl. Margonda Raya No. 209	(021) 77210117 (hunting)	(021) 77210027
130	KC Depok Margonda 1	Ruko Depok Mas Blok A1-2, Jl. Margonda Raya No. 42, Depok, West Java	(021) 7765231, 7765251, 7765289, 77213804	(021) 77202905, 77203598
131	KC Jakarta Cibubur Citra Gran	Ruko Citra Gran Blok R-2 No. 8-9, Jl. Raya Alternatif, Cibubur, East Jakarta	(021) 84300107, 84300108, 8449778	(021) 84590918
132	KC Depok Margonda 3	Margonda Aarden Office Park Blok 7-8 Jl. Margonda Raya No. 41	(021) 77210587, 77201155	(021) 77205754
133	KC Jakarta Fatmawati 2	Jl. RS Fatmawati No. 12	(021) 7696807, 7696808, 75902925, 75902930, 75902934	(021) 75902899, 75902983
134	KC Jakarta Hasanudin	Jl. S. Hasanudin No. 57, South Jakarta	(021) 2701515, 2701505	(021) 7220362
135	KC Jakarta Mayestik	Jl. Kyai Maja Blok D/1 Persil No. 6-6A, Kramat Pela, Kebayoran Baru, South Jakarta	(021) 7202451, 7202728, 7202509, 7394952	(021) 7220822

NO.	BRANCH OFFICE	ADDRESS	PHONE NO.	FAX
136	KC Jakarta Warung Buncit	Mampang Square Blok A5-6, Jl. Mampang Prapatan No. A6, Kel. Tegal Parang, Kec. Mampang Prapatan, South Jakarta	(021) 27534514, 27534515	(021) 27534505
137	KC Jakarta Fatmawati 1	Jl. Fatmawati No. 110 A RT 001/RW 004	(021) 27822722	-
138	KC Jakarta Pondok Indah	Komp. Ruko Pondok Indah Kav. II No. 11 Blok UA, Jl. Taman Duta I Sektor II, South Jakarta	(021) 7662029, 7662030	(021) 7662028, 7665391
139	KC Tangerang Ciputat	Jl. Ir. H. Juanda No. 111, RT 006/001, Kel. Cempaka Putih, Kec. Ciputat Timur, Kota Tangerang Selatan, Banten	(021) 7425267	(021) 7423018
140	KC Jakarta Saharjo	Jalan Saharjo No. 204A RT 04/05	(021) 8308768, 8292824, 8357309	(021) 8308769, 8357310
141	KC Jakarta Kalibata	Jl. Raya Pasar Minggu No. 75, Kel. Kalibata, Kec. Pancoran, South Jakarta	(021) 7940323, 7940341, 7940353	(021) 7940420
142	KC Bandung Juanda	Jl. Ir. H. Juanda No. 24, Kel. Citarum, Kec. Cibeunying, Bandung, West Java	(022) 84469443	(022) 4200011
143	KC Garut	Jl. Ciledug No. 148-149, Kel. Kota Kulon, Kec. Garut Kota, Kab. Garut, West Java	(0262) 243689, 243692	(0262) 233137
144	KC Bandung Asia Afrika	Jl. Asia Afrika No. 174 RT 009/RW 004	(022) 7314546, 7323142, 7323143	(022) 7323141
145	KC Bandung Astana Anyar	Jl. Kopo No. 61 A	(022) 5209654, 022 5209768	(022) 5220566
146	KC Bandung Citarum	Jl. Taman Citarum No. 4	(022) 7234255, 7234256	-
147	KC Bandung Suniaraja	Jl. Suniaraja No. 82	(022) 4232584, 4231185, 4236614, 4232585, 4232586, 4232587 42386, 42389	-
148	KC Bandung Ahmad Yani	Jl. Jendral Ahmad Yani No. 252, Kel. Kacapiring, Kec. Batununggal, Bandung, West Java	(022) 7202688, 7231090, 0828 19030694	(022) 7271334
149	KC Purwakarta RE Martadinata	Jl. Raden Edi Martadinata, RT 25/RW 05, Kel. Nagri Tengah, Kec. Purwakarta, Kab. Purwakarta, West Java	(0264) 231760	(0264) 231761
150	KC Cimahi	Jl. Jend. Amir Machmud No. 118, Cibabat, Cimahi, West Java	(022) 6632228	(022) 6632212
151	KC Cianjur Siliwangi	Jl. Siliwangi No. 6, Kel. Pamoyanan, Kec. Cianjur, Kab. Cianjur, West Java	(0263) 284648	(0263) 284677
152	KC Purwakarta Gandanegara	Jl. Gandanegara No. 12 RT 30/RW 05	(0264) 8227010, 8227011	(0264) 8227012
153	KC Cianjur Abdullah Bin Nuh	Jl. KH. Abdullah Bin Nuh No.40 RT 05/RW 08	(0263) 270097	(0263) 271909
154	KC Cirebon Dr Cipto	Jl. Dr. Cipto Mangunkusumo No. 89, Cirebon, West Java	(0231) 202760, 202092, 202093, 200423	(0231) 202067
155	KC Tasikmalaya Sutisna Senjaya	Jl. Sutisna Senjaya No. 74-78, Kel. Empangsari, Kec. Tawang, Kota Tasikmalaya, West Java.	(0265) 312995, 312999	(0265) 311199
156	KC Cirebon Sisingamangaraja	Jl. Sisingamangaraja No. 28	(0231) 246063, 246064, 246065, 246102, 246104	(0231) 246105
157	KC Tasikmalaya Masjid Agung	Jl. Masjid Agung No. 26, Blok Kaum Kaler	(0265) 2354002, 2354003, 2354006	(0265) 2354007
158	KC Tasikmalaya A Yani	Jl. Ahmad Yani No. 15 & 17	(0265) 325 859/-861/- 862	-
159	KC Cirebon Siliwangi	Jl. Siliwangi No. 181	(0231) 231313 / 414	(0231) 207311
160	KC Purwokerto Karangkobar	Jl. Karangkobar RT 03/RW 08	(0281) 622777	(0281) 627100
161	KC Purwokerto Sudirman 1	Jl. Jend. Sudirman No. 433, Purwokerto, Central Java.	(0281) 641108, 641685	(0281) 625955



NO.	BRANCH OFFICE	ADDRESS	PHONE NO.	FAX
162	KC Cilacap A Yani	Jl. A. Yani No. 97, Cilacap, Central Java.	(0282) 531015, 531038	(0282) 535870
163	KC Purwokerto Sudirman 2	Jl. Jenderal Sudirman No. 626 RT 003/004	(0281) 632633, 632301, 634248	(0281) 638882
164	KC Semarang A Yani	Jl. Jend. Ahmad Yani No. 152	(024) 8313247, 8315027	(024) 8313217
165	KC Semarang Pandanaran	Jl. Pandanaran No. 90, Kel. Pekunden, Kec. Semarang Tengah, Kota Semarang, Central Java	(024) 3568891, 3568894	(024) 3568890
166	KC Kudus A Yani 1	Ruko Ahmad Yani No. 9, Jl. Ahmad Yani, Kab. Kudus, Central Java	(0291) 439272	(0291) 439274
167	KC Pati Sudirman	Jl. P. Sudirman No. 207, Plaza Pati Blok A1-A2, Kel. Pati Lor, Kab. Pati, Central Java	(0295) 386699	(0295) 387799
168	KC Salatiga	Jl. Diponegoro Ruko Salatiga Square No. 77-A6 dan 77-A7, Kel. Sidorejo Lor, Kec. Sidorejo, Kota Salatiga, Central Java	(0298) 328558, 328885	(0298) 314407
169	KC Kudus A Yani 2	Jl. A.Yani No. 23 A-B,	(0291) 444894	(0291) 444895
170	KC Semarang Mt Haryono	Jl. MT. Haryono No. 655 A RT 01/RW 12	(024) 8317000	(024) 8313041
171	KC Pekalongan Wahid Hasyim	Jl. KH. Wahid Hasyim No. 11A, Kel. Kauman, Kec. Kota Pekalongan Timur, Kota Pekalongan, Central Java	(0285) 434911, 434912	(0285) 434894
172	KC Tegal Gajahmada	Jl. Gajahmada No. 90, Tegal, Central Java	(0283) 325300, 325301	(0283) 351460
173	KC Kendal Soetta	Jl. Raya Soekarno Hatta No. 325, Kel. Pegulon, Kec. Kendal, Kab. Kendal, Central Java	(0294) 388173, 388175	(0294) 388172
174	KC Pekalongan Pemuda	Masjid Syuhada, Jl. Pemuda No. 52-54	(0285) 434918, 434919	(0285) 434920
175	KC Tegal Sudirman	Jl. Jenderal Sudirman No. 42	(0283) 350800	(0283) 350360
176	KC Pekalongan Yagis	Jl. Bandung No. 60, RT 02/RW 04	(0285) 421282 / 292	(0285) 421272
177	KC Solo Slamet Riyadi 1	Jl. Slamet Riyadi No. 388, Solo, Central Java	(0271) 710820	(0271) 742085, 742086
178	KC Solo Slamet Riyadi 2	Jl. Slamet Riyadi No. 318	(0271) 742555, 725222	(0271) 736718
179	KC Solo Veteran	Jl. Veteran No. 120	(0271) 644800	(0271) 639339
180	KC Yogyakarta Sudirman	Jl. Jend. Sudirman No. 42, Kel. Kotabaru, Kec. Gondokusuman, Yogyakarta	(0274) 555022	(0274) 555021
181	KC Yogyakarta Kusumanegara	Jl. Kusumanegara No. 112	(0274) 417222, 417555, 450374	(0274) 417111
182	KC Yogyakarta Kolonel Sugiyono	Jl. Kolonel Sugiono No. 104	(0274) 560066, 557117, 587117, 587337	(0274) 512235
183	KC Denpasar By Pass	Jl. By Pass Ngurah Rai No. 27 A, Sanur Kaja, Denpasar Selatan, Kota Denpasar, Bali	(0361) 231999	(0361) 237100
184	KC Mataram Hasanudin	Jl. Hasanudin No. 40, Mataram, West Nusa Tenggara	(0370) 644888, 622300, 622700	(0370) 634999
185	KC Kupang	Jl. Sudirman No. 33, Kupang, East Nusa Tenggara.	(0380) 834100, 823466, 828617	(0380) 826150
186	KC Denpasar Gatot Subroto	Jl. Gatot Subroto No. 288 A - 288 B	(0361) 429745	(0361) 429746
187	KC Mataram Pejangik 1	Jl. Pejangik No. 23 Cakranegara	(0370) 644622, Anak Hunting: 644288, 644471, 622322	(0370) 622246
188	KC Mataram Cakranegara	Jl. Panca Usaha No. 08 Cakranegara	(0370) 643937, 643183, Area (0370) 643271, 643721	(0370) 643721
189	KC Bima Soetta 1	Jl. Soekarno Hatta No 53 - 55	(0374) 44447, 44443, 44461	(0374) 44447
190	KC Mataram Pejangik 2	Jl. Pejangik No. 103	(0370) 630833	(0370) 649271



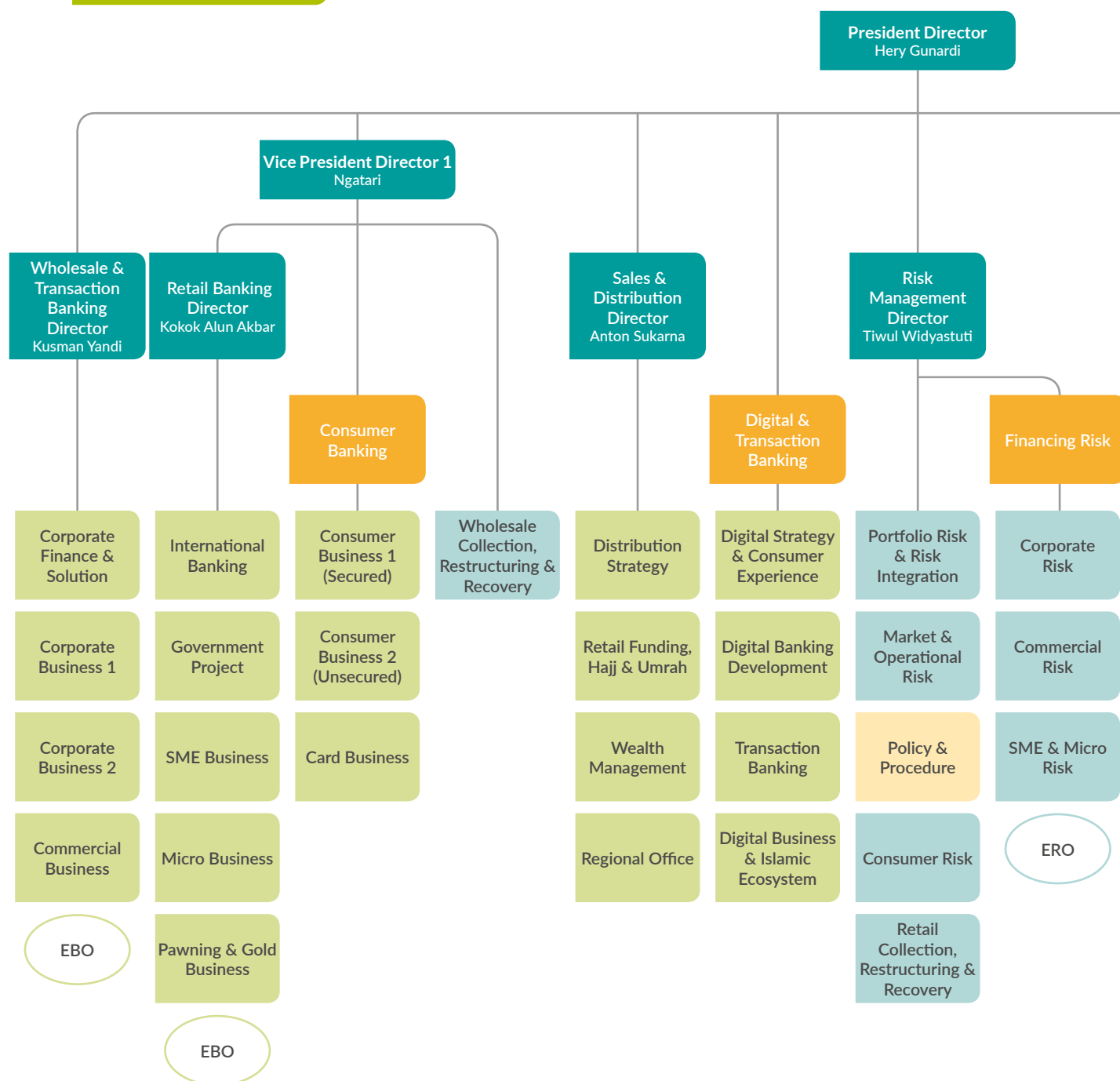
NO.	BRANCH OFFICE	ADDRESS	PHONE NO.	FAX
191	KC Bima Soetta 2	Jl. Soekarno Hatta No. 329 RT 01/RW 01	(0374) 44403, 44404	(0374) 44486
192	KC Denpasar Mahendradatta	Jl. Mahendradatta No. 100x	(0361) 9076993, 9078177	(0361) 9075268
193	KC Jember Sudirman	Jl. P. B. Sudirman No. 41-43, Jember, East Java	(0331) 411522	(0331) 411525
194	KC Banyuwangi Basuki Rahmat	Jl. Basuki Rakhmat No. 30, Kel. Singotrunan, Kec. Banyuwangi, Kab. Banyuwangi, East Java	(0333) 418624, 418625, 418626, 418627	(0333) 418628
195	KC Jember A Yani	Jl. Ahmad Yani No. 39, RT 002/RW 006	(0331) 489500	(0331) 487617
196	KC Banyuwangi A Yani	Jl. A. Yani No. 95	(0333) 420 555	(0333) 424 015
197	KC Jember Trunojoyo	Jl. Trunojoyo No 101	(0331) 482617	(0331) 482446
198	KC Kediri Hassanudin	Ruko Hassanuddin Bussines Center Jl. Hasanuddin No. 21	(0354) 672114-5	(0354) 672685
199	KC Kediri Hayam Wuruk	Jl. Hayam Wuruk No. 49, Kediri, East Java	(0354) 672000	(0354) 672105
200	KC Madiun Agus Salim	Jl. Agus Salim No. 120, Kel. Nambangan Lor, Kec. Mangunharjo, Kota Madiun, East Java	(0351) 454000	(0351) 458300
201	KC Kediri Trade Center	Ruko Hayam Wuruk Trade Centre Blok A.5 - A. 6, Jl. Hayam Wuruk	(0354) 680977, 680966, 680952	(0354) 672627
202	KC Madiun S Parman	Jl. S. Parman No. 44	(0351) 466247	(0351) 466073
203	KC Malang Sutoyo	Jl. Letjen Sutoyo No. 77B, Kel. Lowokwaru, Kec. Lowokwaru, Kota Malang, East Java	(0341) 402290	(0341) 495311
204	KC Blitar	Jl. Cokroaminoto No. 10 RT 01/RW 02	(0342) 816999	(0342) 816777
205	KC Malang Suprpto	Jl. Jaksa Agung Suprpto No. 48	(0341) 359129, 359130	(0341) 359128
206	KC Probolinggo	Jl. Soekarno Hatta, Ruko Grand Soetta Kav. 12C & 12D	(0335) 4381866	-
207	KC Malang Dinoyo	Jl. Raya Tlogomas No. 54	(0341) 578589, 2991170, 579488	(0341) 578598
208	KC Malang Soetta	Jl. Soekarno Hatta Malang, Ruko Taman Niaga Kav. 12, 15 - 17	(0341) 4377979, 4352033, 4351102	(0341) 4373088
209	KC Pasuruan Sudirman	Jl. Jend. Sudirman No. 77	(0343) 418955	(0343) 418956
210	KC Surabaya Darmo	Jl. Raya Darmo No. 17, Surabaya, East Java	(031) 5674848, 5679842, 5677062	(031) 5679841
211	KC Sidoarjo Jenggolo	Komplek Ruko Sentral Jenggolo A3, Jl. Jenggolo No. 9, Pucang, Sidoarjo, East Java	(031) 8946449, 8947231, 8921033, 8922129	(031) 8957429
212	KC Surabaya Basuki Rahmat	Jl. Basuki Rachmat No. 17-19	(031) 99254882, 99254883, 99254885, 99254887	(031) 7385678
213	KC Surabaya Dharmawangsa	Jl. Dharmawangsa No. 115 A	(031) 5045082, 5045085, 5030222	(031) 5037222
214	KC Surabaya Merr 1	Ruko Business Park Kav.10 Jl. Dr. Ir. Soekarno No. 6 (Dahulu Jl. Semolowaru II C/10)	(031) 59176869, 59176007	-
215	KC Surabaya Diponegoro	Jl. Diponegoro No. 16D	(031) 561 1223-1228	(031) 5676631
216	KC Surabaya Merr 2	Jl. Dr. Ir. Soekarno No. 370, 370A & 370B	(031) 87852999	(031) 87852666
217	KC Sidoarjo Ahmad Yani	Jl. A.Yani No.41 A-B	(031) 8050261-4361	(031) 8054362
218	KC Pamekasan	Jl. KH. Agus Salim No. 3A, Pamekasan, East Java.	(0324) 331223, 331224, 331225	(0324) 331218
219	KC Gresik Kartini	Jl. RA. Kartini No. 180, Gresik, East Java	(031) 3972053	(031) 3972065, 3979791
220	KC Bojonegoro	Jl. Panglima Sudirman No. 99A, Kab. Bojonegoro, East Java	(0353) 892124, 892125	(0353) 892123
221	KC Surabaya Jemur Handayani	Jl. Jemur Handayani No. 3, Kel. Jemur Wonosari, Kec. Wonocolo, Surabaya, East Java	(031) 8411230, 8411250	(031) 8411260
222	KC Gresik Dr Sutomo	Jl. Dr. Sutomo No. 140 RT 002/RW 03	(031) 3980980	(031) 3980973
223	KC Jombang Wahid Hasyim	Jl. Wahid Hasyim No. 9A 1-2	(0321) 874455	(0321) 874433

NO.	BRANCH OFFICE	ADDRESS	PHONE NO.	FAX
224	KC Balikpapan Sudirman 1	Jl. Jend. Sudirman No. 330, Balikpapan, East Kalimantan	(0542) 413382, 414630	(0542) 412109
225	KC Samarinda Antasari	Jl. Antasari No. 33 RT 02, Kel. Air Putih, Kec. Samarinda Ulu, Kota Samarinda, East Kalimantan	(0541) 7271271, 7271272, 7271273, 7271274	(0541) 7271276, 7271277, 7271278
226	KC Kutai Kartanegara	Jl. KH. Akhmad Muksin RT. 01, Kel. Timbau, Kec. Tenggarong, Kab. Kutai Kartanegara, East Kalimantan	(0541) 665362, 665365	(0541) 665017
227	KC Bontang	Jl. MT. Haryono No. 53, Kel. Gunung Elai (d/h Desa Bontang Baru), Kec. Bontang Utara, Kota Bontang, East Kalimantan	(0548) 20007	(0548) 25005
228	KC Balikpapan Sudirman 2	Jl. Jend. Sudirman No. 30	(0542) 738668, 737734, 731354,	(0542) 737733
229	KC Samarinda Juanda	Jl. Ir. Juanda No. 216 B	(0541) 7771320	(0541) 7771326
230	KC Balikpapan Sudirman 3	Jl. Jend. Sudirman No. 5	(0542) 733456, 736157	(0542) 735495
231	KC Samarinda Bhayangkara	Jl. Bhayangkara No. 33	(0541) 739997, 739998	(0541) 732653
232	KC Banjarmasin Lambung Mangkurat	Jl. Lambung Mangkurat No. 16, Banjarmasin, South Kalimantan	(0511) 3366408, 3366409	(0511) 3366426
233	KC Palangkaraya 2	Jl. Ahmad Yani No. 75, Palangkaraya, Central Kalimantan	(0536) 3222223	(0536) 3227000
234	KC Martapura	Jl. A. Yani No. 20 Km. 37,4 Kelurahan Sungai Paring, Kecamatan Martapura, South Kalimantan	(0511) 4722713, 4722755	(0511) 4722714
235	KC Pangkalan Bun	Jl. Sukma Arianingrat No. 14, Kel. Baru, Kec. Arut Selatan, Kab. Kota Waringin Barat, Central Kalimantan	(0532) 25624, 25625	(0532) 25636
236	KC Tanjung	Jl. Ir. Pangeran Haji Muhammad Noor No. 12, Desa Pembataan, Kec. Murung Pudak, Kab. Tabalong, South Kalimantan	(0526) 2024484	(0526) 2024494
237	KC Sampit	Jl. M. T. Haryono No. 6, Kel. Mentawa Baru Hulu, Kec. Mentawa Baru Ketapang, Kab. Kotawaringin Timur, Central Kalimantan	(0531) 24222	(0531) 24400
238	KC Banjarmasin A Yani 1	Jl. Jend. Ahmad Yani Km. 4 No. 385	(0511) 3259146, 3256946	(0511) 3251346
239	KC Palangkaraya 1	Jl. A.Yani No. 59	(0536) 3224862, 3224863, 3224864	(0536) 3224870
240	KC Banjarbaru	Jl. A.Yani Km 35,5	(0511) 4774939, 6749031	(0511) 4774939
241	KC Banjarmasin A Yani 2	Jl. A. Yani KM 3 No. 147C	(0511) 3257991-7922	(0511) 3257995
242	KC Palangkaraya 3	Jl. Ahmad Yani No. 56 RT 01/05	(0536) 3222569, 3222620	(0536) 3222932
243	KC Pontianak Abdurrahman	Jl. Sultan Abdurrahman No. 23, Kel. Sungai Bangkong, Kec. Pontianak Barat, Kota Pontianak, West Kalimantan	(0561) 745004	(0561) 744774
244	KC Ketapang	Jl. R. Soeprapto No. 88, Kel. Sampit, Kec. Delta Pawan, Ketapang, West Kalimantan	(0534) 34600	(0534) 34395
245	KC Sambas	Jl. Gusti Hamzah No. 41, Dusun Kubu, Desa Durian, Kec. Sambas, Kab. Sambas, West Kalimantan	(0562) 391900	(0562) 392200
246	KC Singkawang	Jl. Aliyong No. 16 C-D, Kel. Melayu, Kec. Singkawang Barat, Kota Singkawang, West Kalimantan	(0562) 639866	(0562) 639865
247	KC Pontianak A Yani	Jl. Jend. Ahmad Yani No. 34 C-D	(0561) 746290, 746291, 746292, 746293, 746294	(0561) 746295

NO.	BRANCH OFFICE	ADDRESS	PHONE NO.	FAX
248	KC Pontianak Gusti Sulung	Jl. Gusti Sulung Lalanang, Komp. Pontianak Mall Blok C No. 6-8	(0561) 737433	(0561) 761627, 767268
249	KC Makassar 1	Jl. Dr. Ratulangi No.79, Makassar, Sulawesi Selatan	(0411) 833070	(0411) 833069
250	KC Mamuju	Jl. Urip Sumoharjo No. 44, Mamuju, West Sulawesi	(0426) 22651, 2703380	(0426) 21922
251	KC Bone	Jl. Jend. Ahmad Yani No. 48, Watampone, Kel. Macanang, Kec. Tanette Riattang Barat, Kab. Bone, South Sulawesi	(0481) 28774	(0481) 28775
252	KC Makassar 2	Jl. Dr. Sam Ratulangi No. 140	(0411) 8914670, 8914610, 8914130	(0411) 8914275
253	KC Makassar Veteran	Jl. Veteran Selatan No. 295 B,	(0411) 879365, 879132, 4091066	-
254	KC Palopo	Jl. Andi Jemma No.150	(0471) 327432, 327225, 327360	-
255	KC Parepare	Jl. Lahalede No.15	(0421) 22456, 26534, 24624	-
256	KC Makassar Pettarani	Jl. Andi Pangeran Pettarani No.70	(0411) 430003, 434900	(0411) 425454
257	KC Manado Mega Mas	Kawasan Mega Mas, Jl. Piere Tendean Boulevard Blok I D-1 No. 28, Manado, North Sulawesi	(0431) 879444	(0431) 879492
258	KC Jayapura	Komplek Perniagaan Kelapa Dua - Entrop Jl. Raya Kelapa Dua No. 1-2, Entrop, Jayapura, Papua	(0967) 550965, 550966	(0967) 550968
259	KC Ternate Jatiland	Ruko Jatiland Business Center No. 19-20, Ternate, North Maluku	(0921) 3127220	(0921) 3127336
260	KC Sorong	Jl. Ahmad Yani No. 21, Sorong, West Papua	(0951) 323366	(0951) 323360
261	KC Ambon	Jl. Pala No. 2, Kel. Uritetu, Kec. Sirimau, Kota Ambon, Maluku	(0911) 344572, 344337	(0911) 344582
262	KC Ternate Hasan Esa	Jl. Hasan Esa No. 79B	(0921) 3122162, 3122141, 3122169, 3128574	-
263	KC Manado Mantos	Jl. Tendean (Boulevard) Ruko Mantos No. 11-12	(0431) 876166	(0431) 8881502
264	KC Palu Gajah Mada	Jl. Wolter Monginsidi No. 77 Palu, Central Sulawesi	(0451) 426222	(0451) 452108
265	KC Gorontalo	Jl. Ahmad Yani No. 127, Gorontalo	(0435) 828666	(0435) 830056
266	KC Luwuk	Jl. Urip Sumoharjo No. 18C dan 18D, Kel. Simpong, Kec. Luwuk, Kab. Banggai, Central Sulawesi	(0461) 21214, 22779, 0811 8671544	(0461) 325456
267	KC Kendari A Silondae 1	Jl. Abdullah Silondae No. 137, Kel. Korumba, Kec. Mandonga, Kota Kendari, Southeast Sulawesi	(0401) 3128822, 3128245, 3128897	(0401) 3127478
268	KC Palu M Yamin	Komplek Paluta Building Kav. 8 -10 Jl. Mohammad Yamin	(0451) 424848, 424244	(0451) 422399
269	KC Kendari Mt Haryono	Jl. MT Haryono No. 155	(0401) 3193494, 3192297	(0401) 3193493
270	KC Kendari Mandonga	Jl. Syech Yusuf No. 12	(0401) 3131317, 3131318	(0401) 3131318, 3131319
271	KC Kendari A Silondae 2	Jl. Abdullah Silondae No. 123 RT 11/RW 03	(0401) 3129502	(0401) 3128420
272	KC Palu Wolter Monginsidi	Jl. Wolter Monginsidi No. 133 C	(0451) 487666, 487910	-

# Organizational Structure

Sharia Supervisory Board







## Board of Commissioners

Audit Committee

Risk Monitoring Committee

Nomination and  
Remuneration CommitteeIntegrated Corporate  
Governance CommitteeVice President Director 2  
Abdullah Firman WibowoCompliance &  
Human Capital  
Director  
Tribuana  
TunggadewiFinance &  
Strategy  
Director  
Ade Cahyo  
NugrohoInformation  
Technology  
Director  
Achmad Syafi

Human Capital

Operations

Internal Audit

Compliance

Human Capital  
Strategy &  
PolicyStrategic  
Planning &  
Performance  
ManagementAsset &  
Liabilities  
ManagementFinancing  
OperationalIT Strategic  
PlanningAudit Policy &  
CounterpartMarketing  
Communication

AML/APU PPT

Human Capital  
Business  
Partner 1Corporate  
Finance &  
AccountingFinancial  
InstitutionCash & Trade  
OperationsIT  
DevelopmentInternal  
Audit 1Office of Chief  
Economist

Legal

Human Capital  
Business  
Partner 2Investor  
RelationTreasury &  
Global Market

Customer Care

IT Operations

Internal  
Audit 2Corporate  
Secretary &  
CommunicationHuman Capital  
ServicesEnterprise Data  
Management

Procurement

Digital Banking  
& E-Channel  
Operations

CISO Office

Internal  
Audit 3BSI Corporate  
UniversityChange  
Management &  
Transformation  
OfficeExecutive  
Legacy Officer  
(Finance &  
Accounting)Executive  
Legacy Officer  
(Operational)Executive  
Legacy Officer  
(IT)

Remarks:

Board of  
Directors

SEVP

# Association Membership List

NO.	ASSOCIATION	POSITION
1.	Perhimpunan Bank Umum Nasional (Perbanas)	Member
2.	Dewan Syariah Nasional – Majelis Ulama Indonesia (DSN – MUI)	
3.	Asosiasi Bank Syariah Indonesia (Asbisindo)	Chairman
4.	Islamic Financial Services Board (IFSB)	Member
5.	Lembaga Alternatif Penyelesaian Sengketa Sektor Jasa Keuangan (LAPS SJK)	Member
6.	Forum Komunikasi Direktur Kepatuhan Perbankan (FKDKP)	Deputy Treasurer
7.	Asosiasi Sistem Pembayaran Indonesia (ASPI)	Member
8.	Asosiasi Bank Agen Penjual Efek Reksa Dana Indonesia (ABAPERDI)	Member
9.	Asosiasi Emiten Indonesia (AEI)	Member



# Profile of the Board of Commissioners



## Adiwarman Azwar Karim\*

President Commissioner and  
Independent Commissioner

Citizenship: Indonesia  
Domicile: Jakarta  
Age: 58 years old

### Legal Basis of Appointment

Appointed as President Commissioner concurrently Independent Commissioner through the EGMS on 24 August 2021

### Educational Background

- Master of Arts in Economics and Economics Policy, Boston University, United States of America (1990-1992)
- Master of Business Administration in General Management, European University, Belgium (1989-1990)
- Bachelor of Economics, University of Indonesia (1983-1989)
- Bachelor of Agricultural Economics, Bogor Agricultural Institute (1982-1986)

### Concurrent Positions

Sharia Supervisory Board (SSB) of PT Manulife Aset Manajemen Indonesia, 2020

### Professional Experience

- Sharia Supervisory Board (SSB) of PT Manulife Aset Manajemen Indonesia, 2020 – present
- Sharia Supervisory Board (SSB) of PT Veritra Sentosa Internasional, 2017 – 2021
- Founder, KARIM Consulting Indonesia, 2013 – 2021
- Founder, KARIM Business Consulting, 2001 – 2013
- Independent Commissioner of Bank Sahabat Sampoerna (2012 – 2020)

### Affiliated Relations

Has no affiliated relations either in terms of financial or familial relationship with members of the Sharia Supervisory Board, members of the Board of Commissioners, members of the Board of Directors, and Major Shareholders or Controlling Shareholders, both directly or indirectly

\* may conduct his duties after obtaining OJK approval



**Muhammad Zainul Majdi\***  
Vice President Commissioner and  
Independent Commissioner

Citizenship: Indonesia  
Domicile: Tangerang  
Age: 49 years old



#### Legal Basis of Appointment

Appointed as Vice President Commissioner concurrently Independent Commissioner through the EGMS on 24 August 2021

#### Educational Background

- Doctoral at Al - Azhar University Cairo, Faculty of Ushuluddin, Al-Quran Interpretation & Science (2011)
- Graduate Studies at Al - Azhar University Cairo, Faculty of Ushuluddin, Al-Quran Interpretation & Science (2011)
- Under Graduate Studies at Al-Azhar University Cairo, Faculty of Ushuluddin, Al-Quran Interpretation & Science (2011)

#### Concurrent Positions

President of Institut Agama Islam (IAI) Hamzanwadi

#### Professional Experience

- President of Institut Agama Islam (IAI) Hamzanwadi (2003-Present)
- Member of the House of Representatives of the Republic of Indonesia (DPR-RI) (2004-2008)
- Governor of West Nusa Tenggara Province (2013-2018)
- Governor of West Nusa Tenggara Province (2008-2013)

#### Affiliated Relations

Has no affiliated relations either in terms of financial or familial relationship with members of the Board of Commissioners Sharia Supervisory Board, Board of Directors, and Major Shareholders or Controlling Shareholders, both directly or indirectly

\* may conduct his duties after obtaining OJK approval



**Masduki Baidlowi**  
Commissioner

Citizenship: Indonesia  
Domicile: Jawa Barat  
Age: 63 years old



**Legal Basis of Appointment**

Appointed as Commissioner through the EGMS on 15 December 2020 and effectively served since 01 February 2021

**Educational Background**

- Bachelor in Tarbiyah at Sekolah Tinggi Tarbiyah Taruna (2004)
- Bachelor degree at IAIN Sunan Ampel, Faculty of Ethics (1983)

**Concurrent Positions**

Head of Information & Communication (Spokesperson of the Vice President)

**Professional Experience**

- Head of Information & Communication (Spokesperson of the Vice President) (2019-Present)
- Commissioner of PT Bank Syariah Mandiri (2020-2021)
- Member of DPR RI member of Commission IV for Agriculture and Marine Affairs (2007-2009)
- Member of Commission I for Foreign Policy (2007-2007)
- Member of DPR RI Chairman of Commission X for Education (2004-2007)

**Affiliated Relations**

Has no affiliated relations either in terms of financial or familial relationship with the Board of Commissioners Sharia Supervisory Board, Board of Directors, and Major Shareholders or Controlling Shareholders, both directly or indirectly





**Imam Budi Sarjito**  
Commissioner

Citizenship: Indonesia  
Domicile: Jakarta  
Age: 62 Years old



#### Legal Basis of Appointment

Appointed as Commissioner through the EGMS on 15 December 2020 and effectively served since 01 February 2021

#### Educational Background

- Doctorate Program in Economics, Claremont Graduate School, USA (1995)
- Graduate studies in Economics, University of Illinois, USA (1990)
- Bachelor in Economics from Universitas Diponegoro (1982)

#### Concurrent Positions

None

#### Professional Experience

- Commissioner of BNI Syariah (2018-2021)
- Director of Corporate Risk and Compliance of BNI (2015-2018)
- Commissioner of BNI Syariah (2012-2015)
- Head of Enterprise Risk Management Division (Executive Officer) (2011-2015)
- Head of Strategic Planning Division (Executive Officer) (2005-2011)

#### Affiliated Relations

Has no affiliated relations either in terms of financial or familial relationship with the Board of Commissioners Sharia Supervisory Board, Board of Directors, and Major Shareholders or Controlling Shareholders, both directly or indirectly.



### Sutanto Commissioner

Citizenship: Indonesia  
Domicile: Jakarta  
Age: 58 Years old

#### Legal Basis of Appointment

Appointed as Commissioner through the EGMS on 15 December 2020 and effectively served since 01 February 2021

#### Educational Background

Bachelor of Business Administration from Universitas Diponegoro (1989)

#### Concurrent Positions

None

#### Professional Experience

- Commissioner of PT Bank BRI Syariah (2019-2021)
- Head of Internal Audit, Internal Audit of the Bandung Region (2018-2019)
- Inspector, Semarang Inspection Office (2016-2018)
- Inspector, Banda Aceh Inspection Office (2015-2016)
- Deputy Inspector, KP, KCK, UKLN & PA Audit Division, Internal Audit of Head Office (2011-2015)

#### Affiliated Relations

Has no affiliated relations either in terms of financial or familial relationship with the Board of Commissioners Sharia Supervisory Board, Board of Directors, and Major Shareholders or Controlling Shareholders, both directly or indirectly.





**Suyanto**  
Commissioner

Citizenship: Indonesia  
Domicile: Jakarta  
Age: 59 Years old



#### Legal Basis of Appointment

Appointed as Commissioner through the EGMS on 15 December 2020 and effectively served since 01 February 2021.

#### Educational Background

- Doctorate Program, Universitas Trisakti (2020)
- Graduate Studies, Universitas Pertahanan (2011)
- Bachelor in Economics, Universitas Balikpapan (1994)

#### Concurrent Positions

Special Staff to the Head of BIN at State Intelligence Agency

#### Professional Experience

- Special Staff to the Head of Bin (2020-Present)
- Commissioner of PT Bank Syariah Mandiri (2020-2021)
- Senior Agent, Natural Resources - Environment Staff
- Expert Staff to the Head of BIN - Natural Resources - Environment
- Director of Asia Middle East Pacific at Deputy I (2018)

#### Affiliated Relations

Has no affiliated relations either in terms of financial or familial relationship with the Board of Commissioners Sharia Supervisory Board, Board of Directors, and Major Shareholders or Controlling Shareholders, both directly or indirectly.



### M. Arief Rosyid Hasan Independent Commissioner

Citizenship: Indonesia  
Domicile: Jakarta  
Age: 35 Years old



#### Legal Basis of Appointment

Appointed as Commissioner through the EGMS on 15 December 2020 and effectively served since 01 February 2021.

#### Educational Background

- Postgraduate studies on Health Policy - Public Health Sciences, University of Indonesia (2014)
- Bachelor of Dentistry, Universitas Hasanuddin (2010)

#### Concurrent Positions

Commissioner of PT Merial Health

#### Professional Experience

- Commissioner of PT Merial Health (2018 – Present)
- Independent Commissioner of PT Bank Syariah Mandiri (2021)
- Coordinator Team of the Volunteer Task Force for the Acceleration of COVID-19 Handling (2020)
- Chairman/Co-founder MilenialFest (2020)
- Youth Service Work Group, Kemenpora RI (2019)

#### Affiliated Relations

Has no affiliated relations either in terms of financial or familial relationship with the Board of Commissioners Sharia Supervisory Board, Board of Directors, and Major Shareholders or Controlling Shareholders, both directly or indirectly.



**Komaruddin Hidayat**  
Independent Commissioner

Citizenship: Indonesia  
Domicile: West Java  
Age: 68 Years old



**Legal Basis of Appointment**

Appointed as Commissioner through the EGMS on 15 December 2020 and effectively served since 01 February 2021.

**Educational Background**

- Doctorate in Philosophical Sciences, Middle East Technical University, Ankara, Turkey (1990)
- Master in Philosophy from Middle East Technical University, Turkey (1986)
- Bachelor of Usuluddin from IAIN Syarif Hidayatullah (1981)

**Concurrent Positions**

Chancellor of Universitas Islam Internasional Indonesia

**Professional Experience**

- Chancellor of Universitas Islam Internasional Indonesia (UIII) (2019 - present)
- Professor of the Faculty of Psychology, UIN Jakarta (2015 - present)
- Superintendent of the Madania Education Foundation (2018-present)
- Independent Commissioner of PT Bank BNI Syariah (2019-2020)
- Members of South Timor and Candidates for members of the RI KPU and the RI Bawaslu (2017-2022)

**Affiliated Relations**

Has no affiliated relations either in terms of financial or familial relationship with the Board of Commissioners Sharia Supervisory Board, Board of Directors, and Major Shareholders or Controlling Shareholders, both directly or indirectly.





**Bangun Sarwito Kusmulyono**  
Independent Commissioner

Citizenship: Indonesia  
Domicile: Jakarta  
Age: 78 Years old

**Legal Basis of Appointment**

Appointed as Independent Commissioner through the EGMS on 15 December 2020 and effectively served since 01 February 2021.

**Educational Background**

- Doctoral Program, Institut Pertanian Bogor (2007)
- Graduate Program, University of Southern California Los Angeles, USA (1974)
- Bachelors in Chemical Engineering, Institut Pertanian Bogor (1970)

**Concurrent Positions**

None

**Professional Experience**

- Independent Commissioner, PT Bank Syariah Mandiri (2020-2021)
- Chairman of the National Committee for Microfinance Empowerment (PKMI), (2021)
- Independent Commissioner, PT Bank Mandiri (Persero) Tbk (2019)
- Independent Commissioner, PT Bank Negara Indonesia Tbk (2015)
- Independent Commissioner, PT Bank Rakyat Indonesia (Persero) Tbk (2010)

**Affiliated Relations**

Has no affiliated relations either in terms of financial or familial relationship with the Board of Commissioners Sharia Supervisory Board, Board of Directors, and Major Shareholders or Controlling Shareholders, both directly or indirectly.

# Profile of the Sharia Supervisory Board



## Hasanudin

Chairman of Sharia Supervisory Board

Citizenship: Indonesia  
Domicile: Tangerang West Java  
Age: 60 Years old



### Legal Basis of First Appointment

First appointed as Member of the Sharia Supervisory Board through the EGMS on 15 December 2020 and effectively served on 01 February 2021. Subsequently appointed as Chairman of the Sharia Supervisory Board through the Deed of the General Meeting of Shareholders Resolution Statement of PT Bank Syariah Indonesia Tbk No. 42 on 31 May 2021

### Educational Background

- Doktor Bidang Syariah UIN Syarif Hidayatullah (2008)
- Masters in Sharia, IAIN/UIN Syarif Hidayatullah (1997)
- Bachelors in Sharia, IAIN/UIN Syarif Hidayatullah (1989)

### Concurrent Positions

- Member of SSB of Bank Danamon's SBU
- Chairman of the SSB of PT Toyota Astra Finance Services
- Chairman of the SSB of PT Trimegah Asset Management
- Chairman of the SSB of PT Sarana Multigriya Finansial (Persero)
- Head of the MUI DSN Daily Executing Agency

### Professional Experience

- Head of the MUI DSN Daily Executing Agency (2020-present)
- Chairman of the SSB of PT Sarana Multigriya Finansial (Persero) (2018-present)
- Chairman of the SSB of PT Trimegah Asset Management (2015-present)
- Chairman of the SSB of PT Toyota Astra Finance Services (2014-present)
- Member of the Sharia Accounting Standard Board (DSAS) Institute of Indonesia Chartered Accountants (2012-2016)
- Chairman and Member of the SSB of PT Bank BNI Syariah (2010-2021)
- Member of the SSB of Bank Danamon's SBU (2002-present)

### Affiliated Relations

Has no affiliated relations either in terms of financial or familial relationship with the Board of Commissioners Sharia Supervisory Board, Board of Directors, and Major Shareholders or Controlling Shareholders, both directly or indirectly.

**Mohamad Hidayat**

Member of the Sharia Supervisory Board

Citizenship: Indonesia  
Domicile: Jakarta  
Age: 54 Years old

**Legal Basis of First Appointment**

First appointed as Chairman of the Sharia Supervisory Board through the EGMS on 15 December 2020 and effectively served on 01 February 2021. Subsequently appointed as Member of the Sharia Supervisory Board through the Deed of the General Meeting of Shareholders Resolution Statement of PT Bank Syariah Indonesia Tbk No. 42 on 31 May 2021

**Educational Background**

- Doctor of Islamic Economics and Finance at Trisakti University (2014)
- Master of Law, Sekolah Tinggi Ilmu Hukum: Institute of Business Law and Legal Management (2004)
- Master of Business Administration, IPWI Jakarta (1999)
- Bachelor of Sharia IAIN/UIN Syarif Hidayatullah Jakarta (1992)

**Concurrent Positions**

- Member of the SSB of BTN Syariah's SBU
- Chairman of the SSB of BRI Life Syariah's SBU
- Chairman of the SSB of Manulife Syariah's SBU
- Chairman of the SSB of Allianz Syariah's SBU

**Professional Experience**

- Chairman of the SSB of Bank Syariah Indonesia (Establishment, since 1 February to June 2021)
- Chairman of the SSB of Bank Syariah Mandiri (2019-2021)
- Member of the SSB of Bank Syariah Mandiri (1999-2019)
- Member of the SSB of BTN Syariah's SBU (2018-present)
- Chairman of the SSB of BRI Life Syariah's SBU (2017-present)
- Chairman of the SSB of Manulife Syariah's SBU (2020-present)
- Chairman of the SSB of Allianz Syariah's SBU (2020-present)

**Affiliated Relations**

Has no affiliated relations either in terms of financial or familial relationship with the Board of Commissioners Sharia Supervisory Board, Board of Directors, and Major Shareholders or Controlling Shareholders, both directly or indirectly.



### Oni Sahroni

Member of the Sharia Supervisory Board

Citizenship: Indonesia  
Domicile: Depok, West Java  
Age: 46 Years old



#### Legal Basis of First Appointment

First appointed as Member of the Sharia Supervisory Board through the EGMS on 15 December 2020 and effectively served on 01 February 2021.

#### Educational Background

- Doctorate in Fiqh Muqaran (Maddhab Comparison), al-Azhar University, Cairo (2009)
- Master in Fiqh Muqaran (Maddhab Comparison), al-Azhar University, Cairo (2005)
- Bachelor in Islamic Sharia, al-Azhar University (2000)

#### Concurrent Positions

Member of the SSB of PT PNB Paribas Investment Partners

#### Professional Experience

- Member of the SSB of PT PNB Paribas Investment Partners (2016-present)
- Member of the SSB of PT Bank Syariah Mandiri (2020-2021)
- Member of the SSB of Maybank Islamic Berhard Syariah (2018-2020)
- Member of the SSB of PT Bank Maybank Indonesia Tbk's SBU (2017-2020)
- Member of the SSB of PT Adira Dinamika Multi Finance Tbk's SBU (2012-2020)

#### Affiliated Relations

Has no affiliated relations either in terms of financial or familial relationship with the Board of Commissioners Sharia Supervisory Board, Board of Directors, and Major Shareholders or Controlling Shareholders, both directly or indirectly.

**Didin Hafidhuddin**

Member of the Sharia Supervisory Board

Citizenship: Indonesia

Domicile: Bogor

Age: 70 Years old

**Legal Basis of First Appointment**

First appointed as Member of the Sharia Supervisory Board through the EGMS on 15 December 2020 and effectively served on 01 February 2021.

**Educational Background**

- Doctorate in Religion/Islamic Studies, UIN Syarif Hidayatullah, Jakarta (2001)
- Diploma in Arabic, University of Medina, Saudi Arabia (1994)
- Master of Science in Development Advisory, Institut Pertanian Bogor (1987)
- Bachelor of Sharia, IAIN/UIN Syarif Hidayatullah Jakarta (1978)

**Concurrent Positions**

- Chairman of the SSB of AXA General Insurance (MAGI) Syariah
- Chairman of the SSB of Amanah Ummah Bogor
- Chairman of the SSB of PT Permodalan Nasional Madani (Persero)

**Professional Experience**

- Chairman of the SSB of PT Mandiri AXA General Insurance (MAGI) Syariah (2014-present)
- Chairman of the SSB of PT Bank BRI Syariah Tbk (2010-2020)
- Chairman of the SSB of PT Permodalan Nasional Madani (Persero) (2010-present)
- Director of Postgraduate Program at Ibnu Khaldun University, Bogor (September 2009-present)
- Chairman of the SSB of PT BPRS Amanah Ummah Bogor (1992-present)

**Affiliated Relations**

Has no affiliated relations either in terms of financial or familial relationship with the Board of Commissioners Sharia Supervisory Board, Board of Directors, and Major Shareholders or Controlling Shareholders, both directly or indirectly.





# Profile of the Board of Directors



**Hery Gunardi**  
President Director

Citizenship: Indonesia  
Domicile: Jakarta  
Age: 59 Years old

## Legal Basis of Appointment

Appointed as President Director through the Extraordinary General Meeting of Shareholders on 15 December 2020 and received an effective decision from the OJK on 1 February 2021

## Educational Background

- Doctor of Business Management, Universitas Padjadjaran (2021)
- Master Finance and Accounting, University of Oregon USA (1991)
- Bachelor of Business Administration, Universitas 17 Agustus (1987)

## Concurrent Positions

None

## Professional Experience

- President Director of PT Bank Syariah Mandiri (2020-2021)
- Vice President Director of PT Bank Mandiri (Persero) Tbk (2020)
- Director of Consumer & Retail Transactions of PT Bank Mandiri (Persero) Tbk (2019-2020)
- Director of Business & Network of PT Bank Mandiri (Persero) Tbk (2019)
- Director of Small Business & Network of PT Bank Mandiri (Persero) Tbk (2018-2019)

## Affiliated Relations

Has no affiliated relations either in terms of financial or familial relationship with the Board of Directors, Sharia Supervisory Board, Board of Commissioners, and Major Shareholders or Controlling Shareholders, both directly or indirectly.

**Ngatari**

Vice President Director 1

Citizenship: Indonesia  
Domicile: South Jakarta  
Age: 56 Years old

**Legal Basis of Appointment**

Appointed as Vice President Director I through the Extraordinary General Meeting of Shareholders on 15 December 2020 and received an effective decision from the OJK on 1 February 2021

**Educational Background**

- Bachelor of Agricultural Science, Agricultural Studies/ Agricultural Product Processing Major, Universitas Brawijaya 1985-1990

**Concurrent Positions**

None

**Professional Experience**

- President Director of PT Bank BRI Syariah, Tbk for the 2019-2021 period
- Head of the Bandung Region Office of PT Bank Rakyat Indonesia (Persero) Tbk 2018-2019
- Regional CEO of PT Bank Rakyat Indonesia (Persero) Tbk Jakarta 1 2017-2018
- Regional CEO of PT Bank Rakyat Indonesia (Persero) Tbk Makassar 2016-2017
- Regional CEO of PT Bank Rakyat Indonesia (Persero) Tbk Banjarmasin (2016-2014)

**Affiliated Relations**

Has no affiliated relations either in terms of financial or familial relationship with the Board of Directors, Sharia Supervisory Board, Board of Commissioners, and Major Shareholders or Controlling Shareholders, both directly or indirectly.



**Abdullah Firman Wibowo**  
Wakil Direktur Utama 2

Citizenship: Indonesia  
Domicile: South Tangerang  
Age: 57 years old



#### Legal Basis of Appointment

Appointed as Vice President Director II through the Extraordinary General Meeting of Shareholders on 15 December 2020 and received an effective decision from the OJK on 1 February 2021

#### Educational Background

- Bachelor of Agriculture, Agricultural Socio-Economic/Agricultural Economics, Universitas Gadjah Mada (UGM)
- Master of Management, Social Sciences (Banking Management), Universitas Gadjah Mada (UGM) – Postgraduate Program

#### Concurrent Positions

None

#### Professional Background

- President Director, PT Bank BNI Syariah (2017-2021)
- Head of the Subsidiary Development Division, PT Bank Negara Indonesia Tbk (2016-2017)
- Senior Executive Vice President (SEVP) of Business Risk, PT Bank Negara Indonesia Tbk (2015-2016)
- Head of International Division, PT Bank Negara Indonesia Tbk (2011-2015)
- Head of Treasury Division, PT Bank Negara Indonesia Tbk (2010-2011)

#### Affiliated Relations

Has no affiliated relations either in terms of financial or familial relationship with the Board of Directors, Sharia Supervisory Board, Board of Commissioners, and Major Shareholders or Controlling Shareholders, both directly or indirectly

**Kusman Yandi**

Direktur Wholesale Transaction  
Banking

Citizenship: Indonesia  
Domicile: South Jakarta  
Age: 56 years old

**Legal Basis of Appointment**

Appointed as Director of Wholesale Transaction Banking through the Extraordinary General Meeting of Shareholders on 15 December 2020 and received an effective decision from the OJK on 1 February 2021

**Educational Background**

- University 1983 – 1989 Riau State University, Faculty of Economics, majoring in Accounting/Bachelor of Economics (SE)
- Post Graduate 2004 – 2009 Universitas Gadjah Mada, Faculty of Economics and Business, Master of Business Administration (MBA)

**Concurrent Positions**

None

**Professional Background**

- Director of Wholesale Banking, PT Bank Syariah Mandiri (BSM) (2015-2021)
- Senior Executive Vice President of Wholesale Banking Directorate (Executive Officer), PT Bank Syariah Mandiri (BSM), (2015-2015)
- Senior Executive Vice President of Wholesale, Treasury & International Banking Directorate (Executive Officer), PT Bank Syariah Mandiri (BSM), (2014-2015)
- Executive Business Officer of Commercial and Business Banking Directorate (Executive Officer), PT Bank Mandiri (Persero) Tbk (2013-2014)

**Affiliated Relations**

Has no affiliated relations either in terms of financial or familial relationship with the Board of Directors, Sharia Supervisory Board, Board of Commissioners, and Major Shareholders or Controlling Shareholders, both directly or indirectly



**Kokok Alun Akbar**  
Direktur Retail Banking

Citizenship: Indonesia  
Domicile: East Jakarta  
Age: 55 years old



#### Legal Basis of Appointment

Appointed as Director of Retail Banking through the Extraordinary General Meeting of Shareholders on 15 December 2020 and received an effective decision from the OJK on 1 February 2021

#### Educational Background

Bachelor of Crop Protection Agriculture, National Development University "Veteran" (1989)

#### Concurrent Positions

None

#### Professional Experience

- Commercial Business Director, BRISyariah, 2018-2020
- Head of the SOE Division, BRI, 2016-2018
- Deputy Head of the SOE Division 2, 2012-2016
- Group Head of the Agrobusiness Division, BRI, 2010-2012

#### Affiliated Relations

Has no affiliated relations either in terms of financial or familial relationship with the Board of Directors, Sharia Supervisory Board, Board of Commissioners, and Major Shareholders or Controlling Shareholders, both directly or indirectly



**Anton Sukarna**

Direktur Sales &amp; Distribution

Citizenship: Indonesia

Domicile: Depok

Age: 51 years old

**Legal Basis of Appointment**

Appointed as Director of Sales & Distribution through the Extraordinary General Meeting of Shareholders on 15 December 2020 and received an effective decision from the OJK on 1 February 2021

**Educational Background**

Bachelor degree in Livestock Production Technology, Institut Pertanian Bogor, 1994

**Concurrent Positions**

None

**Professional Experience**

- Director of Sales & Distribution of PT Bank Syariah Mandiri (2020-2021)
- SEVP Distribution & Sales of PT Bank Syariah Mandiri (2019-2020)
- Regional Head – Region III/Jakarta of PT Bank Syariah Mandiri (2018-2019)
- Regional Head – Region VII/East Indonesia PT Bank Syariah Mandiri (2016-2018)
- Group Head of Commercial Banking Group of PT Bank Syariah Mandiri (2015-2016).

**Affiliated Relations**

Has no affiliated relations either in terms of financial or familial relationship with the Board of Directors, Sharia Supervisory Board, Board of Commissioners, and Major Shareholders or Controlling Shareholders, both directly or indirectly



**Achmad Syafii**  
Direktur Information Technology

Citizenship: Indonesia  
Domicile: Tangerang  
Age: 54 years old



#### Legal Basis of Appointment

Appointed as Director of Information Technology through the Extraordinary General Meeting of Shareholders on 15 December 2020 and received an effective decision from the OJK on 1 February 2021

#### Educational Background

- Master Degree in Informatics Management, STMIK Budi Luhur, Graduated in 2013
- Bachelor Degree in Informatics & Computer Engineering, STMIK Budi Luhur (2009)

#### Concurrent Positions

None

#### Professional Experience

- Director of PT Bank Syariah Mandiri (2020-2021)
- Director of PT Bank Syariah Mandiri (2017-2020)
- Group Head of IT Application Support of Bank Mandiri (2016-2017)
- E4-Vice President of PT Bank Mandiri (Persero) Tbk (2015)
- DH Integration Hub & Common Application Service of PT Bank Mandiri (Persero) Tbk 2012.

#### Affiliated Relations

Has no affiliated relations either in terms of financial or familial relationship with the Board of Directors, Sharia Supervisory Board, Board of Commissioners, and Major Shareholders or Controlling Shareholders, both directly or indirectly

**Tiwul Widyastuti**

Direktur Risk Management

Citizenship: Indonesia

Domicile: Bekasi

Age: 55 years old

**Legal Basis of Appointment**

Appointed as Director of Risk Management through the EGMS on 15 December 2020 and effectively took office on 01 February 2021.

**Educational Background**

- Bachelor's degree in Agriculture from Stiper Institute of Agriculture in 1989
- Master in International Management from STIE Prasetya Mulya in 2001

**Concurrent Positions**

None

**Professional Experience**

- Director of Risk Management of PT Bank Syariah Mandiri (2020-2021)
- Group Head of Commercial Risk 2 Group of PT Bank Mandiri (Persero) Tbk (2020-2018)
- Group Head of Corporate Risk of PT Bank Mandiri (Persero) Tbk (2015-2018)
- Commissioner of PT Usaha Gedung Mandiri (2017-2020)
- Department Head of Multi Industries I of PT Bank Mandiri (Persero) Tbk (2006-2010)

**Affiliated Relations**

Has no affiliated relations either in terms of financial or familial relationship with the Board of Directors, Sharia Supervisory Board, Board of Commissioners, and Major Shareholders or Controlling Shareholders, both directly or indirectly





### **Tribuana Tunggadewi**

Direktur Compliance & Human Capital

Citizenship: Indonesia

Domicile: Jakarta

Age: 54 years old



#### **Legal Basis of Appointment**

Appointed as Director of Compliance & Human Capital through the EGMS on 15 December 2020 and effectively took office on 01 February 2021.

#### **Educational Background**

- Bachelor Degree - Faculty of Law, Universitas Indonesia (1990)
- Notary Specialist, Universitas Airlangga (1993)
- Master's Degree - Legal Studies, Universitas Indonesia (2002)

#### **Concurrent Positions**

None

#### **Professional Experience**

- Director of Compliance & Risk, PT Bank BNI Syariah (2017-2021)
- Senior Executive Vice President (SEVP) of Risk & Communication, PT Bank BNI Syariah (2015-2017)
- Senior Vice President (SVP) - Corporate Secretary, PT Bank Negara Indonesia (Persero) Tbk. (2011-2015)
- Vice President (VP) - Deputy Corporate Secretary, PT Bank Negara Indonesia (Persero) Tbk. (2009-2011)
- VP Deputy Head 2 of the GCG Division and Bureau of Directors, PT Bank Negara Indonesia (Persero) Tbk (2011-2009)

#### **Affiliated Relations**

Has no affiliated relations either in terms of financial or familial relationship with the Board of Directors, Sharia Supervisory Board, Board of Commissioners, and Major Shareholders or Controlling Shareholders, both directly or indirectly



**Ade Cahyo Nugroho**  
Direktur Finance & Strategy

Citizenship: Indonesia  
Domicile: South Jakarta  
Age: 43 years old

#### Legal Basis of Appointment

Appointed as Director of Finance & Strategy through the EGMS on 15 December 2020 and effectively took office on 01 February 2021.

#### Educational Background

- Bachelor's degree in Accounting, Universitas Indonesia (2003)
- Master in Business Administration, Rotterdam School of Management, University, Netherland in 2011

#### Concurrent Positions

None

#### Professional Experience

- Director of Finance, Strategy & Treasury of PT Bank Syariah Mandiri (2018-2021)
- Director of Finance & Strategy of PT Bank Syariah Mandiri (2017-2018)
- SEVP of Finance & Strategy of PT Bank Syariah Mandiri (2016-2017)
- Director of Finance & Strategy PT Mandiri Tunas Finance (2015-2016)
- SEVP/Deputy Director of PT Mandiri Tunas Finance (2014-2015)

#### Affiliated Relations

Has no affiliated relations either in terms of financial or familial relationship with the Board of Directors, Sharia Supervisory Board, Board of Commissioners, and Major Shareholders or Controlling Shareholders, both directly or indirectly



# Profile of SEVP



**Wahyu Avianto**  
SEVP Operations

Citizenship: Indonesia  
Domicile: Depok  
Age: 49 years old

## Legal Basis of Appointment

SK No. 2021/64316-SK/HC-BSI dated 1 February 2021

## Educational Background

- Masters at the Universitas Indonesia in Management in 2004
- Bachelor degree at Institut Teknologi Bandung in Engineering in 1995

## Concurrent Positions

None

## Professional Experience

- Director of Finance of PT Bank BNI Syariah, 2018-2021
- Finance Division Head of PT Bank BNI Syariah in 2017-2018
- Finance & Network Division Coordinator of PT Bank BNI Syariah in 2016-2017
- Strategy & Finance Division Head of PT Bank BNI Syariah in 2013-2016
- Strategic Planning & Performance Division Head of PT Bank BNI Syariah in 2010-2013

## Affiliated Relations

Has no affiliated relations either in terms of financial or familial relationship with the Board of Directors, Sharia Supervisory Board, Board of Commissioners, and Major Shareholders or Controlling Shareholders, both directly or indirectly



**Babas Bastaman**  
SEVP Financing Risk

Citizenship: Indonesia  
Domicile: Bekasi  
Age: 54 years old

## Legal Basis of Appointment

SK No. 2021/64315-SK/HC-BSI dated 1 February 2021

## Educational Background

- Masters at Institut Pertanian Bogor in the field of Professional Small and Medium Industries in 2009
- Bachelor degree at Institut Pertanian Bogor in the field of Agricultural Technology in 1992

## Concurrent Positions

None

## Professional Experience

- SEVP SME and Commercial Business of PT Bank BNI Syariah in 2020-2021
- SOE Division and Government Institutions Head of PT Bank Negara Indonesia (Persero) Tbk in 2019-2020
- Credit Risk Division for Medium and Small Business Head of PT Bank Negara Indonesia (Persero) Tbk in 2017-2019
- Commercial Credit Division Head of PT Bank BNI Syariah in 2016
- Corporate Business Risk Division Deputy Head of PT Bank Negara Indonesia (Persero) Tbk in 2016

## Affiliated Relations

Has no affiliated relations either in terms of financial or familial relationship with the Board of Directors, Sharia Supervisory Board, Board of Commissioners, and Major Shareholders or Controlling Shareholders, both directly or indirectly





### Rosma Handayani

SEVP Human Capital

Citizenship: Indonesia  
Domicile: Jakarta  
Age: 52 years old

#### Legal Basis of Appointment

SK No. 2021/64312-SK/HC-BSI dated 1 February 2021

#### Educational Background

- Master in Human Resource Management Universitas Gadjah Mada (2005)
- Bachelor of Civil Law University of Indonesia (1993)

#### Concurrent Positions

None

#### Professional Experience

- SEVP Human Capital of PT Bank Syariah Mandiri (2018-2021)
- SVP Human Capital Business Partner Supporting of PT Bank Mandiri (Persero) Tbk (2017)
- SVP Human Capital Services Group of PT Bank Mandiri (Persero) Tbk (2015-2017)
- Chief Administration Officer of CKB Logistics a Member of PT ABM Investama Tbk (2013-2015)
- VP Organization Development Department of PT Bank Mandiri (Persero) Tbk (2011-2013)

#### Affiliated Relations

Has no affiliated relations either in terms of financial or familial relationship with the Board of Directors, Sharia Supervisory Board, Board of Commissioners, and Major Shareholders or Controlling Shareholders, both directly or indirectly



### Wawan Setiawan

SEVP Consumer Banking

Citizenship: Indonesia  
Domicile: Tangerang Selatan  
Age: 48 years old

#### Legal Basis of Appointment

SK No. 2021/64317-SK/HC-BSI dated 1 February 2021

#### Educational Background

- Master in Financial Management PPM Graduate School of Management (2000)
- Bachelor of Civil Engineering Universitas Indonesia (1997)

#### Concurrent Positions

None

#### Professional Experience

- SEVP at PT Bank Syariah Mandiri (2019-2021)
- Senior Vice President, Micro Banking Group Head of PT Bank Mandiri (Persero) Tbk (2016-2019)
- Vice President, Regional Retail Head of Sumatera II, Palembang Regional Office of PT Bank Mandiri (Persero) Tbk (2015-2016)
- Vice President, Deputy Regional Manager Central Java – DIY, Semarang Regional Office of PT Bank Mandiri (Persero) Tbk (2014-2015)
- Vice President, Bandung Braga Area Manager of PT Bank Mandiri (Persero) Tbk (2012-2014)





#### Affiliated Relations





Has no affiliated relations either in terms of financial or familial relationship with the Board of Directors, Sharia Supervisory Board, Board of Commissioners, and Major Shareholders or Controlling Shareholders, both directly or indirectly





# Profile of Executive Officer





NO.	NAME		NO.	NAME	
1	 Fiti Syam	PLACE OF BIRTH Jakarta  DATE OF BIRTH 16/09/1976  POSITION Corporate Business 1 Group Head  DATE OF JOINING 03/09/2002  LAST EDUCATION Master Degree	5	 Astridiana Sjamanti	PLACE OF BIRTH Jakarta  DATE OF BIRTH 14/02/1970  POSITION Government Project Group Head  DATE OF JOINING 01/09/2017  LAST EDUCATION Bachelor Degree
2	 Buyung Ichman Lukman	PLACE OF BIRTH Yogyakarta  DATE OF BIRTH 21/07/1967  POSITION Corporate Business 2 Group Head  DATE OF JOINING 06/04/2017  LAST EDUCATION Master Degree	6	 Dedy Suryadi Dharmawan	PLACE OF BIRTH Jakarta  DATE OF BIRTH 07/03/1979  POSITION SME Business Group Head  DATE OF JOINING 03/09/2002  LAST EDUCATION Master Degree
3	 Ivan Hartawan	PLACE OF BIRTH Jakarta  DATE OF BIRTH 07/12/1968  POSITION Commercial Business Group Head  DATE OF JOINING 01/07/2018  LAST EDUCATION Bachelor Degree	7	 Mohammad Isnaeni	PLACE OF BIRTH Tangerang  DATE OF BIRTH 20/10/1969  POSITION Micro Business Group Head  DATE OF JOINING 01/02/2010  LAST EDUCATION Bachelor Degree
4	 Ida Triana Widowati	PLACE OF BIRTH Magelang  DATE OF BIRTH 10/05/1970  POSITION Institutional Banking Group Head  DATE OF JOINING 22/04/1998  LAST EDUCATION Bachelor Degree	8	 Agus Suhendro	PLACE OF BIRTH Mojokerto  DATE OF BIRTH 10/08/1974  POSITION Pawning & Gold Business Group Head  DATE OF JOINING 01/01/2018  LAST EDUCATION Master Degree







NO.	NAME	
9	 Elvera Melladiana	<p>PLACE OF BIRTH Semarang</p> <p>DATE OF BIRTH 19/09/1966</p> <p>POSITION Executive Business Officer</p> <p>DATE OF JOINING 24/05/2010</p> <p>LAST EDUCATION Bachelor Degree</p>
10	 Okky Fachrizal Achmad	<p>PLACE OF BIRTH Surabaya</p> <p>DATE OF BIRTH 24/10/1968</p> <p>POSITION Executive Business Officer</p> <p>DATE OF JOINING 01/06/2015</p> <p>LAST EDUCATION Bachelor Degree</p>
11	 Ali Muafa	<p>PLACE OF BIRTH Jombang</p> <p>DATE OF BIRTH 02/07/1969</p> <p>POSITION Executive Business Officer</p> <p>DATE OF JOINING 25/04/1995</p> <p>LAST EDUCATION Bachelor Degree</p>
12	 Yoana Irawati	<p>PLACE OF BIRTH Padang</p> <p>DATE OF BIRTH 25/01/1977</p> <p>POSITION Executive Business Officer</p> <p>DATE OF JOINING 13/03/2000</p> <p>LAST EDUCATION Master Degree</p>

NO.	NAME	
13	 Ferry Hendrawan	<p>PLACE OF BIRTH Bontang</p> <p>DATE OF BIRTH 22/05/1978</p> <p>POSITION • Corporate Finance &amp; Solution Group Head • Executive Business Officer</p> <p>DATE OF JOINING 25/09/2017</p> <p>LAST EDUCATION Bachelor Degree</p>
14	 Praka Mulia Agung	<p>PLACE OF BIRTH Surabaya</p> <p>DATE OF BIRTH 02/12/1978</p> <p>POSITION Consumer Business 1 (Secured) Group Head</p> <p>DATE OF JOINING 01/03/2019</p> <p>LAST EDUCATION Master Degree</p>
15	 Dien Lukita Purnamasari	<p>PLACE OF BIRTH Jayapura</p> <p>DATE OF BIRTH 10/05/1974</p> <p>POSITION Consumer Business 2 (Unsecured) Group Head</p> <p>DATE OF JOINING 21/03/2001</p> <p>LAST EDUCATION Master Degree</p>
16	 Rima Dwi Permatasari	<p>PLACE OF BIRTH Bandung</p> <p>DATE OF BIRTH 10/04/1973</p> <p>POSITION Card Business Group Head</p> <p>DATE OF JOINING 01/03/2016</p> <p>LAST EDUCATION Bachelor Degree</p>

NO.	NAME	
19	 <b>Jon Sujani Pasaribu</b>	<p>PLACE OF BIRTH Padang Sidempuan</p> <p>DATE OF BIRTH 24/07/1966</p> <p>POSITION Wholesale Collection, Restructuring &amp; Recovery Group Head</p> <p>DATE OF JOINING 25/01/1994</p> <p>LAST EDUCATION Bachelor Degree</p>
20	 <b>Adjat Djatnika Basarah</b>	<p>PLACE OF BIRTH Bandung</p> <p>DATE OF BIRTH 12/04/1971</p> <p>POSITION Distribution Strategy Group Head</p> <p>DATE OF JOINING 05/06/1995</p> <p>LAST EDUCATION Master Degree</p>
21	 <b>Vita Andrianty</b>	<p>PLACE OF BIRTH Tangerang</p> <p>DATE OF BIRTH 18/08/1981</p> <p>POSITION  <ul style="list-style-type: none"> <li>Retail Funding, Hajj &amp; Umrah Group Head</li> <li>Wealth Management Group Head</li> </ul> </p> <p>DATE OF JOINING 01/09/2003</p> <p>LAST EDUCATION Bachelor Degree</p>
22	 <b>Riko Wardhana</b>	<p>PLACE OF BIRTH Jakarta</p> <p>DATE OF BIRTH 30/10/1973</p> <p>POSITION Digital Banking Development Group Head</p> <p>DATE OF JOINING 01/07/2018</p> <p>LAST EDUCATION Master Degree</p>

NO.	NAME	
23	 <b>Wijayanto</b>	<p>PLACE OF BIRTH Bantul</p> <p>DATE OF BIRTH 03/10/1970</p> <p>POSITION Digital Business &amp; Islamic Ecosystem Group Head</p> <p>DATE OF JOINING 15/12/2008</p> <p>LAST EDUCATION Master Degree</p>
24	 <b>Cera Wirastuti</b>	<p>PLACE OF BIRTH Surabaya</p> <p>DATE OF BIRTH 12/11/1969</p> <p>POSITION Product &amp; Transaction Banking Group Head</p> <p>DATE OF JOINING 01/07/2018</p> <p>LAST EDUCATION Master Degree</p>
25	 <b>M. Fanny Fansyuri</b>	<p>PLACE OF BIRTH Bandung</p> <p>DATE OF BIRTH 14/04/1967</p> <p>POSITION Portfolio Risk &amp; Risk Integration Group Head</p> <p>DATE OF JOINING 01/11/1999</p> <p>LAST EDUCATION Bachelor Degree</p>
26	 <b>Ferry Ardiansyah</b>	<p>PLACE OF BIRTH Jakarta</p> <p>DATE OF BIRTH 20/09/1977</p> <p>POSITION Market &amp; Operational Risk Group Head</p> <p>DATE OF JOINING 26/04/2010</p> <p>LAST EDUCATION Doctor</p>







NO.	NAME	
27		<p>PLACE OF BIRTH Madiun</p> <p>DATE OF BIRTH 26/03/1972</p> <p>POSITION Policy &amp; Procedure Group Head</p> <p>DATE OF JOINING 13/01/2000</p> <p>LAST EDUCATION Master Degree</p>
	Ana Nurul Khayati	
28		<p>PLACE OF BIRTH Central Lampung</p> <p>DATE OF BIRTH 26/02/1969</p> <p>POSITION • Consumer Risk Group Head • SME &amp; Micro Risk Group Head</p> <p>DATE OF JOINING 01/04/2016</p> <p>LAST EDUCATION Master Degree</p>
	Asnah Faekhah	
29		<p>PLACE OF BIRTH Gombong</p> <p>DATE OF BIRTH 20/01/1967</p> <p>POSITION Retail Collection, Restructuring &amp; Recovery Group Head</p> <p>DATE OF JOINING 01/11/1999</p> <p>LAST EDUCATION Bachelor Degree</p>
	Rustanti Rachmi	
30		<p>PLACE OF BIRTH Sumedang</p> <p>DATE OF BIRTH 07/06/1986</p> <p>POSITION Corporate Risk Group Head</p> <p>DATE OF JOINING 15/12/2010</p> <p>LAST EDUCATION Bachelor Degree</p>
	Diar Fitrada	

NO.	NAME	
31		<p>PLACE OF BIRTH Magetan</p> <p>DATE OF BIRTH 27/07/1969</p> <p>POSITION Commercial Risk Group Head</p> <p>DATE OF JOINING 12/02/2018</p> <p>LAST EDUCATION Master Degree</p>
	Ir Supriono	
32		<p>PLACE OF BIRTH Medan</p> <p>DATE OF BIRTH 01/02/1967</p> <p>POSITION Executive Risk &amp; Recovery Officer</p> <p>DATE OF JOINING 06/07/2009</p> <p>LAST EDUCATION Master Degree</p>
	M Kadarsyah	
33		<p>PLACE OF BIRTH Bandung</p> <p>DATE OF BIRTH 12/04/1968</p> <p>POSITION Executive Risk &amp; Recovery Officer</p> <p>DATE OF JOINING 06/06/2005</p> <p>LAST EDUCATION Bachelor Degree</p>
	Andri Vendredi	
34		<p>PLACE OF BIRTH Surabaya</p> <p>DATE OF BIRTH 11/06/1968</p> <p>POSITION Executive Risk &amp; Recovery Officer</p> <p>DATE OF JOINING 01/08/2011</p> <p>LAST EDUCATION Master Degree</p>
	Mochamad Samson	





NO.	NAME		NO.	NAME	
35	 Suryo Kuncoro	PLACE OF BIRTH Gombong  DATE OF BIRTH 07/09/1973  POSITION Executive Risk & Recovery Officer  DATE OF JOINING 01/10/2010  LAST EDUCATION Master Degree	39	 Irfan Lesmana	PLACE OF BIRTH Jakarta  DATE OF BIRTH 24/02/1971  POSITION Legal Group Head  DATE OF JOINING 15/07/2016  LAST EDUCATION Bachelor Degree
36	 Ali	PLACE OF BIRTH Banyuwangi  DATE OF BIRTH 15/11/1978  POSITION Executive Risk & Recovery Officer  DATE OF JOINING 08/10/2018  LAST EDUCATION Master Degree	40	 Gunawan Arief Hartoyo	PLACE OF BIRTH Sukoharjo  DATE OF BIRTH 26/03/1971  POSITION Corporate Secretary & Communication Group Head  DATE OF JOINING 27/12/1999  LAST EDUCATION Master Degree
37	 Rosalina Dewi T	PLACE OF BIRTH Jakarta  DATE OF BIRTH 23/07/1979  POSITION Compliance Group Head  DATE OF JOINING 01/12/2008  LAST EDUCATION Master Degree	41	 Tri Budi Tjahjono	PLACE OF BIRTH Madiun  DATE OF BIRTH 01/06/1967  POSITION Head of Human Capital Business Partner 1  DATE OF JOINING 01/10/2018  LAST EDUCATION Master Degree
38	 Finorita Fauzi	PLACE OF BIRTH Padang  DATE OF BIRTH 26/08/1968  POSITION AML/APU-PPT Group Head  DATE OF JOINING 01/11/2017  LAST EDUCATION Master Degree	42	 Bambang Sutrisno	PLACE OF BIRTH Blora  DATE OF BIRTH 17/05/1970  POSITION Human Capital Services Group Head  DATE OF JOINING 15/11/1995  LAST EDUCATION Master Degree

















NO.	NAME	
43		<p>PLACE OF BIRTH Surakarta</p> <p>DATE OF BIRTH 31/03/1970</p> <p>POSITION Human Capital Strategy &amp; Policy Group Head</p> <p>DATE OF JOINING 30/01/1995</p> <p>LAST EDUCATION Master Degree</p>
44		<p>PLACE OF BIRTH Bekasi</p> <p>DATE OF BIRTH 17/03/1966</p> <p>POSITION BSI Corporate University Group Head</p> <p>DATE OF JOINING 01/03/2015</p> <p>LAST EDUCATION Doctor</p>
45		<p>PLACE OF BIRTH Semarang</p> <p>DATE OF BIRTH 06/05/1971</p> <p>POSITION Strategic Planning &amp; Performance Management Group Head</p> <p>DATE OF JOINING 01/12/2018</p> <p>LAST EDUCATION Master Degree</p>
46		<p>PLACE OF BIRTH Kediri</p> <p>DATE OF BIRTH 16/11/1977</p> <p>POSITION Corporate Finance &amp; Accounting Group Head</p> <p>DATE OF JOINING 08/06/2015</p> <p>LAST EDUCATION Bachelor Degree</p>




NO.	NAME	
47		<p>PLACE OF BIRTH Jakarta</p> <p>DATE OF BIRTH 14/10/1974</p> <p>POSITION  <ul style="list-style-type: none"> <li>Financial Institution Group Head</li> <li>Financial Institution Group Head</li> </ul> </p> <p>DATE OF JOINING 11/11/2019</p> <p>LAST EDUCATION Master Degree</p>
48		<p>PLACE OF BIRTH Semarang</p> <p>DATE OF BIRTH 16/12/1975</p> <p>POSITION Enterprise Data Analytics Group Head</p> <p>DATE OF JOINING 01/08/2021</p> <p>LAST EDUCATION Master Degree</p>
49		<p>PLACE OF BIRTH Jakarta</p> <p>DATE OF BIRTH 11/05/1976</p> <p>POSITION Change Management &amp; Transformation Office Group Head</p> <p>DATE OF JOINING 26/08/2004</p> <p>LAST EDUCATION Bachelor Degree</p>
50		<p>PLACE OF BIRTH Bogor</p> <p>DATE OF BIRTH 02/07/1975</p> <p>POSITION Asset &amp; Liabilities Management Group Head</p> <p>DATE OF JOINING 01/08/2013</p> <p>LAST EDUCATION Bachelor Degree</p>

NO.	NAME	
51		<p>PLACE OF BIRTH Bandung</p> <p>DATE OF BIRTH 23/05/1967</p> <p>POSITION Treasury &amp; Global Market Group Head</p> <p>DATE OF JOINING 07/01/2019</p> <p>LAST EDUCATION Bachelor Degree</p>
	Ahmad Safrizal	
52		<p>PLACE OF BIRTH Cianjur</p> <p>DATE OF BIRTH 05/07/1980</p> <p>POSITION Procurement Group Head</p> <p>DATE OF JOINING 04/03/2003</p> <p>LAST EDUCATION Bachelor Degree</p>
	Yuwono	
53		<p>PLACE OF BIRTH Palembang</p> <p>DATE OF BIRTH 13/01/1976</p> <p>POSITION Financing Operations Group Head</p> <p>DATE OF JOINING 07/01/2019</p> <p>LAST EDUCATION Master Degree</p>
	Yan Rasdiansyah	
54		<p>PLACE OF BIRTH Jakarta</p> <p>DATE OF BIRTH 13/12/1966</p> <p>POSITION Cash &amp; Trade Operations Group Head</p> <p>DATE OF JOINING 06/03/2000</p> <p>LAST EDUCATION Master Degree</p>
	Edhie Rosman	




NO.	NAME	
55		<p>PLACE OF BIRTH Boyolali</p> <p>DATE OF BIRTH 15/05/1974</p> <p>POSITION Customer Care Group Head</p> <p>DATE OF JOINING 01/08/2019</p> <p>LAST EDUCATION Bachelor Degree</p>
	Dwi Hesti Mulyaningrum	
56		<p>PLACE OF BIRTH Jakarta</p> <p>DATE OF BIRTH 08/04/1973</p> <p>POSITION Digital Banking &amp; E-Channel Operations Group Head</p> <p>DATE OF JOINING 15/10/2019</p> <p>LAST EDUCATION Bachelor Degree</p>
	Arief Sunandar	
57		<p>PLACE OF BIRTH Jayapura</p> <p>DATE OF BIRTH 22/09/1964</p> <p>POSITION IT Development Group Head</p> <p>DATE OF JOINING 01/10/2020</p> <p>LAST EDUCATION Master Degree</p>
	Hikmat Dani Wijaya	
58		<p>PLACE OF BIRTH Palembang</p> <p>DATE OF BIRTH 01/12/1972</p> <p>POSITION</p> <ul style="list-style-type: none"> <li>IT Operations Group Head</li> <li>Chief Information Security Officer</li> </ul> <p>DATE OF JOINING 01/02/2012</p> <p>LAST EDUCATION Bachelor Degree</p>
	Syafid Hidayat	

NO.	NAME	
59	 <p><b>Bayu Isnandar</b></p>	<p>PLACE OF BIRTH Jakarta</p> <p>DATE OF BIRTH 09/07/1985</p> <p>POSITION IT Strategic Planning Group Head</p> <p>DATE OF JOINING 15/04/2018</p> <p>LAST EDUCATION Master Degree</p>
60	 <p><b>Mirza Manthovani</b></p>	<p>PLACE OF BIRTH Jakarta</p> <p>DATE OF BIRTH 30/11/1969</p> <p>POSITION Executive Legacy Officer</p> <p>DATE OF JOINING 01/10/1994</p> <p>LAST EDUCATION Master Degree</p>
61	 <p><b>Zefri Ananta</b></p>	<p>PLACE OF BIRTH Binjai</p> <p>DATE OF BIRTH 24/03/1969</p> <p>POSITION Executive Legacy Officer</p> <p>DATE OF JOINING 04/06/1996</p> <p>LAST EDUCATION Master Degree</p>
62	 <p><b>Sam'on Hidayat. S. Si</b></p>	<p>PLACE OF BIRTH Pamekasan</p> <p>DATE OF BIRTH 28/08/1970</p> <p>POSITION Executive Legacy Officer</p> <p>DATE OF JOINING 25/08/2014</p> <p>LAST EDUCATION Bachelor Degree</p>



NO.	NAME	
63	 <p><b>Budi Aristianto</b></p>	<p>PLACE OF BIRTH Bandung</p> <p>DATE OF BIRTH 17/12/1971</p> <p>POSITION Executive Legacy Officer</p> <p>DATE OF JOINING 01/07/2011</p> <p>LAST EDUCATION Diploma 3</p>
64	 <p><b>Indriati Tri Handayani</b></p>	<p>PLACE OF BIRTH Jakarta</p> <p>DATE OF BIRTH 03/05/1972</p> <p>POSITION Audit Policy &amp; Counterpart Group Head</p> <p>DATE OF JOINING 04/08/2014</p> <p>LAST EDUCATION Bachelor Degree</p>
65	 <p><b>Movianto</b></p>	<p>PLACE OF BIRTH Semarang</p> <p>DATE OF BIRTH 19/06/1971</p> <p>POSITION Internal Audit 1 Group Head</p> <p>DATE OF JOINING 25/03/2019</p> <p>LAST EDUCATION Master Degree</p>
66	 <p><b>Agus Subekti</b></p>	<p>PLACE OF BIRTH Banyumas</p> <p>DATE OF BIRTH 19/11/1971</p> <p>POSITION Internal Audit 2 Group Head</p> <p>DATE OF JOINING 02/07/2020</p> <p>LAST EDUCATION Master Degree</p>



NO.	NAME	
67	 Khoirul Huda S Riyadi	PLACE OF BIRTH Jakarta  DATE OF BIRTH 06/10/1975  POSITION Internal Audit 3 Group Head  DATE OF JOINING 01/09/2003  LAST EDUCATION Master Degree
68	 Ivan	PLACE OF BIRTH Jakarta  DATE OF BIRTH 26/10/1978  POSITION Marketing Communication Group Head  DATE OF JOINING 01/03/2020  LAST EDUCATION Master Degree
69	 Banjaran Surya Indrastomo	PLACE OF BIRTH Bogor  DATE OF BIRTH 19/07/1990  POSITION Chief Economist  DATE OF JOINING 01/03/2021  LAST EDUCATION Doctor

# Profile of Regional CEO

NO.	NAMA	
1		<p>PLACE OF BIRTH Cilegon</p> <p>DATE OF BIRTH 22/01/1969</p> <p>POSITION Regional CEO</p> <p>DATE OF JOINING 31/07/1995</p> <p>LAST EDUCATION Master Degree</p>
2		<p>PLACE OF BIRTH Jakarta</p> <p>DATE OF BIRTH 26/02/1970</p> <p>POSITION Regional CEO</p> <p>DATE OF JOINING 01/11/1999</p> <p>LAST EDUCATION Doctor</p>
3		<p>PLACE OF BIRTH Purworejo</p> <p>DATE OF BIRTH 21/01/1970</p> <p>POSITION Regional CEO</p> <p>DATE OF JOINING 11/03/1996</p> <p>LAST EDUCATION Master Degree</p>

NO.	NAMA	
4		<p>PLACE OF BIRTH Serang</p> <p>DATE OF BIRTH 07/07/1971</p> <p>POSITION Regional CEO</p> <p>DATE OF JOINING 15/07/2002</p> <p>LAST EDUCATION Bachelor Degree</p>
5		<p>PLACE OF BIRTH Bukit Tinggi</p> <p>DATE OF BIRTH 16/05/1972</p> <p>POSITION Regional CEO</p> <p>DATE OF JOINING 15/05/2000</p> <p>LAST EDUCATION Bachelor Degree</p>
6		<p>PLACE OF BIRTH Bandung</p> <p>DATE OF BIRTH 17/09/1972</p> <p>POSITION Regional CEO</p> <p>DATE OF JOINING 02/06/2000</p> <p>LAST EDUCATION Bachelor Degree</p>

NO.	NAMA	
7		PLACE OF BIRTH Palembang  DATE OF BIRTH 29/10/1975  POSITION Regional CEO  DATE OF JOINING 21/02/2001  LAST EDUCATION Master Degree
	<b>Kemas Erwan Husainy</b>	
8		PLACE OF BIRTH Jakarta  DATE OF BIRTH 01/10/1978  POSITION Regional CEO  DATE OF JOINING 01/09/2003  LAST EDUCATION Master Degree
	<b>Wisnu Sunandar</b>	

NO.	NAMA	
9		PLACE OF BIRTH Bandung  DATE OF BIRTH 03/10/1978  POSITION Regional CEO  DATE OF JOINING 16/03/2005  LAST EDUCATION Bachelor Degree
	<b>Ficko Hardowiseto</b>	
10		PLACE OF BIRTH Bogor  DATE OF BIRTH 20/08/1980  POSITION Regional CEO  DATE OF JOINING 01/10/2009  LAST EDUCATION Master Degree
	<b>Affan Mawardi</b>	



# Employee Demography

The employee demographics presented in this Annual Report are divided into 2 (two) groups. For the 2021 employee data, only the employee data of PT Bank Syariah Indonesia Tbk which is the result of a merger between PT Bank BRISyariah Tbk, PT Bank Syariah Mandiri, and PT Bank BNI Syariah are presented, namely the 3 (three) entities that have merged.

The data for 2020 and 2019 is presented individually: PT Bank BRISyariah Tbk, PT Bank Syariah Mandiri, and PT Bank BNI Syariah

## A. Employee Composition of PT Bank Syariah Indonesia Tbk in 2021

### Number of Employees based on Employment Status

	TOTAL	%
Permanent Employee	17,462	62.48
Contract Employee	1,987	7.11
Outsource	8,501	30.42
<b>Grand Total</b>	<b>27,950</b>	<b>100.00</b>

### Number of Employees based on Education Level\*

EMPLOYEE EDUCATION	2021	
	TOTAL	%
High School	50	0.26
Diploma	2,026	10.42
Bachelor's Degree	16,515	84.91
Master's Degree	848	4.36
Doctorate Degree	10	0.05
<b>Grand Total</b>	<b>19,449</b>	<b>100.00</b>

\* Does not include outsourcing

### Number of Employees based on Age\*

AGE OF EMPLOYEE	2021	
	TOTAL	%
18-25 Years old	1,822	9.37
26-35 Years old	10,736	55.20
36-45 Years old	5,654	29.07
Above 45 Years old	1,237	6.36
<b>Grand Total</b>	<b>19,449</b>	<b>100.00</b>

\* Does not include outsourcing

#### Number of Employees based on Position Level\*

LEVEL OF POSITION	POSITION	2021	
		TOTAL	%
N2	Group Head, Regional Head, Project Manager	83	0.43
N3	Dean, Area Manager, Dept Head, Manager	429	2.21
N4	Manager, Team Leader & Branch Manager, Sec, Head	2,320	11.93
N5	Relationship Officer, Branch Manager (Cash Outlet Manager), Officer, ODP	6,389	32.85
N6	Staff/ Executor/ Basic Employee	10,228	52.59
Grand Total		19,449	100.00

\* Does not include outsourcing

#### Number of Employees based on Gender\*

GENDER PEGAWAI	TOTAL	%
Male	11,522	59.24
Female	7,927	40.76
Grand Total	19,449	100.00

\* Does not include outsourcing

### B.1. Employee Composition of PT Bank BRIsyariah Tbk

#### Number of Employees based on Employment Status

EMPLOYMENT STATUS	2020		2019	
	TOTAL	%	TOTAL	%
Permanent and Contract	6,157	81.95	4,611	77.73
Outsource	1,356	18.05	1,321	22.27
Total	7,513	100.00	5,932	100.00

#### Number of Employees based on Education Level\*

EDUCATION LEVEL	2020		2019	
	TOTAL	%	TOTAL	%
High School Level	37	0.60	56	1.21
Diploma	478	7.76	527	11.43
Bachelor's Degree	3,874	62.92	3,935	85.34
Master's Degree	86	1.40	92	2.00
Doctorate Degree	2	0.30	1	0.02
Assignment of BRI Qanun Aceh	1,680	27.29	-	-
Total	6,157	100.00	4,611	100.00

\* Does not include outsourcing

**Number of Employees based on Age**

AGE	2020		2019	
	TOTAL	%	TOTAL	%
<25 years old	783	12.72	790	17.13
26-30 years old	1,172	19.04	1,215	26.35
31-35 years old	990	16.08	1,074	23.29
36-40 years old	807	13.11	857	18.59
41-45 years old	435	7.07	418	9.07
46-50 years old	200	3.25	178	3.86
>50 years old	90	1.46	79	1.71
Assignment of BRI Qanun Aceh	1,680	27.29	-	-
<b>Total</b>	<b>6,157</b>	<b>100.00</b>	<b>4,611</b>	<b>100.00</b>

**Number of Employees based on Position Level (Not including outsource)**

ORGANIZATIONAL LEVEL	2020		2019	
	TOTAL	%	TOTAL	%
Executive Vice President	-	-	-	-
Senior Vice President	3	0.05	4	0.09
Vice President	17	0.28	12	0.26
Senior Assistant Vice President	17	0.28	18	0.39
Assistant Vice President	41	0.67	38	0.82
Senior Manager	103	1.67	79	1.71
Manager	135	2.19	160	3.47
Assistant Manager	440	7.15	463	10.04
Officer	547	8.88	553	11.99
Officer	715	11.61	771	16.72
Senior Staff	620	10.07	545	11.82
Staff	1,402	22.77	1,592	34.53
Junior Staff	437	7.10	376	8.15
Assignment of BNI Qanun Aceh	1,680	27.29	-	-
<b>Total</b>	<b>6,157</b>	<b>100.00</b>	<b>4,611</b>	<b>100.00</b>

**Number of Employees Based on Gender**

GENDER	2020		2019	
	TOTAL	%	TOTAL	%
Male	4,221	67.39	2,960	35.81
Female	2,043	35.81	1,651	64.19
<b>Total</b>	<b>6,264</b>	<b>100.00</b>	<b>4,611</b>	<b>100.00</b>

## B.2. Employee Composition of PT Bank Syariah Mandiri

### Number of Employees based on Employment Status

EMPLOYMENT STATUS	2020		2019	
	TOTAL	%	TOTAL	%
Permanent Employee	8,130	94.76	8,106	94.78
Contract	450	5.24	446	5.22
<b>Total</b>	<b>8,580</b>	<b>100.00</b>	<b>8,552</b>	<b>100.00</b>

### Number of Employees based on Education Level

EDUCATION LEVEL	2020		2019	
	TOTAL	%	TOTAL	%
Doctorate Degree	2	0.02	0	0
Master's Degree	389	4.53	346	4.05
Bachelor's Degree	7,275	84.79	7,283	85.16
Diploma	891	10.38	900	10.52
Elementary – High School	23	0.27	23	0.27
<b>Total</b>	<b>8,580</b>	<b>100.00</b>	<b>8,552</b>	<b>100.00</b>

### Number of Employees based on Age

AGE	2020		2019	
	TOTAL	%	TOTAL	%
>50 years old	205	2.39	178	2.08
>45-50 years old	316	3.68	294	3.44
>40-45 years old	803	9.36	650	7.60
>35-40 years old	1,979	23.07	1,689	19.75
>30-35 years old	3,230	37.65	3,348	39.15
>25-30 years old	1,381	16.10	1,702	19.90
≤25 years old	666	7.76	691	8.08
<b>Total</b>	<b>8,580</b>	<b>100.00</b>	<b>8,552</b>	<b>100.00</b>

### Number of Employees based on Position Level

POSITION LEVEL	2020		2019	
	TOTAL	%	TOTAL	%
Senior Management	46	0.54	49	0.57
Middle Management	892	10.40	847	9.90
Officer	3,381	39.41	2,958	34.59
Staff	4,254	49.58	4,690	54.84
Non Staff	7	0.08	8	0.09
<b>Total</b>	<b>8,580</b>	<b>100.00</b>	<b>8,552</b>	<b>100.00</b>

**Number of Employees based on Gender**

GENDER	2020		2019	
	TOTAL	%	TOTAL	%
Male	4,996	58.23	5,034	58.86
Female	3,584	41.77	3,518	41.14
<b>Total</b>	<b>8,580</b>	<b>100.00</b>	<b>8,552</b>	<b>100.00</b>

**B.3. Employee Composition of PT Bank BNI Syariah****Number of Employees based on Employment Status**

EMPLOYMENT STATUS	2020		2019	
	TOTAL	%	TOTAL	%
Permanent Employee	5,233	91.19	4,513	78.86
Contract	505	8.80	1,210	21.14
<b>Total</b>	<b>5,738</b>	<b>100.00</b>	<b>5,723</b>	<b>100.00</b>

**Number of Employees based on Education Level**

EDUCATION LEVEL	2020		2019	
	TOTAL	%	TOTAL	%
Doctorate Degree	1	0.02	1	0.02
Master's Degree	292	5.09	243	4.25
Bachelor's Degree	4,780	83.30	4,395	76.80
Diploma 4	77	1.34	59	1.03
Diploma 3	587	10.23	1,024	17.89
High School	1	0.02	1	0.02
<b>Total</b>	<b>5,738</b>	<b>100.00</b>	<b>5,723</b>	<b>100.00</b>

**Number of Employees based on Age**

AGE	2020		2019	
	TOTAL	%	TOTAL	%
>50 years old	148	2.58	108	1.89
>40-49 years old	536	9.34	495	8.65
>30-39 years old	2,140	37.30	2,027	35.42
<30 years old	2,914	50.78	3,093	54.05
<b>Total</b>	<b>5,738</b>	<b>100.00</b>	<b>5,723</b>	<b>100.00</b>

#### Number of Employees based on Position Level

POSITION LEVEL	2020		2019	
	TOTAL	%	TOTAL	%
Executive Manager	29	0.51	28	0.49
Senior Manager	200	3.49	159	2.78
Manager	495	8.63	437	7.64
Junior Manager	1,962	34.19	1,849	32.31
Clerk	3,052		3,250	56.79
<b>Total</b>	<b>5,738</b>	<b>100.00</b>	<b>5,723</b>	<b>100.00</b>

#### Number of Employees based on Gender

GENDER	2020		2019	
	TOTAL	%	TOTAL	%
Male	3,183		3,175	55.48
Female	2,566		2,548	44.52
<b>Total</b>	<b>5,738</b>	<b>100.00</b>	<b>5,723</b>	<b>100.00</b>





# Training and Competency Development

## Cost of Competency Development

Up to the end of the 2021 fiscal year, BSI has realized an employee competency development budget of Rp82.646 billion. For the 2022 fiscal year, the Bank has allocated a budget of Rp82,646 billion. Details of competency development are presented in the following table.

### Employee Competency Development

NO.	POSITION LEVEL	NUMBER OF PARTICIPANTS	TYPE OF TRAINING	TRAINING OBJECTIVE	ORGANIZER
1	Senior Manager	168	Certification & Socialization	To ensure employee competence is in accordance with performance competency standards of the position & to increase employee insight and competence related to new provisions/regulations related to existing regulations	BSI Corporate University
		1,172	Change & Culture Development	To improve employee insight and competence in implementing corporate culture in accordance with the values in AKHLAK	BSI Corporate University
		437	General & Leadership	To increase the leadership capacity and expertise of the Bank’s leaders	BSI Corporate University
		93	Technical Skill – Operations	To improve the insight and competence of employees in the Marketing and Sales, Services, Branch Operation, Wholesale and Transaction Banking, and Banking Operation segments	BSI Corporate University
		56	Technical Skill – Retail Banking	To improve employee insight and competence related to the Small Medium Enterprise, Pawning, Consumer, and Micro segments	BSI Corporate University
		42	Technical Skill – Support	To develop the competence of the Finance and Accounting, Procurement, Fixed Asset, Change Management Office, IT, Wholesale and Retail Risk, Risk Management (Enterprise), Audit, Compliance and Legal, as well as Information Technology and Support segments	BSI Corporate University
		158	Technical Skill – Wholesale Banking	To improve employee insight and competence related to Wholesale Banking (corporate and commercial), Government, Special Asset Management, Treasury, & International Banking segments	BSI Corporate University
Total		2,126			
2	Middle Manager	383	Certification & Socialization	To ensure employee competence is in accordance with performance competency standards of the position & to increase employee insight and competence related to new provisions/regulations related to existing regulations	BSI Corporate University
		6,426	Change & Culture Development	To improve employee insight and competence in implementing corporate culture in accordance with the values in AKHLAK	BSI Corporate University
		1,488	General & Leadership	To increase the leadership capacity and expertise of the Bank’s leaders	BSI Corporate University
		516	Technical Skill – Operations	To improve the insight and competence of employees in the Marketing and Sales, Services, Branch Operation, Wholesale and Transaction Banking, and Banking Operation segments	BSI Corporate University

### Employee Competency Development

NO.	POSITION LEVEL	NUMBER OF PARTICIPANTS	TYPE OF TRAINING	TRAINING OBJECTIVE	ORGANIZER
		423	Technical Skill – Retail Banking	To improve employee insight and competence related to the Small Medium Enterprise, Pawning, Consumer, and Micro segments	BSI Corporate University
		546	Technical Skill – Support	To develop the competence of the Finance and Accounting, Procurement, Fixed Asset, Change Management Office, IT, Wholesale and Retail Risk, Risk Management (Enterprise), Audit, Compliance and Legal, as well as Information Technology and Support segments	BSI Corporate University
		754	Technical Skill – Wholesale Banking	To improve employee insight and competence related to Wholesale Banking (corporate and commercial), Government, Special Asset Management, Treasury, & International Banking segments	BSI Corporate University
<b>Total</b>		<b>10,536</b>			
3	Manager	1,318	Certification & Socialization	To ensure employee competence is in accordance with performance competency standards of the position & to increase employee insight and competence related to new provisions/regulations related to existing regulations	BSI Corporate University
		40,831	Change & Culture Development	To improve employee insight and competence in implementing corporate culture in accordance with the values in AKHLAK	BSI Corporate University
		2,145	General & Leadership	To increase the leadership capacity and expertise of the Bank's leaders	BSI Corporate University
		3,644	Technical Skill - Operations	To improve the insight and competence of employees in the Marketing and Sales, Services, Branch Operation, Wholesale and Transaction Banking, and Banking Operation segments	BSI Corporate University
		7,137	Technical Skill – Retail Banking	To improve employee insight and competence related to the Small Medium Enterprise, Pawning, Consumer, and Micro segments	BSI Corporate University
		1,325	Technical Skill – Support	To develop the competence of the Finance and Accounting, Procurement, Fixed Asset, Change Management Office, IT, Wholesale and Retail Risk, Risk Management (Enterprise), Audit, Compliance and Legal, as well as Information Technology and Support segments	BSI Corporate University
		1,762	Technical Skill – Wholesale Banking	To improve employee insight and competence related to Wholesale Banking (corporate and commercial), Government, Special Asset Management, Treasury, & International Banking segments	BSI Corporate University
<b>Total</b>		<b>58,162</b>			
4	Officer	827	Certification & Socialization	To ensure employee competence is in accordance with performance competency standards of the position & to increase employee insight and competence related to new provisions/ regulations related to existing regulations	BSI Corporate University



### Employee Competency Development

NO.	POSITION LEVEL	NUMBER OF PARTICIPANTS	TYPE OF TRAINING	TRAINING OBJECTIVE	ORGANIZER
		91,068	Change & Culture Development	To improve employee insight and competence in implementing corporate culture in accordance with the values in AKHLAK	BSI Corporate University
		208	General & Leadership	To increase the leadership capacity and expertise of the Bank's leaders	BSI Corporate University
		9,500	Technical Skill - Operations	To improve the insight and competence of employees in the Marketing and Sales, Services, Branch Operation, Wholesale and Transaction Banking, and Banking Operation segments	BSI Corporate University
		12,693	Technical Skill - Retail Banking	To improve employee insight and competence related to the Small Medium Enterprise, Pawning, Consumer, and Micro segments	BSI Corporate University
		2,738	Technical Skill - Support	To develop the competence of the Finance and Accounting, Procurement, Fixed Asset, Change Management Office, IT, Wholesale and Retail Risk, Risk Management (Enterprise), Audit, Compliance and Legal, as well as Information Technology and Support segments	BSI Corporate University
		2,349	Technical Skill - Wholesale Banking	To improve employee insight and competence related to Wholesale Banking (corporate and commercial), Government, Special Asset Management, Treasury, & International Banking segments	BSI Corporate University
<b>Total</b>		<b>119,383</b>			
5	Staff	164	Certification & Socialization	To ensure employee competence is in accordance with performance competency standards of the position & to increase employee insight and competence related to new provisions/regulations related to existing regulations	BSI Corporate University
		116,745	Change & Culture Development	To improve employee insight and competence in implementing corporate culture in accordance with the values in AKHLAK	BSI Corporate University
		173	General & Leadership	To increase the leadership capacity and expertise of the Bank's leaders	BSI Corporate University
		18,874	Technical Skill - Operations	To improve the insight and competence of employees in the Marketing and Sales, Services, Branch Operation, Wholesale and Transaction Banking, and Banking Operation segments	BSI Corporate University
		11,044	Technical Skill - Retail Banking	To improve employee insight and competence related to the Small Medium Enterprise, Pawning, Consumer, and Micro segments	BSI Corporate University
		2,309	Technical Skill - Support	To develop the competence of the Finance and Accounting, Procurement, Fixed Asset, Change Management Office, IT, Wholesale and Retail Risk, Risk Management (Enterprise), Audit, Compliance and Legal, as well as Information Technology and Support segments	BSI Corporate University

### Employee Competency Development

NO.	POSITION LEVEL	NUMBER OF PARTICIPANTS	TYPE OF TRAINING	TRAINING OBJECTIVE	ORGANIZER
		717	Technical Skill – Wholesale Banking	To improve employee insight and competence related to Wholesale Banking (corporate and commercial), Government, Special Asset Management, Treasury, & International Banking segments	BSI Corporate University
Total		150,026			
6	Others	3	General & Leadership	To increase the leadership capacity and expertise of the Bank's leaders	BSI Corporate University
		1	Technical Skill – Operations	To improve the insight and competence of employees in the Marketing and Sales, Services, Branch Operation, Wholesale and Transaction Banking, and Banking Operation segments	BSI Corporate University
Total		4			
Grand Total		340,237			

### Training Program Recapitulation

DESCRIPTION	UNIT	TOTAL
Program	Full Unit	1,079
Training Participant	Person	340,237
Average Training Day	Day	2,57
Mandays/ Person	Day	7,11
Average Hours	Hour	20,53
Man Hour	Hour	3,639
Man Day	Day	455

### Competency Development of the Board of Commissioners

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE	LOCATION	ORGANIZER
1	Adiwarman A Karim	Best Practices and The Future Banking Industry	Saturday, 25 September 2021	Pullman Ciawi Vimala Hills Resort Spa & Convention	PT Bank Syariah Indonesia Tbk McKinsey
		TELP (Top Executive Learning Program) Series 4 "Corporate Anticipation In Facing the Pandemic and Digital Disruption"	Monday, 27 September 2021	Via Online: Zoom Webinar	BSI Corporate University Speaker: Mr. Prof. Rhenald Kasali - Founder of Rumah Perubahan
		Top Executive Learning Program (TELP) - Series VI AMBIDEXTROUS "Leadership & How can Grow and Nurture Leaders"	Thursday, 16 December 2021	Via Online: Zoom Webinar	BSI Corporate University Speaker: Mr. Prof. Ric Roi - Professor Leadership & Organization IMD Business School
2	M.Zainul Majdi	Risk Management Debriefing – Level 1	Wednesday & Friday, 28 & 30 July 2021	Via Online: Zoom Webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk



## Competency Development of the Board of Commissioners

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE	LOCATION	ORGANIZER
		Basic Training – Basic Sharia Banking	Friday, 20 August 2021	Via Online: Zoom Webinar	BSI Corporate University Karim Consulting Indonesia
		Risk Management Debriefing – Level 2	Tuesday, 07 September 2021	Via Online: Zoom Webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Best Practices and The Future Banking Industry	Saturday, 25 September 2021	Pullman Ciawi Vimala Hills Resort Spa & Convention	PT Bank Syariah Indonesia Tbk McKinsey
		TELP (Top Executive Learning Program) Series 4 “Corporate Anticipation In Facing the Pandemic and Digital Disruption”	Monday, 27 September 2021	Via Online: Zoom Webinar	BSI Corporate University Speaker: Mr. Prof. Rhenald Kasali - Founder of Rumah Perubahan
		Top Executive Learning Program (TELP) - Series VI AMBIDEXTROUS “Leadership & How can Grow and Nurture Leaders”	Thursday, 16 December 2021	Via Online: Zoom Webinar	BSI Corporate University Speaker: Mr. Prof. Ric Roi - Professor Leadership & Organization IMD Business School
3	Masduki Baidlowi	Risk Management Training	Thursday, 13 January 2021	Maximal Contribution Meeting Room Wisma Mandiri 1, 3 <sup>rd</sup> Floor	Peak Pratama Indonesia
		Socialization of Governance Implementation of Public Companies	Wednesday, 17 February 2021	Via Online: Zoom Webinar	Hadiputranto Hadinoto and Partners (HHP)
		WEBINAR: The Effectiveness of Supervision of the Board of Commissioners in Maintaining Bank Compliance Towards the Principle-Based Regulation Era	Thursday, 25 March 2021	Via Online: Zoom Webinar	FKDKP Banking Compliance Director Communication Forum
		TELP (Top Executive Learning Program) Series 1 “Islam as Blessings for All Beings”	Thursday, 25 March 2021	Via Online: Microsoft Teams	BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELP (Top Executive Learning Program) Series 2 “Relationship of Religion, Nation, and State”	Wednesday, 14 April 2021	Via Online: Zoom Webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Refreshment Risk Management for the Board of Commissioners Topic: a. Application of Secured Open Banking towards the Acceleration of Digital Banking Transformation and Its Mitigation on Operational Risk Facilitator: Mr. Rico Usthavia Frans b. The Importance of Cyber Security in Bank Digitalization (Operational Risk) Facilitator: Mr. Novan	Thursday, 17 June 2021	Via Online: Zoom Webinar	LPPI Indonesian Banking Development Institution
		TELP (Top Executive Learning Program) Series 3 “Alignment of Strategic Business Post Merger”	Thursday, 01 July 2021	Via Online: Zoom Webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk

### Competency Development of the Board of Commissioners

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE	LOCATION	ORGANIZER
		Capital Market Training for the Board of Commissioners and Committee Members	Thursday, 8 July 2021	Via Online: Zoom Webinar	LPPI Indonesian Banking Development Institution
		Strategies and Challenges to Increase the Growth of the Sharia Finance Industry	Thursday, 12 August 2021	Via Online: Zoom Webinar	OJK Institute Bank Syariah Indonesia University PT Bank Syariah Indonesi Tbk
		Best Practices and The Future Banking Industry	Saturday, 25 September 2021	Pullman Ciawi Vimala Hills Resort Spa & Convention	PT Bank Syariah Indonesia Tbk McKinsey
		TELP (Top Executive Learning Program) Series 4 "Corporate Anticipation In Facing the Pandemic and Digital Disruption"	Monday, 27 September 2021	Via Online: Zoom Webinar	BSI Corporate University Speaker: Mr. Prof. Rhenald Kasali - Founder of Rumah Perubahan
		TELP (Top Executive Learning Program) Series 5 "The Role of Leaders in Anticipating the Threat of Radicalism"	Monday, 25 October 2021	Via Online: Zoom Webinar	BSI Corporate University Speaker: Mr. Drs. Suhardi Alius - Commissioner General of Police (Ret)
		Top Executive Learning Program (TELP) - Series VI AMBIDEXTROUS "Leadership & How can Grow and Nurture Leaders"	Thursday, 16 December 2021	Via Online: Zoom Webinar	BSI Corporate University Speaker: Mr. Prof. Ric Roi - Professor Leadership & Organization IMD Bussiness School
4	Imam Budi Sarjito	Socialization of Governance Implementation of Public Companies	Wednesday, 17 February 2021	Via Online: Zoom Webinar	Hadiputranto Hadinoto dan Partners (HHP)
		WEBINAR: The Effectiveness of Supervision of the Board of Commissioners in Maintaining Bank Compliance Towards the Principle-Based Regulation Era	Thursday, 25 March 2021	Via Online: Zoom Webinar	FKDKP Banking Compliance Director Communication Forum
		TELP (Top Executive Learning Program) Series 1 "Islam as Blessings for All Beings"	Thursday, 25 March 2021	Via Online: Microsoft Teams	BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELP (Top Executive Learning Program) Series 2 "Relationship of Religion, Nation, and State"	Wednesday, 14 April 2021	Via Online: Zoom Webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Refreshment Risk Management for the Board of Commissioners Topic: a. Application of Secured Open Banking towards the Acceleration of Digital Banking Transformation and Its Mitigation on Operational Risk Facilitator: Mr. Rico Usthavia Frans b. The Importance of Cyber Security in Bank Digitalization (Operational Risk)	Thursday, 17 June 2021	Via Online: Zoom Webinar	LPPI Indonesian Banking Development Institute
		TELP (Top Executive Learning Program) Series 3 "Alignment Of Strategic Business Post Merger"	Thursday, 01 July 2021	Via Online: Zoom Webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk





## Competency Development of the Board of Commissioners

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE	LOCATION	ORGANIZER
		Training for the Board of Commissioners and Committee Members	Thursday, 8 July 2021	Via Online: Zoom Webinar	LPPI Indonesian Banking Development Institution
		Knowledge Sharing Forum: The Role of Leaders in Strengthening the Anti-Gratification Culture Speaker: Mr. Syarif Hidayat Acting Director of the Directorate of Gratuity & Public Services of the KPK RI	Wednesday, 21 July 2021	Via Online: Zoom Webinar	KPK Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
		Strategies and Challenges to Increase the Growth of the Sharia Finance Industry	Thursday, 12 August 2021	Via Online: Zoom Webinar	OJK Institute BSI Corporate University PT Bank Syariah Indonesia Tbk
		Best Practices and The Future Banking Industry	Saturday, 25 September 2021	Pullman Ciawi Vimala Hills Resort Spa & Convention	PT Bank Syariah Indonesia Tbk McKinsey
		TELP (Top Executive Learning Program) Series 4 "Corporate Anticipation In Facing the Pandemic and Digital Disruption"	Monday, 27 September 2021	Via Online: Zoom Webinar	BSI Corporate University Speaker: Mr. Prof. Rhenald Kasali - Founder of Rumah Perubahan
		TELP (Top Executive Learning Program) Series 5 "The Role of Leaders in Anticipating the Threat of Radicalism"	Monday, 25 October 2021	Via Online: Zoom Webinar	BSI Corporate University Speaker: Mr. Drs. Suhardi Alius - Commissioner General of Police (Ret)
	Sutanto	Socialization of Governance Implementation of Public Companies	Wednesday, 17 February 2021	Via Online: Zoom Webinar	Hadiputranto Hadinoto dan Partners (HHP)
		WEBINAR: The Effectiveness of Supervision of the Board of Commissioners in Maintaining Bank Compliance Towards the Principle-Based Regulation Era	Thursday, 25 March 2021	Via Online: Zoom Webinar	FKDKP Banking Compliance Director Communication Forum
		TELP (Top Executive Learning Program) Series 1 "Islam as Blessings for All Beings"	Thursday, 25 March 2021	Via Online: Microsoft Teams	BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELP (Top Executive Learning Program) Series 2 "Relationship of Religion, Nation, and State"	Wednesday, 14 April 2021	Via Online: Zoom Webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Refreshment Risk Management for the Board of Commissioners Topic: a. Application of Secured Open Banking towards the Acceleration of Digital Banking Transformation and Its Mitigation on Operational Risk Facilitator: Mr. Rico Usthavia Frans b. The Importance of Cyber Security in Bank Digitalization (Operational Risk) Facilitator: Mr. Novan	Thursday, 17 June 2021	Via Online: Zoom Webinar	LPPI Indonesian Banking Development Institution
		Capital Market Training for the Board of Commissioners and Committee Members	Thursday, 8 July 2021	Via Online: Zoom Webinar	LPPI Indonesian Banking Development Institute

### Competency Development of the Board of Commissioners

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE	LOCATION	ORGANIZER
		Knowledge Sharing Forum: The Role of Leaders in Strengthening the Anti-Gratification Culture Speaker: Mr. Syarief Hidayat Acting Director of the Directorate of Gratuity & Public Services of the KPK RI	Wednesday, 21 July 2021	Via Online: Zoom Webinar	KPK Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
		Strategies and Challenges to Increase the Growth of the Sharia Finance Industry	Thursday, 12 August 2021	Via Online: Zoom Webinar	OJK Institute BSI Corporate University PT Bank Syariah Indonesia Tbk
		Best Practices and The Future Banking Industry	Saturday, 25 September 2021	Pullman Ciawi Vimala Hills Resort Spa & Convention	PT Bank Syariah Indonesia Tbk McKinsey
		TELP (Top Executive Learning Program) Series 4 "Corporate Anticipation In Facing the Pandemic and Digital Disruption"	Monday, 27 September 2021	Via Online: Zoom Webinar	BSI Corporate University Speaker: Mr. Prof. Rhenald Kasali - Founder of Rumah Perubahan
		TELP (Top Executive Learning Program) Series 5 "The Role of Leaders in Anticipating the Threat of Radicalism"	Monday, 25 October 2021	Via Online: Zoom Webinar	BSI Corporate University Speaker: Mr. Drs. Suhardi Alius - Commissioner General of Police (Ret)
6	Suyanto	Socialization of Governance Implementation of Public Companies	Wednesday, 17 February 2021	Via Online: Zoom Webinar	Hadiputranto Hadinoto dan Partners (HHP)
		WEBINAR: The Effectiveness of Supervision of the Board of Commissioners in Maintaining Bank Compliance Towards the Principle-Based Regulation Era	Thursday, 25 March 2021	Via Online: Zoom Webinar	FKDKP Banking Compliance Director Communication Forum
		TELP (Top Executive Learning Program) Series 1 "Islam as Blessings for All Beings"	Thursday, 25 March 2021	Via Online: Microsoft Teams	BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELP (Top Executive Learning Program) Series 2 "Relationship of Religion, Nation, and State"	Wednesday, 14 April 2021	Via Online: Zoom Webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELP (Top Executive Learning Program) Series 3 "Alignment Of Strategic Business Post Merger"	Thursday, 1 July 2021	Via Online: Zoom Webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Capital Market Training for the Board of Commissioners and Committee Members	Thursday, 8 July 2021	Via Online: Zoom Webinar	LPPI Indonesian Banking Development Institute



## Competency Development of the Board of Commissioners

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE	LOCATION	ORGANIZER
		Knowledge Sharing Forum: The Role of Leaders in Strengthening the Anti-Gratification Culture Speaker: Mr. Syarif Hidayat Acting Director of the Directorate of Gratuity & Public Services of the KPK RI	Wednesday, 21 July 2021	Via Online: Zoom Webinar	KPK Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
		Strategies and Challenges to Increase the Growth of the Sharia Finance Industry	Thursday, 12 August 2021	Via Online: Zoom Webinar	OJK Institute BSI Corporate University PT Bank Syariah Indonesia Tbk
		Best Practices and The Future Banking Industry	Saturday, 25 September 2021	Pullman Ciawi Vimala Hills Resort Spa & Convention	PT Bank Syariah Indonesia Tbk McKinsey
		TELP (Top Executive Learning Program) Series 4 "Corporate Anticipation In Facing the Pandemic and Digital Disruption"	Monday, 27 September 2021	Via Online: Zoom Webinar	BSI Corporate University Speaker: Mr. Prof. Rhenald Kasali - Founder of Rumah Perubahan
		TELP (Top Executive Learning Program) Series 5 "The Role of Leaders in Anticipating the Threat of Radicalism"	Monday, 25 October 2021	Via Online: Zoom Webinar	BSI Corporate University Speaker: Mr. Drs. Suhardi Alius - Commissioner General of Police (Ret)
7	M. Arief Rosyid Hasan	Socialization of Governance Implementation of Public Companies	Wednesday, 17 February 2021	Via Online: Zoom Webinar	Hadiputranto Hadinoto dan Partners (HHP)
		WEBINAR: The Effectiveness of Supervision of the Board of Commissioners in Maintaining Bank Compliance Towards the Principle-Based Regulation Era	Thursday, 25 March 2021	Via Online: Zoom Webinar	FKDKP Banking Compliance Director Communication Forum
		TELP (Top Executive Learning Program) Series 1 "Islam as Blessings for All Beings"	Thursday, 25 March 2021	Via Online: Microsoft Teams	BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELP (Top Executive Learning Program) Series 2 "Relationship of Religion, Nation, and State"	Wednesday, 14 April 2021	Via Online: Zoom Webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Business English Conversation (Upper Elementary)	Tuesday, 25 May to 28 September 2021	Maximal Contribution Meeting Room Wisma Mandiri 1 3 <sup>rd</sup> Floor	BSI Corporate University PT Bank Syariah Indonesia Tbk English Today Indonesia
		Refreshment Risk Management for the Board of Commissioners Topic: a. Application of Secured Open Banking towards the Acceleration of Digital Banking Transformation and Its Mitigation on Operational Risk Facilitator: Mr. Rico Usthavia Frans b. The Importance of Cyber Security in Bank Digitalization (Operational Risk) Facilitator: Mr. Novan	Thursday, 17 June 2021	Via Online: Zoom Webinar	LPPI Indonesian Banking Development Institute
		Capital Market Training for the Board of Commissioners and Committee Members	Thursday, 8 July 2021	Via Online: Zoom Webinar	LPPI Indonesian Banking Development Institute

### Competency Development of the Board of Commissioners

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE	LOCATION	ORGANIZER
		Knowledge Sharing Forum: The Role of Leaders in Strengthening the Anti-Gratification Culture Speaker: Mr. Syarief Hidayat Acting Director of the Directorate of Gratuity & Public Services of the KPK RI	Wednesday, 21 July 2021	Via Online: Zoom Webinar	KPK Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
		Strategies and Challenges to Increase the Growth of the Sharia Finance Industry	Thursday, 12 August 2021	Via Online: Zoom Webinar	OJK Institute BSI Corporate University PT Bank Syariah Indonesia Tbk
		Best Practices and The Future Banking Industry	Saturday, 25 September 2021	Pullman Ciawi Vimala Hills Resort Spa & Convention	PT Bank Syariah Indonesia Tbk McKinsey
		TELP (Top Executive Learning Program) Series 4 "Corporate Anticipation In Facing the Pandemic and Digital Disruption"	Monday, 27 September 2021	Via Online: Zoom Webinar	BSU Speaker: Mr. Prof. Rhenald Kasali - Founder of Rumah Perubahan
		TELP (Top Executive Learning Program) Series 5 "The Role of Leaders in Anticipating the Threat of Radicalism"	Monday, 25 October 2021	Via Online: Zoom Webinar	BSI Corporate University Speaker: Mr. Drs. Suhardi Alius - Commissioner General of Police (Ret)
		Top Executive Learning Program (TELP) - Series VI AMBIDEXTROUS "Leadership & How can Grow and Nurture Leaders"	Thursday, 16 December 2021	Via Online: Zoom Webinar	BSI Corporate University Speaker: Mr. Prof. Ric Roi - Professor Leadership & Organization IMD Bussiness School
8	Komaruddin Hidayat	Socialization of Governance Implementation of Public Companies	Wednesday, 17 February 2021	Via Online: Zoom Webinar	Hadiputranto Hadinoto dan Partners (HHP)
		WEBINAR: The Effectiveness of Supervision of the Board of Commissioners in Maintaining Bank Compliance Towards the Principle-Based Regulation Era	Thursday, 25 March 2021	Via Online: Zoom Webinar	FKDKP Forum Komunikasi Direktur Kepatuhan Perbankan
		TELP (Top Executive Learning Program) Series 1 "Islam as Blessings for All Beings"	Thursday, 25 March 2021	Via Online: Microsoft Teams	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Refreshment Risk Management for the Board of Commissioners Topic: a. Application of Secured Open Banking towards the Acceleration of Digital Banking Transformation and Its Mitigation on Operational Risk Facilitator: Mr. Rico Usthavia Frans b. The Importance of Cyber Security in Bank Digitalization (Operational Risk) Facilitator: Mr. Novan	Thursday, 17 June 2021	Via Online: Zoom Webinar	LPPI Indonesian Banking Development Institute

## Competency Development of the Board of Commissioners

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE	LOCATION	ORGANIZER
		TELP (Top Executive Learning Program) Series 3 "Alignment Of Strategic Business Post Merger"	Thursday, 01 July 2021	Via Online: Zoom Webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Capital Market Training for the Board of Commissioners and Committee Members	Thursday, 08 July 2021	Via Online: Zoom Webinar	LPPI Indonesian Banking Development Institute
		Knowledge Sharing Forum: The Role of Leaders in Strengthening the Anti-Gratification Culture Speaker: Mr. Syarief Hidayat Acting Director of the Directorate of Gratuity & Public Services of the KPK RI	Wednesday, 21 July 2021	Via Online: Zoom Webinar	KPK Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
		Socialization: "Responsibility of Financial Service Providers (PUJK) for Fraud Actions by PUJK Employees	Thursday, 12 August 2021	Via Online: Zoom Webinar	OJK Otoritas Jasa Keuangan
		Strategies and Challenges to Increase the Growth of the Sharia Finance Industry	Thursday, 12 August 2021	Via Online: Zoom Webinar	OJK Institute BSI Corporate University PT Bank Syariah Indonesia Tbk
		Best Practices and The Future Banking Industry	Saturday, 25 September 2021	Pullman Ciawi Vimala Hills Resort Spa & Convention	PT Bank Syariah Indonesia Tbk McKinsey
		TELP (Top Executive Learning Program) Series 4 "Corporate Anticipation In Facing the Pandemic and Digital Disruption"	Monday, 27 September 2021	Via Online: Zoom Webinar	BSI Corporate University Speaker: Mr. Prof. Rhenald Kasali - Founder of Rumah Perubahan
		Top Executive Learning Program (TELP) - Series VI AMBIDEXTROUS "Leadership & How can Grow and Nurture Leaders"	Thursday, 16 December 2021	Via Online: Zoom Webinar	BSI Corporate University Speaker: Mr. Prof. Ric Roi - Professor Leadership & Organization IMD Bussiness School
9	Bangun S. Kusmulyono	Socialization of Governance Implementation of Public Companies	Wednesday, 17 February 2021	Via Online: Zoom Webinar	Hadiputranto Hadinoto dan Partners (HHP)
		WEBINAR: The Effectiveness of Supervision of the Board of Commissioners in Maintaining Bank Compliance Towards the Principle-Based Regulation Era	Thursday, 25 March 2021	Via Online: Zoom Webinar	FKDKP Banking Compliance Director Communication Forum
		TELP (Top Executive Learning Program) Series 1 "Islam as Blessings for All Beings"	Thursday, 25 March 2021	Via Online: Microsoft Teams	BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELP (Top Executive Learning Program) Series 2 "Relationship of Religion, Nation, and State"	Wednesday, 14 April 2021	Via Online: Zoom Webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk

### Competency Development of the Board of Commissioners

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE	LOCATION	ORGANIZER
		TELP (Top Executive Learning Program) Series 3 "Alignment Of Strategic Business Post Merger"	Thursday, 01 July 2021	Via Online: Zoom Webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Knowledge Sharing Forum: The Role of Leaders in Strengthening the Anti-Gratification Culture Speaker: Mr. Syarief Hidayat Acting Director of the Directorate of Gratuity & Public Services of the KPK RI	Wednesday, 21 July 2021	Via Online: Zoom Webinar	KPK Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
		Strategies and Challenges to Increase the Growth of the Sharia Finance Industry	Thursday, 12 August 2021	Via Online: Zoom Webinar	OJK Institute BSI Corporate University PT Bank Syariah Indonesia Tbk
		Best Practices and The Future Banking Industry	Saturday, 25 September 2021	Pullman Ciawi Vimala Hills Resort Spa & Convention	PT Bank Syariah Indonesia Tbk McKinsey
		TELP (Top Executive Learning Program) Series 4 "Corporate Anticipation In Facing the Pandemic and Digital Disruption"	Monday, 27 September 2021	Via Online: Zoom Webinar	BSI Corporate University Speaker: Mr. Prof. Rhenald Kasali - Founder of Rumah Perubahan
		Top Executive Learning Program (TELP) - Series VI AMBIDEXTROUS "Leadership & How can Grow and Nurture Leaders"	Thursday, 16 December 2021	Via Online: Zoom Webinar	BSI Corporate University Speaker: Mr. Prof. Ric Roi - Professor Leadership & Organization IMD Bussiness School

### Competency Development of the Sharia Supervisory Board

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
1	Dr. KH. Hasanudin, M.Ag	Webinar for the 2021 DPS pre-Ijtima' sanawi workshop in the field of Sharia Banking	Monday & Tuesday, 4&5 October 2021, via zoom webinar	DSN-MUI
		Webinar for the 2021 DPS pre-Ijtima' sanawi workshop in the field of Insurance	Wednesday, 6 October 2021, via zoom webinar	DSN-MUI
		2021 SSB Ijtima' Sanawi (Annual Meeting) webinar	Thursday-Friday, 2-3 December 2021, via zoom webinar	DSN-MUI





### Competency Development of the Sharia Supervisory Board

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
2	Dr. H. Mohamad Hidayat	<i>Knowledge Sharing Forum:</i> The Role of Leaders in Strengthening the Anti-Gratification Culture	Wednesday, 21 July 2021, via zoom webinar	KPK Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
		Speaker: Mr. Syarif Hidayat Acting Director of the Directorate of Gratuity & Public Services of the KPK RI		
		Webinar of discussion and ratification of fatwas at the 54 <sup>th</sup> plenary meeting of the National Sharia Council - Indonesian Ulema Council in 2021	Monday & Tuesday, 4&5 October 2021, via zoom webinar	DSN-MUI
		Webinars for the 2021 DPS pre-Ijtima' sanawi workshop in the field of Sharia Banking	Wednesday, 6 October 2021, via zoom webinar	DSN-MUI
		2021 SSB Ijtima' Sanawi (Annual Meeting) webinar	Thursday-Friday, 2-3 December 2021, via zoom webinar	DSN-MUI
3	Dr. H. Oni Sahroni, MA	<i>Knowledge Sharing Forum:</i> The Role of Leaders in Strengthening the Anti-Gratification Culture	Wednesday, 21 July 2021, via zoom webinar	KPK Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
		Speaker: Mr. Syarif Hidayat Acting Director of the Directorate of Gratuity & Public Services of the KPK RI		
		Webinars for the 2021 DPS pre-Ijtima' sanawi workshop in the field of Sharia Banking	Monday & Tuesday, 4&5 October 2021, via zoom webinar	DSN-MUI
		2021 SSB Ijtima' Sanawi (Annual Meeting) webinar	Thursday-Friday, 2-3 December 2021, via zoom webinar	DSN-MUI
4	Prof. DR. KH. Didin Hafidhuiddin, M.Sc	<i>Knowledge Sharing Forum:</i> The Role of Leaders in Strengthening the Anti-Gratification Culture	Wednesday, 21 July 2021, via zoom webinar	KPK Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
		Speaker: Mr. Syarif Hidayat Acting Director of the Directorate of Gratuity & Public Services of the KPK RI		
		Webinars for the 2021 DPS pre-Ijtima' sanawi workshop in the field of Sharia Banking	Monday & Tuesday, 4&5 October 2021, via zoom webinar	DSN-MUI
		2021 SSB Ijtima' Sanawi (Annual Meeting) webinar	Thursday-Friday, 2-3 December 2021, via zoom webinar	DSN-MUI

### Competency Development of the Board of Directors

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
1.	Hery Gunardi	AML CFT Executive Forum: The Urgency of the Role of the Board of Directors in Supporting the Effective Implementation of Anti-Money Laundering and Counter Financing of Terrorism Program	31 March 2021, via zoom webinar	LPPI Indonesian Banking Development Institute
		Risk Management Certification Level 5 Refreshment	22 April 2021, via zoom webinar	Maisa Edukasi LSPP
		Knowledge Sharing Forum: The Role of Leaders in Strengthening the Anti-Gratification Culture	21 July 2021, via zoom webinar	KPK, Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
2	Ngatari	Leaders Alignment Session BSI 2021 "Leaders as Meaning Maker"	22 February 2021 at Wisma Mandiri 11 <sup>th</sup> Floor	BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELS (Top Executive Leaders Sesion) "Leading Change through the Courage to Dream"	17 March 2021, via online: Microsoft Team	PT Bank Mandiri (Persero) Tbk
		TELP (Top Executive Learning Program) Series 1 "Islam as Blessings for All Beings"	25 March 2021, via online: Microsoft Team	BSI Corporate University PT Bank Syariah Indonesia Tbk
		AML CFT Executive Forum: The Urgency of the Role of the Board of Directors in Supporting the Effective Implementation of Anti-Money Laundering and Counter Financing of Terrorism Program	31 March 2021, via zoom webinar	LPPI Indonesian Banking Development Institute
		Knowledge Sharing Forum: The Role of Leaders in Strengthening the Anti-Gratification Culture	21 July 2021, via zoom webinar	KPK, Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
		Leading with Question "Becoming a Transformational Leader through a Neuroscience-Based CARE Model Approach"	29 September 2021, via zoom webinar	Vanaya dan BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELP Series 4 - "Corporate Anticipation In Facing the Pandemic and Digital Disruption"	27 September 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk

### Competency Development of the Board of Directors

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
3	Abdullah Firman Wibowo	Top Executive Learning Program (TELP) series-5 with theme "The Role of Leaders in Anticipating the Threat of Radicalism"	25 October 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		CEO Live series 4 with the theme "Digital Infrastructure for SME Role on Economic Recovery"	16 November 2021, via zoom webinar	Kompas
		Attending Bank Mandiri Q3 2021 Board Forum "Synergy of Future Health Industry Innovation and Solutions" Industri Kesehatan di Masa Depan"	24 November 2021 di Auditorium Plaza Mandiri	PT Bank Mandiri (Persero) Tbk
		Top Executive Learning Program (TELP) – Series VI with the theme "Ambidextrous Leadership and How Can Grow and Nurture Leaders"	16 December 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Leaders Alignment Session BSI 2021 "Leaders as Meaning Maker"	22 February 2021 at Wisma Mandiri 11 <sup>th</sup> Floor	BSI Corporate University PT Bank Syariah Indonesia Tbk
		The Finance Forum	10 March 2021, via zoom webinar	The Finance
		TELS (Top Executive Leaders Sesion) "Leading Change through the Courage to Dream"	17 March 2021, via online: Microsoft Teams	PT Bank Mandiri (Persero) Tbk
		TELP (Top Executive Learning Program) Series 1 "Islam as Blessings for All Beings"	25 March 2021, via online: Microsoft Teams	BSI Corporate University PT Bank Syariah Indonesia Tbk
		AML CFT Executive Forum: The Urgency of the Role of the Board of Directors in Supporting the Effective Implementation of Anti-Money Laundering and Counter Financing of Terrorism Program	31 March 2021, via zoom webinar	LPPI Indonesian Banking Development Institute
		TELP (Top Executive Learning Program) Series 2 "Relationship of Religion, Nation, and State"	14 April 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
3	Abdullah Firman Wibowo	TELP (Top Executive Learning Program) Series 3 "Alignment Of Strategic Business Post Merger"	1 July 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Knowledge Sharing Forum: The Role of Leaders in Strengthening the Anti-Gratification Culture	21 July 2021, via zoom webinar	KPK, Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELP (Top Executive Learning Program) Series 4 "Corporate Anticipation In Facing the Pandemic and Digital Disruption"	Monday, 27 September 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Program Coaching Style Leadership for the Board of Directors and SEVP of BSI "Leading with Question" with Vanaya Cendekia International	Wednesday, 29 September 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk

### Competency Development of the Board of Directors

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
4	Kusman Yandi	Leaders Alignment Session BSI 2021 "Leaders as Meaning Maker"	22 February 2021 at Wisma Mandiri 11 <sup>th</sup> Floor	Bank Syariah Indonesia University PT Bank Syariah Indonesia Tbk
		BSMR Level 5 Refreshment Program: Trending Fraud Risk in Digital Era	10 March 2021, via zoom webinar	Ikatan Bankir Indonesia (IBI) Banking Competency Center (BCC)
		Webinar FHCPI X Bank Mandiri Great start 2021 with "Drastic Action Leadership - Agile Leader for Day After Tomorrow"	5 March 2021, via zoom webinar	PT Bank Mandiri (Persero) Tbk
		TELS (Top Executive Leaders Sesion) "Leading Change through the Courage to Dream"	17 March 2021, via online: Microsoft Team	PT Bank Mandiri (Persero) Tbk
		TELP (Top Executive Learning Program) Series 1 "Islam as Blessings for All Beings"	25 March 2021, via online: Microsoft Team	BSI Corporate University PT Bank Syariah Indonesia Tbk
		AML CFT Executive Forum: The Urgency of the Role of the Board of Directors in Supporting the Effective Implementation of Anti-Money Laundering and Counter Financing of Terrorism Program	31 March 2021, via zoom webinar	LPPI Indonesian Banking Development Institute
		TELP (Top Executive Learning Program) Series 2 "Relationship of Religion, Nation, and State"	14 April 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Digital Transformation Journey Sharing Session by Bank DBS	28 April 2021 at The Tower 6 <sup>th</sup> Floor	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Webinar co-creating Future Mandirian 2021: Developing Mandirian as Strategic Business & People Leaders	8 June 2021, via online: Microsoft Team	PT Bank Mandiri (Persero) Tbk
		EXPERD Webinar "Spiritual Leadership: Building a More Meaningful Life"	8 June 2021, via online: Microsoft Team	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Two days Leadership Session "Building Alignmet Force"	13 - 14 June 2021 at The Tower 3 <sup>rd</sup> Floor	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Young SOE Webinar Erick Thohir Greets "Fast Break Towards a Young Generation of SOEs"	14 June 2021, via online: Microsoft Team	PT Bank Mandiri (Persero) Tbk
		CEO Talk, Activity of Indonesia Finance Learning Institute (IFLI) in the framework of SOE Synergy: "Prospects of Sharia Banking After Merger"	17 June 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Knowledge Sharing: "I Choose to be Happy"	23 June 2021, via zoom webinar	BUMN & Perhutani Forestry Institute

## Competency Development of the Board of Directors

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
		Knowledge Sharing Forum: The Role of Leaders in Strengthening the Anti-Gratification Culture	21 July 2021, via zoom webinar	KPK, Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
		Webinar Strategies and Challenges to Increase the Growth of the Sharia Finance Industry with OJK	12 August 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELP (Top Executive Learning Program) Series 4 "Corporate Anticipation In Facing the Pandemic and Digital Disruption"	22 September 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Program Coaching Style Leadership for the Board of Directors and SEVP of BSI "Leading with Question" with Vanaya Cendekia International	29 September 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		"Top Executive Learning Program (TELP) - Series V Tema: "The Role of Leaders in Anticipating the Threat of Terrorism"	25 October 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		OJK Webinar - Building New Optimism to Accelerate National Economic Recovery	26 November 2021 at OJK	OJK
		"Top Executive Learning Program (TELP) - Series VI with Theme: Ambidextrous Leadership & How can Grow and Nurture Leaders"	16 December 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Knowledge Sharing Forum Bank Syariah Indonesia: "How to Avoid Bank Employees from Legal Issues?"	20 December 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
5	Kokok Alun Akbar	Leaders Alignment Session BSI 2021 "Leaders as Meaning Maker"	22 February 2021 at Wisma Mandiri 11 <sup>th</sup> Floor	BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELP (Top Executive Learning Program) Series 1 "Islam as Blessings for All Beings"	25 March 2021, via online: Microsoft Team	BSI Corporate University PT Bank Syariah Indonesia Tbk
		AML CFT Executive Forum: The Urgency of the Role of the Board of Directors in Supporting the Effective Implementation of Anti-Money Laundering and Counter Financing of Terrorism Program	31 March 2021, via zoom webinar	LPPI Indonesian Banking Development Institute
		Speaker at the MUI National Coordination Meeting, Theme: "Empowering MSMEs During the Pandemic: Financing Opportunities"	3 April 2021, webinar	Manjelis Ulama Indonesia
		TELP (Top Executive Learning Program) Series 2 "Relationship of Religion, Nation, and State"	14 April 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELP (Top Executive Learning Program) Series 3 "Alignment Of Strategic Business Post Merger"	1 July 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Knowledge Sharing Forum: The Role of Leaders in Strengthening the Anti-Gratification Culture	21 July 2021, via zoom webinar	KPK, Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
		Attending an invitation from BSU related to the Implementation of the Leadership Youth Forum activity with the theme "Improving the Agility of BSI's Young Generation in the VUCA Era"	29 August 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Program Coaching Style Leadership for the Board of Directors and SEVP of BSI "Leading with Question" with Vanaya Cendekia International	29 September 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk

### Competency Development of the Board of Directors

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
6	Anton Sukarna	Leaders Alignment Session BSI 2021 "Leaders as Meaning Maker"	22 February 2021 at Wisma Mandiri 11 <sup>th</sup> Floor	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Social Finance and People's Welfare: Strategically Optimizing the Role of Cash Waqf and Other Social Financial Instruments	24 February 2021, via zoom webinar	IAEI
		TELP (Top Executive Learning Program) Series 1 "Islam as Blessings for All Beings"	25 March 2021, via online: Microsoft Team	BSI Corporate University PT Bank Syariah Indonesia Tbk
		AML CFT Executive Forum: The Urgency of the Role of the Board of Directors in Supporting the Effective Implementation of Anti-Money Laundering and Counter Financing of Terrorism Program	31 March 2021, via zoom webinar	LPPI Indonesian Banking Development Institute
		TELP (Top Executive Learning Program) Series 2 "Relationship of Religion, Nation, and State"	14 April 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Automotive Business Acceleration through the Joint Financing Scheme "Convenience of Joint Financing Business Process to Drive BSI Oto Performance in Branch Offices"	5 May 2021 at The Tower 6 <sup>th</sup> Floor	PT Mandiri Utama Finance
		TELP (Top Executive Learning Program) Series 3 "Alignment Of Strategic Business Post Merger"	1 July 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Knowledge Sharing Forum: The Role of Leaders in Strengthening the Anti-Gratification Culture	21 July 2021, via zoom webinar	KPK, Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELP (Top Executive Learning Program) Series 4 "Corporate Anticipation In Facing the Pandemic and Digital Disruption"	27 September 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Program Coaching Style Leadership for the Board of Directors and SEVP of BSI "Leading with Question" with Vanaya Cendekia International	29 September 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Two Days Leadership Session "Strengthening Strategic Vision In Supporting Business"	10 October 2021 at Wisma Mandiri 11 <sup>th</sup> Floor	BSI Corporate University PT Bank Syariah Indonesia Tbk
		"Top Executive Learning Program (TELP) - Series 5 with Theme: "The Role of Leaders in Anticipating the Threat of Radicalism"	25 October 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Management Muhasabah	3 December 2021 at Mandapa Ritz Carlton Ubud, Bali	Corporate Secretary & Communication Group PT Bank Syariah Indonesia Tbk
		"Top Executive Learning Program (TELP) - Series VI with Theme: Ambidextrous Leadership & How can Grow and Nurture Leaders"	16 December 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Knowledge Sharing Forum Bank Syariah Indonesia: "How to Avoid Bank Employees from Legal Issues?"	20 December 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk



## Competency Development of the Board of Directors

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
7	Achmad Syafii	Leaders Alignment Session BSI 2021 "Leaders as Meaning Maker"	22 February 2021 at Wisma Mandiri 11 <sup>th</sup> Floor	BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELS (Top Executive Leaders Sesion) "Leading Change through the Courage to Dream"	17 March 2021, via online: Microsoft Team	PT Bank Mandiri (Persero) Tbk
		TELP (Top Executive Learning Program) Series 1 "Islam as Blessings for All Beings"	25 March 2021, via online: Microsoft Team	BSI Corporate University PT Bank Syariah Indonesia Tbk
		AML CFT Executive Forum: The Urgency of the Role of the Board of Directors in Supporting the Effective Implementation of Anti-Money Laundering and Counter Financing of Terrorism Program	31 March 2021, via zoom webinar	LPPI Indonesian Banking Development Institute
		TELP (Top Executive Learning Program) Series 2 "Relationship of Religion, Nation, and State"	14 April 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Digital Transformation Journey Sharing Session oleh Bank DBS	28 April 2021 at The Tower 6 <sup>th</sup> Floor	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Webinar co-creating Future Mandirian 2021: Developing Mandirian as Strategic Business & People Leaders	8 June 2021, via online: Microsoft Team	PT Bank Mandiri (Persero) Tbk
		TELP (Top Executive Learning Program) Series 3 "Alignment Of Strategic Business Post Merger"	1 July 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Knowledge Sharing Forum: The Role of Leaders in Strengthening the Anti-Gratification Culture	21 July 2021, via zoom webinar	KPK, Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
		Program Coaching Style Leadership for the Board of Directors and SEVP of BSI "Leading with Question" with Vanaya Cendekia International	29 September 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELP (Top Executive Learning Program) Series 4 "Corporate Anticipation In Facing the Pandemic and Digital Disruption"	27 September 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		CEO Forum Bank Anggota Perbanas "The Future of Banking - How Bank Stay Relevant"	30 September 2021, via zoom webinar	PERBANAS
		TELS Vol.5 Bank Mandiri "Visionary Leadership: Effective Leadership in Seizing the Potential for Indonesia's Economic Growth" Speaker: Mr. Jerry Sambuaga (Deputy Minister of Trade of the Republic of Indonesia)	12 October 2021, via online: Microsoft Team	PT Bank Mandiri (Persero) Tbk
		Webinar "Sharia Banking Challenges and Opportunities in Facing the Digital Era"	14 Oktober 2021, online	Financial Services Authority (OJK)
		"Top Executive Learning Program (TELP) - Series 5 with Theme: "The Role of Leaders in Anticipating the Threat of Radicalism"	25 October 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Webinar "Digital Transformation of Sharia Finance Drives Sharia Economic Growth"	1 December 2021, via zoom webinar	Republika
		Webinar "Prospect & Challenges in Digital Banking in The New Normal Era"	16 December 2021, via zoom webinar	AIT Graduates Club
		"Top Executive Learning Program (TELP) - Series VI with Theme: Ambidextrous Leadership & How can Grow and Nurture Leaders"	16 December 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk

### Competency Development of the Board of Directors

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
8	Tribuana Tunggadewi	Webinar "The Future of the Sharia-Based Economy After the Merger of the 3 Largest Sharia Banks in Indonesia"	10 February 2021, via zoom webinar	ILUNI FHUI
		Level 3 Risk Management Certification Refreshment	18-19 February 2021, via zoom webinar	FKDKP Forum Komunikasi Direktur Kepatuhan Perbankan
		Leaders Alignment Session BSI 2021 "Leaders as Meaning Maker"	22 February 2021 at Wisma Mandiri 11 <sup>th</sup> Floor	BSI Corporate University PT Bank Syariah Indonesia Tbk
		LHKPN Refreshment Workshop for Subsidiaries	26 February 2021, via zoom webinar	PT Bank Negara Indonesia (Persero) Tbk
		Speaker at the HKHPM Webinar: Strategies and Challenges for the Development of Sharia Banking in Indonesia After the Merger of Sharia State-Owned Banks	17 March 2021, via zoom webinar	HKHPM Himpunan Konsultan Hukum Pasar Modal
		TELP (Top Executive Learning Program) Series 1 "Islam as Blessings for All Beings"	25 March 2021, via online: Microsoft Team	BSI Corporate University PT Bank Syariah Indonesia Tbk
		AML CFT Executive Forum: The Urgency of the Role of the Board of Directors in Supporting the Effective Implementation of Anti-Money Laundering and Counter Financing of Terrorism Program	31 March 2021, via zoom webinar	LPPI Indonesian Banking Development Institute
		National Seminar "Women and the Development of Creative Economy"	10 April 2021 di D'Colonel Cipanas	Central MUI's Women, Youth, and Families Commission
		TELP (Top Executive Learning Program)-Series 2 "Relationship of Religion, Nation, and State"	14 April 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Speaker at the DKI Jakarta DPW IAEI Webinar with the theme "The Role of Women in the Dimensions of Islamic Economy and Business"	28 April 2021, via zoom webinar	DPW IAEI DKI Jakarta
		Certified Human Resources Professional (CHRP)	2 June 2021-21 August 2021, via zoom webinar	Universitas Atma Jaya
		OJK Webinar Implementation of Governance, Risk & Compliance in the Digital Age: Strategy and Action	3 June 2021, via zoom webinar	Financial Services Authority (OJK)
		Competency Assessor Refreshment	19 June 2021 at the LSP Ekbisi Secretariate, Dhanapala Building, 2 <sup>nd</sup> Floor	LSP Ekbisi
		TELP (Top Executive Learning Program)-Series 3 "Alignment Of Strategic Business Post Merger"	1 July 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Knowledge Sharing Forum: The Role of Leaders in Strengthening the Anti-Gratification Culture	21 July 2021, via zoom webinar	KPK, Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk



### Competency Development of the Board of Directors

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
		PPATK Workshop on Strengthening Law Enforcement on Money Laundering After the Decision of the Constitutional Court No. 15/PUU-XIX/2021	26 August 2021, via zoom webinar	INTRAC - Indonesian Financial Transaction Reports and Analysis Center
		Webinar AHCA Atma Jaya: Ready Toward 2022 : HC Priority & Key Agenda	18 September 2021, via zoom webinar	AHCA Atma Jaya
		TELP (Top Executive Learning Program)- Series 4 "Corporate Anticipation In Facing the Pandemic and Digital Disruption"	27 September 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Coaching Style Leadership Program for the Board of Directors and SEVP of BSI "Leading with Question"	29 September 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		FKDKP Webinar "Challenges and Strategies to Overcome Cyber Crimes"	7 October 2021, via zoom webinar	FKDKP Banking Compliance Director Communication Forum
		CEO Talk Bank Mandiri Webinar: "Managing Corporate Risk in Uncertain Era"	19 October 2021, via zoom webinar	PT Bank Mandiri (Persero) Tbk
		"Top Executive Learning Program (TELP) - Series V with Theme: "The Role of Leaders in Anticipating the Threat of Terrorism"	25 October 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		PwC Webinar: "Global Culture Survey 2021: The link between culture and competitive advantage"	2 December 2021, via zoom webinar	PwC
		"Top Executive Learning Program (TELP) - Series VI Tema: Ambidextrous Leadership & How can Grow and Nurture Leaders"	16 December 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Knowledge Sharing Forum Bank Syariah Indonesia: "How to Avoid Bank Employees from Legal Issues?"	20 December 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk

### Competency Development of the Board of Directors

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
9	Tiwul Widyastuti	Leaders Alignment Session BSI 2021 "Leaders as Meaning Maker"	22 February 2021 at Wisma Mandiri 11 <sup>th</sup> Floor	BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELS (Top Executive Leaders Sesion) "Leading Change through the Courage to Dream"	17 March 2021, via online: Microsoft Team	PT Bank Mandiri (Persero) Tbk
		TELP (Top Executive Learning Program) Series 1 "Islam as Blessings for All Beings"	25 March 2021, via online: Microsoft Team	BSI Corporate University PT Bank Syariah Indonesia Tbk
		AML CFT Executive Forum: The Urgency of the Role of the Board of Directors in Supporting the Effective Implementation of Anti-Money Laundering and Counter Financing of Terrorism Program	31 March 2021, via zoom webinar	LPPI Indonesian Banking Development Institute
		TELP (Top Executive Learning Program) Series 2 "Relationship of Religion, Nation, and State"	14 April 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Digital Transformation Journey Sharing Session by Bank DBS	28 April 2021 at The Tower, 6 <sup>th</sup> Floor	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Webinar co-creating Future Mandirian 2021: Developing Mandirian as Strategic Business & People Leaders	8 June 2021, via online: Microsoft Team	PT Bank Mandiri (Persero) Tbk
		TELP (Top Executive Learning Program) Series 3 "Alignment Of Strategic Business Post Merger"	1 July 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Knowledge Sharing Forum: The Role of Leaders in Strengthening the Anti-Gratification Culture	21 July 2021, via zoom webinar	KPK, Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
		Program Coaching Style Leadership for the Board of Directors and SEVP of BSI "Leading with Question" with Vanaya Cendekia International	29 September 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk

## Competency Development of the Board of Directors

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
10	Ade Cahyo Nugroho	Leaders Alignment Session BSI 2021 "Leaders as Meaning Maker"	22 February 2021 at Wisma Mandiri 11 <sup>th</sup> Floor	BSI Corporate University PT Bank Syariah Indonesia Tbk
		BSMR Level 5 Refreshment Program: <i>Trending Fraud Risk in Digital Era</i>	10 March 2021, via zoom webinar	Ikatan Bankir Indonesia (IBI) Banking Competency Center (BCC)
		TELS (Top Executive Leaders Sesion) "Leading Change through the Courage to Dream"	17 March 2021, via online: Microsoft Team	PT Bank Mandiri (Persero) Tbk
		TELP (Top Executive Learning Program) Series 1 "Islam as Blessings for All Beings"	25 March 2021, via online: Microsoft Team	BSI Corporate University PT Bank Syariah Indonesia Tbk
		AML CFT Executive Forum: The Urgency of the Role of the Board of Directors in Supporting the Effective Implementation of Anti-Money Laundering and Counter Financing of Terrorism Program	31 March 2021, via zoom webinar	LPPI Indonesian Banking Development Institute
		TELP (Top Executive Learning Program) Series 2 "Relationship of Religion, Nation, and State"	14 April 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Digital Transformation Journey Sharing Session by Bank DBS	28 April 2021 at The Tower, 6 <sup>th</sup> Floor	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Webinar co-creating Future Mandirian 2021: Developing Mandirian as Strategic Business & People Leaders	8 June 2021, via online: Microsoft Team	PT Bank Mandiri (Persero) Tbk
		TELP (Top Executive Learning Program) Series 3 "Alignment Of Strategic Business Post Merger"	1 July 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Knowledge Sharing Forum: The Role of Leaders in Strengthening the Anti-Gratification Culture	21 July 2021, via zoom webinar	KPK, Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELP (Top Executive Learning Program) Series 4 "Corporate Anticipation In Facing the Pandemic and Digital Disruption"	22 September 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Program Coaching Style Leadership for the Board of Directors and SEVP of BSI "Leading with Question" with Vanaya Cendekia International	29 September 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		"Top Executive Learning Program (TELP) - Series V with Theme: "The Role of Leaders in Anticipating the Threat of Terrorism"	25 October 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk

### Competency Development of SEVP

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
1	Wawan Setiawan	Leaders Alignment Session BSI 2021 "Leaders as Meaning Maker"	22 February 2021 at Wisma Mandiri 11 <sup>th</sup> Floor	BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELS (Top Executive Leaders Sesion) "Leading Change through the Courage to Dream"	17 March 2021, via online: Microsoft Team	PT Bank Mandiri (Persero) Tbk
		TELP (Top Executive Learning Program) Series 1 "Islam as Blessings for All Beings"	25 March 2021, via online: Microsoft Team	BSI Corporate University PT Bank Syariah Indonesia Tbk
		AML CFT Executive Forum: The Urgency of the Role of the Board of Directors in Supporting the Effective Implementation of Anti-Money Laundering and Counter Financing of Terrorism Program	31 March 2021, via zoom webinar	LPPI Indonesian Banking Development Institute
		TELP (Top Executive Learning Program)-Series 2 "Relationship of Religion, Nation, and State"	14 April 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Digital Transformation Journey Sharing Session by Bank DBS	28 April 2021 at The Tower, 6 <sup>th</sup> Floor	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Webinar co-creating Future Mandirian 2021: Developing Mandirian as Strategic Business & People Leaders	8 June 2021, via online: Microsoft Team	PT Bank Mandiri (Persero) Tbk
		TELP (Top Executive Learning Program) Series 3 "Alignment Of Strategic Business Post Merger"	1 July 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Knowledge Sharing Forum: The Role of Leaders in Strengthening the Anti-Gratification Culture	21 July 2021, via zoom webinar	KPK, Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
		Webinar Strategies and Challenges to Increase the Growth of the Sharia Finance Industry	12 August 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk Pemateri: Otoritas Jasa Keuangan
		Program Coaching Style Leadership for the Board of Directors and SEVP of BSI "Leading with Question" with Vanaya Cendekia International	29 September 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELP (Top Executive Learning Program) Series 4 "Corporate Anticipation In Facing the Pandemic and Digital Disruption"	27 September 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Virtual Assessment Center FBAC Bank Mandiri	25 October 2021, via online: Microsoft Teams	Bank Mandiri bekerja sama dengan PT Daya Dimensi Indonesia
2	Rosma Handayani	Top Executive Learning Program (TELP) - Series 6 Tema: Ambidextrous Leadership and How Can Grow and Nurture Leaders	16 December 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		BSMR Level 5 Refreshment Program: Management of Operational Risk in Banking and E-Commerce Cybercrime Cases	10 February 2021, via zoom webinar	Ikatan Bankir Indonesia (IBI) dan Banking Competency Center (BCC)
		Leaders Alignment Session BSI 2021 "Leaders as Meaning Maker"	22 February 2021 at Wisma Mandiri 11 <sup>th</sup> Floor	BSI Corporate University PT Bank Syariah Indonesia Tbk



## Competency Development of SEVP

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
		Webinar FHCPI X Bank Mandiri Great start 2021 with 'Drastic Action Leadership' "Agile Leader for The Day After Tomorrow"	5 March 2021, via online: Microsoft Teams	PT Bank Mandiri (Persero) Tbk
		TELS (Top Executive Leaders Sesion) "Leading Change through the Courage to Dream"	17 March 2021, via online: Microsoft Team	PT Bank Mandiri (Persero) Tbk
		TELP (Top Executive Learning Program) Series 1 "Islam as Blessings for All Beings"	25 March 2021, via online: Microsoft Team	BSI Corporate University PT Bank Syariah Indonesia Tbk
		AML CFT Executive Forum: The Urgency of the Role of the Board of Directors in Supporting the Effective Implementation of Anti-Money Laundering and Counter Financing of Terrorism Program	31 March 2021, via zoom webinar	LPPI Indonesian Banking Development Institute
		TELP (Top Executive Learning Program)- Series 2 "Relationship of Religion, Nation, and State"	14 April 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		EXPERD Webinar "Spiritual Leadership: Building a More Meaningful Life"	8 June 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Two Days Leadership Session "Building Alignment Force"	13-14 June 2021 at The Tower 3 <sup>rd</sup> Floor	PT Bank Syariah Indonesia Tbk
		Young SOE Webinar Erick Thohir Greets "Fast Break Towards a Young Generation of SOEs"	14 June 2021, via zoom webinar	PT Bank Mandiri (Persero) Tbk
		CEO Talk, Activity of Indonesia Finance Learning Institute (IFLI) in the framework of SOE Synergy: "Prospects of Sharia Banking After Merger"	17 June 2021, via zoom webinar	PT Bank Syariah Indonesia Tbk
		Knowledge Sharing: "I Choose to be Happy"	23 June 2021, via zoom webinar	BUMN & Perhutani Forestry Institute
		TELP (Top Executive Learning Program) Series 3 "Alignment Of Strategic Business Post Merger"	1 July 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Masterclass Vol. 8: "Tough Learner: Escalate Performance Through Active Learning"	7 July 2021, via zoom webinar	PT Bank Mandiri (Persero) Tbk
		Discussion on the Latest Banking Conditions with Regulators and Minister of Finance	9 July 2021, via zoom webinar	Ikatan Bankir Indonesia (IBI) Banking Competency Center (BCC)
		Webinar Learning and Development Forum Asia 2021 "Winning Today, Building for Tomorrow: How you can help company's leaders drive the dual transformation"	15 July 2021, via zoom webinar	IMD
		Webinar CEO Talk BRI "Cracking The Transformation Secret"	15 July 2021, via zoom webinar	PT Bank Rakyat Indonesia (Persero) Tbk
		Knowledge Sharing Forum: The Role of Leaders in Strengthening the Anti-Gratification Culture	21 July 2021, via zoom webinar	KPK, Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk

### Competency Development of SEVP

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
		Webinar CEO Talk BNI "People First: The Key Aspect Toward BUMN Go Global"	23 July 2021, via zoom webinar	PT Bank Negara Indonesia (Persero) Tbk
		Independence Special Webinar "Grateful & Sharing for a Strong Indonesia"	27 August 2021, via zoom webinar	PT Bank Syariah Indonesia Tbk
		TELP (Top Executive Learning Program) Series 4 "Corporate Anticipation In Facing the Pandemic and Digital Disruption"	27 September 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Webinar Coaching Style Leadership "Leading with Question"	29 September 2021, via zoom webinar	PT Bank Syariah Indonesia Tbk
		Two Days Leadership Session (Day 1) "Strengthening Strategic Vision in Supporting Business"	10 October 2021 di Wisma Mandiri 11 <sup>th</sup> Floor	PT Bank Syariah Indonesia Tbk
		Two Days Leadership Session (Day 2) "Strengthening Strategic Vision in Supporting Business"	11 October 2021 Wisma Mandiri 11 <sup>th</sup> Floor	PT Bank Syariah Indonesia Tbk
		Top Executive Learning Program (TELP) - Series 5 "The Role of Leaders in Anticipating the Threat of Radicalism"	25 October 2021, via zoom webinar	PT Bank Syariah Indonesia Tbk
		Top Executive Leaders Session (TELS) Vol.5 "Visionary Leadership: Effective Leadership in Seizing the Potential for Indonesia's Economic Growth"	26 October 2021, via zoom webinar	PT Bank Mandiri (Persero) Tbk
		Crisis Management Handling Training	1 December 2021 di The Tower 3 <sup>rd</sup> Floor	Asbisindo & IGICO Advisory
		Webinar "Global Culture Survey 2021: The Link Between Culture and Competitive Advantage"	2 December 2021, via zoom webinar	PwC
		16 <sup>th</sup> Indonesia HR EXPO Virtual Conference "Monitoring & Tracking Remote Workforce Effectively (Track 14)"	9 December 2021, via zoom webinar	HR Expo
		16 <sup>th</sup> Indonesia HR EXPO Virtual Conference "OKR: Obstacle and Effectiveness (Track 19)"	9 December 2021, via zoom webinar	HR Expo
		Top Executive Learning Program (TELP) - Series 6 "Ambidextrous Leadership and How Can Grow Nurture Leaders"	16 December 2021, via zoom webinar	PT Bank Syariah Indonesia Tbk
		Knowledge Sharing Forum JAMDATUN "How to Avoid Bank Employees from Legal Issues?"	20 December 2021, via zoom webinar	PT Bank Syariah Indonesia Tbk

## Competency Development of SEVP

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
3	Wahyu Avianto	BSMR Level 5 Refreshment Program: <i>Trending Fraud Risk in Digital Era</i>	10 March 2021, via zoom webinar	Ikatan Bankir Indonesia (IBI) dan Banking Competency Center (BCC)
		AML CFT Executive Forum: The Urgency of the Role of the Board of Directors in Supporting the Effective Implementation of Anti-Money Laundering and Counter Financing of Terrorism Program	31 March 2021, via zoom webinar	LPPI Indonesian Banking Development Institute
		TELP (Top Executive Learning Program)-Series 2 "Relationship of Religion, Nation, and State"	14 April 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELP (Top Executive Learning Program) Series 3 "Alignment Of Strategic Business Post Merger"	1 July 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Knowledge Sharing Forum: The Role of Leaders in Strengthening the Anti-Gratification Culture	21 July 2021, via zoom webinar	KPK, Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
4	Babas Bastaman	Leaders Alignment Session BSI 2021 "Leaders as Meaning Maker"	22 February 2021 at Wisma Mandiri 11 <sup>th</sup> Floor	BSI Corporate University PT Bank Syariah Indonesia Tbk
		TELP (Top Executive Learning Program) Series 1 "Islam as Blessings for All Beings"	25 March 2021, via online: Microsoft Team	BSI Corporate University PT Bank Syariah Indonesia Tbk
		AML CFT Executive Forum: The Urgency of the Role of the Board of Directors in Supporting the Effective Implementation of Anti-Money Laundering and Counter Financing of Terrorism Program	31 March 2021, via zoom webinar	LPPI Indonesian Banking Development Institute
		TELP (Top Executive Learning Program)-Series 2 "Relationship of Religion, Nation, and State"	14 April 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Digital Transformation Journey Sharing Session by Bank DBS	28 April 2021 at The Tower, 6 <sup>th</sup> Floor	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Speaker at the OJK Webinar "Postponement of Debt Payment Obligations (PKPU) and Bankruptcy"	28 May 2021, via zoom webinar	Otoritas Jasa Keuangan
		TELP (Top Executive Learning Program) Series 3 "Alignment Of Strategic Business Post Merger"	1 July 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Knowledge Sharing Forum: The Role of Leaders in Strengthening the Anti-Gratification Culture	21 July 2021, via zoom webinar	KPK, Compliance Group BSI Corporate University PT Bank Syariah Indonesia Tbk
		Coaching Leadership with Mr. Hasnul Suhaimi	May - September 2021, via zoom	PT Bank Negara Indonesia (Persero) Tbk
		TELP (Top Executive Learning Program) Series 4 "Corporate Anticipation In Facing the Pandemic and Digital Disruption"	27 September 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk
		Program Coaching Style Leadership for the Board of Directors and SEVP of BSI "Leading with Question" with Vanaya Cendekia International	29 September 2021, via zoom webinar	BSI Corporate University PT Bank Syariah Indonesia Tbk

### Competency Development of the Audit Committee

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
1	Widuri Mentari Kusumawati	Cyber Risk Management Fundamentals	2021	CRMS Indonesia
		Risk Beyond: Journey to The Frontier	2021	ERMA International Conference
		Legal Aspects of Group Company Management in Indonesia and Its Implications for Financial Reporting	2021	IAPI
		Enhancing Internal Audit Capability: A Strategy to Safeguard Goals of State and Regionally-Owned Corporations	2021	BPKP
		Responsibilities of the Audit Committee When the Company Is Involved in Legal Issues Related to Financial Statements	2021	IAPI-IKAI-IIA
		ISO 37001 Beyond Certification_ Implementing Effective Anti Bribery Controls in Organization	2020	EY
		Risk Beyond: Reimagine The Future	2020	ERMA International Conference
		Information System Risk Management and its Challenges for Public Institutions	2020	CRMS & LPS
		Halal Supervisor Certification	2019	LSP LP POM MUI
		Certification in Audit Committee Practices	2019	Ikatan Komite Audit Indonesia (IKAI)
		Certified on Enterprise Risk & Governance (CERG-3120163)	2016 - 2021	
2	Djoko Seno Adji	Making the Financial Services Industry Adaptive and Anticipatory	2021	LPPI
		Managing Cyber Risk in the Digital Industry	2021	LPP
		Prevention of Bribery in the Financial Services Industry	2021	OJK
		The Future of Digital Banks in Indonesia	2021	OJK
		Banking Transformation in the Digital Era	2021	OJK
		Strategies and Challenges to Increase the Growth of the Sharia Finance Industry	2021	OJK
		Strengthening Internal Controls to Create Value	2021	LPPI
		Auditor Competency Certification Senior Auditor Qualification Level	2012	
		Qualified Internal Auditor	1999	



### Competency Development of the Audit Committee

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
3	M. Zacky Thayib	Dissemination of Weighted Assets According to Operational Risk	2021	LPPI
		Fraudulent Financial Statement	2020	The ACFE Indonesia Chapter
		Digital Governance for Digital Transformation	2020	Faculty of Economics, Airlangga University
		Manager Level Auditor Competency Certification	2015	LSPP
		Level II Compliance & AML Certification	2015	LSPP Compliance Division
		Certified Fraud Examiner (CFE)	2013	Association of Certified Fraud Examiner (ACFA)
		Risk Management Competency Certification (SMR) Level III	2012	Banking Professional Certification Agency (LSPP) & National Professional Certification Agency
		Training PSAK 50 & 55	2010	PricewaterhouseCoopers (PWC)
		Risk Based Audit	2009	PT Bank Mandiri (Persero) Tbk
		Quality Internal Audit (QIA)	1999	Yayasan Pendidikan Internal Audit (YPIA)

### Competency Development of the Risk Monitoring Committee

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
1	Kayim Hanuri	Cyber Risk Management Fundamentals	2021, Jakarta	Center For Risk Management Sustainability
		Enterprise Risk Management Masterclass	2011, Kuala Lumpur	Pinnacle Training Group
		Sharia Banking Basic Training	2018, Jakarta	
		Risk Management for Bank Competencies Certificate Level III	2010, Jakarta	LSPP
		Credit Risk Masterclass	2009, Singapore	Euromoney Training
		Managing Opportunity and Risk in Crisis	2009, Jakarta	Banker Association for Risk Management (BARa)
		Early Warning Signals: Liquidity and Refinancing Challenges	2008, Hongkong	Fitch Training
		Political Shanghai Risk and Insurance	2007	Euromoney Training
		Indonesian School for Banking Leaders Educational Program (SESPIBANK) Batch XL-with comparison study to London and Abu Dhabi Banking Industry	2005, Jakarta	Indonesian Banking Development Institute (LPPI)
		Syndicated Loans, International Faculty of Finance	2004, London	
		INSEAD Leadership Senior Training	2004, Jakarta	INSEAD France
		Transformation Leadership from Within (Personal, Interpersonal, Organizational and Managerial Leadership Module)	2004, Jakarta	PT Bank Mandiri (Persero), Tbk
		Marketing Analysis, Strategic Marketing and Product Development	2002, Jakarta	Citibank
		Managing Productivity	2001, Jakarta	Citibank
		Bank Mandiri Advanced Leadership Course	2001, Jakarta	PT Bank Mandiri (Persero), Tbk
		Selling Commercial and Corporate Bank Services	2000, Jakarta	Citibank
		Branch Manager Course	1998, Jakarta	Indonesian Banking Development Institute (LPPI)
		Oil and Gas Project Finance	1997, Singapore	Euromoney Institute of Finance
2	Saifuddin Latief	Cyber Risk Management Fundamentals, Center For Risk Management Sustainability	2021, Jakarta	
		A to Z Sharia Banking	2021, Jakarta	Karim Consulting
		Manager as a Coach	2013, Jakarta	PT Bank Mandiri (Persero), Tbk
		Great Leader Program Phase III	2011, Jakarta	PT Bank Mandiri (Persero), Tbk
		Training 4 DX (4 Discipline for Execution)	2010, Jakarta	PT Bank Mandiri (Persero), Tbk
		Transactional Banking Course	2010, Jakarta	PT Bank Mandiri (Persero), Tbk
		Coaching For Excellence	2010, Jakarta	PT Bank Mandiri (Persero), Tbk





### Competency Development of the Risk Monitoring Committee

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
		Enterprise Risk Management Course	2010, Jakarta	PT Bank Mandiri (Persero), Tbk
		Advance Trade Finance	2009, Jakarta	PT Bank Mandiri (Persero), Tbk
		Financial Modelling for Mergers & Acquisitions	2008, Honkong	Euromoney Training
		Advance Corporate Credit Course	2008, Jakarta	PT Bank Mandiri (Persero), Tbk
		SESPIBANK	2007, Jakarta	Lembaga Pendidikan Perbankan Indonesia (LPP)
		Risk Management Certification Level 1, 2, 3	2006-2008, Jakarta	Badan Sertifikasi Manajemen Risiko (BSMR)
		Senior Leadership Training	2004, Jakarta	INSEAD
		Marketing Analysis, Strategic Marketing & Product Development	2001, Jakarta	Citibank
		Selling Commercial & Corporate Bank Services	2000, Jakarta	PT Bank Mandiri (Persero), Tbk
		Credit Principles Implementation	1998, Jakarta	Deutsche Bank
		Corporate Finance	1994, Jakarta	Citibank
3	Bowo Setiyono	RCC Risk Management (CRP) Refreshment	2021	TAP Kapital Indonesia
		Bank Risk Management (RM 1 & 2) Certifications	2021	LSPP
		General Banking (GB) Certifications	2021	LSPP
		Cyber Risk Management Fundamentals	2021	CRMS Indonesia
		Capital Buffer, Risk, and Competition: Does Business Group Matters? Evidences on Islamic Banks in ASEAN and MENA	2019, Singapore	Federation of ASEAN Economic Associations (FAEA)
		Certified Risk Professional (CRP)	2018	
		International Islamic Risk Management Refreshment Program for Executive	2017	
		International Risk Management Refreshment Program for Executive, Master of Management Faculty of Economics and Business	2015	
		Training/Course on Bank Risk, Compensation, and Basel III Capital Regulation at Université de Limoges by Prof. Robert (Bob) De Young	2014	University of Kansas/Capitol Federal Professor in Financial Markets and Institutions
		Training for Trainers Risk Management Certification. Certified Trainer for Financial Risk Management	2005, Jakarta	Indonesian Risk Management Certification Agency (BSMR) & Global Association of Risk Professionals (GARP)
		Risk Management Certification	2005	Indonesian Risk Management Certification Agency (BSMR) & GARP

### Competency Development of the Risk Monitoring Committee

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
		Banking Risk Management Certification Level 4	2021	Badan Nasional Sertifikasi Profesi (BNSP) dan Lembaga Sertifikasi Profesi Keuangan Syariah (LSPKS)
		Risk Management Certification Maintenance Program with the Discussion Topic "Optimizing Legal Risk Management Impact of Credit Restructuring"	2016, Jakarta	BSMR
		Banking Risk Management Certification Level 4	2016	Badan Nasional Sertifikasi Profesi (BNSP) yang dikeluarkan oleh Lembaga Sertifikasi Profesi Perbankan (LSPP)
		Risk Management Certification Maintenance Program	2015, Jakarta	Muamalat Institute & Lembaga Sertifikasi Profesi Perbankan (LSPP)
		Risk Management Certification Maintenance Program	2013, Jakarta	PT Talents Indonesia
		Risk Management Certification Maintenance Program "Risk Based Bank Rating - RBBR"	2011, Jakarta	PT Talents Indonesia
		Risk Management Competency Test Certification Level IV	2010	Badan Sertifikasi Manajemen Risiko (BSMR)
		Risk Management Competency Test Certification Level II	2008	Badan Sertifikasi Manajemen Risiko (BSMR)
		Risk Management Competency Test Certification Level I	2006	Badan Sertifikasi Manajemen Risiko (BSMR)
		Banking Crime Mitigation Training	2011	Muamalat Institute
		Two Days Capital Market Master Class "Equity Analysis & Corporate Action for Corporate Secretary & Investor Relations"	2010, Lombok	Indonesia Investor Relations Institute (I2RI)
		2 Days Training Fraud Risk Management	2010, Jakarta	Synergy Partner Consulting
		GCG Workshop Series "Corporate Strategy in the Implementation of Whistleblowing System from Strategic to Operation"	2010, Jakarta	MUC Consulting - Russel Bedford
		Risk Management Training Level IV	2009, Jakarta	ORBIT
		Training "The Celestial Management"	2009, Jakarta	Bank Muamalat Indonesia
		Sharia Foreign Transaction Training Akt II/2006	2006, Jakarta	
		Training "Communicating Sharia Products"	2005, Jakarta	MarkPlus Institute of Marketing
		Financial Advisor Certification Training	2005	Bancassurance BNI Unit & International Association of Registered Financial Consultants



### Competency Development of the Risk Monitoring Committee

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
		Indonesia Wealth Management and Financial Planning Masterclass	2005, Bandung	Private Bankers Club
		In House Training Bank Syariah	2002, Jakarta	Karim Business Consulting (KBC)
		Advanced Sharia Banking Training (Advance)	2002, Jakarta	Karim Business Consulting (KBC) & BNI
		Sharia Banking Training	2001, Jakarta	Institut Tazkia & BNI
		Operational Leadership Development Program (Seven Habits) Training	1999, Jakarta	Dunamis Organization Services
		Bank BNI Management Development Training Program I (Brevet B) training	1999, Jakarta	PT Bank Negara Indonesia (Persero), Tbk

### Competency Development of Corporate Secretary

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
1.	Gunawan Arief Hartoyo	Webinars on Strengthening Anti-Money Laundering and Countering the Financing of Terrorism	25 March 2021, Via Zoom	LPPI
		BSI One "Financing Risk" Culture	14 April 2021, Via Zoom	BSI Corporate University
		Top Executive Learning Program Series 3	1 July 2021, Via Zoom	BSI Corporate University
		Esprit de Corps	14 August 2021, Via Zoom	BSI Corporate University

### Competency Development of Internal Audit

NO.	NAME OF PARTICIPANT	TYPE OF TRAINING	DATE AND LOCATION	ORGANIZER
1.	Movianto	Webinar Digital Banking Sharing	18 March 2021, Via Zoom	BSI Corporate University
		Cascading Culture Roadmap - Socialization BSI One Culture	19 March 2021, Via Zoom	ACT Consulting
		Webinar on the Strengthening of Anti-Money Laundering and Countering the Financing of Terrorism	25 March 2021, Via Zoom	LPPI
		Investigation Audit KSF	30 March 2021, Via Zoom	BSI Corporate University
		Top Executive Learning Program Series 2: Relationship of Religion, Nation, and State	14 April 2021, Via Zoom	BSI Corporate University
		International Webinar: Global Sukuk "Prospects & Challenges"	27 May 2021, Via Zoom	BSI Corporate University

# Shareholders Composition

## Composition of Shareholders with 5% or More Ownership

SHAREHOLDERS	NUMBER OF SHARES	OWNERSHIP PERCENTAGE
PT Bank Mandiri (Persero) Tbk	20,905,219,379	50.83
PT Bank Negara Indonesia (Persero) Tbk	10,220,230,418	24.85
PT Bank Rakyat Indonesia (Persero) Tbk	7,092,761,655	17.25
Other Shareholders	2,911,095,891	7.08
<b>Total</b>	<b>41,129,307,343</b>	<b>100.00</b>

## Shareholders Composition Based on Ownership Status

SHAREHOLDERS	NUMBER OF SHARES	OWNERSHIP PERCENTAGE
Local Institution	39,381,974,950	95.75%
Foreign Institution	155,558,200	0.38%
Local Individual	1,590,164,793	3.87%
Foreign Individual	1,609,400	0.00%
<b>Total</b>	<b>41,129,307,343</b>	<b>100.00%</b>

## 20 Largest Shareholders

SHAREHOLDERS	NUMBER OF SHARES	OWNERSHIP PERCENTAGE
PT Bank Mandiri (Persero) Tbk	20,905,219,379	50.83%
PT Bank Negara Indonesia (Persero) Tbk	10,220,230,418	24.85%
PT Bank Rakyat Indonesia (Persero) Tbk	7,092,761,655	17.25%
DPLK Bank Rakyat Indonesia-Saham Syariah	379,142,500	0.92%
Yayasan Kesejahteraan Pekerja BRI	316,200,343	0.77%
Dana Pensiun BRI	69,071,500	0.17%
UL Equity Solid	61,199,400	0.15%
JPMCB Na Re - Vanguard Emerging Markets	40,014,287	0.10%
PT Asuransi Jiwa Adisarana Wanaartha	38,268,900	0.09%
JPMCB Na Re-Vanguard Total International	36,876,117	0.09%
PT Prudential Life Assurance - Go Kiong Hwoo	32,588,300	0.08%
Reksa Dana Ashmore Dana Ekuitas Nusantara	26,760,400	0.07%
PT Prudential Life Assurance - SEF	25,217,100	0.06%
Kokok Alun Akbar	19,294,400	0.05%
Fahmi Subandi	17,682,500	0.04%
PT Prudential Life Assurance - REF	17,149,800	0.04%
Reksa Dana Ashmore Dana Progresif Nusantara	16,117,900	0.04%
Ngatari	15,000,000	0.04%
Reksa Dana Ashmore Saham Sejahtera Nusantara	14,099,700	0.03%
JPMCB Na Re-Vanguard Fiduciary Trust Company Institutional Total International S	12,355,900	0.03%
<b>Total</b>	<b>39,355,250,499</b>	<b>95.69</b>

#### Share Ownership of the Board of Commissioner (Direct)

NAME	POSITION	NUMBER OF SHARES	OWNERSHIP PERCENTAGE
Adiwarman Azwar Karim	President Commissioner and Independent Commissioner	0	0
Muhammad Zainul Majdi	Vice President Commissioner	0	0
Suyanto	Commissioner	0	0
Masduki Baidlowi	Commissioner	0	0
Imam Budi Sardjito	Commissioner	0	0
Sutanto	Commissioner	1,500,000	0.003%
Bangun Sarwito Kusmulyono	Independent Commissioner	0	0
M. Arief Rosyid Hasan	Independent Commissioner	0	0
Komaruddin Hidayat	Independent Commissioner	0	0

#### Share Ownership of the Board of Directors (Direct)

NAME	POSITION	NUMBER OF SHARES	OWNERSHIP PERCENTAGE
Hery Gunardi	President Director	0	0
Ngatari	Vice President Director 1	15,000,000	0.036%
Abdullah Firman Wibowo	Vice President Director 2	0	0
Kusman Yandi	Director	0	0
Kokok Alun Akbar	Director	19,294,400	0.046%
Anton Sukarna	Director	0	0
Achmad Syafii	Director	0	0
Tiwul Widyastuti	Director	0	0
Tribuana Tunggadewi	Director	0	0
Ade Cahyo Nugroho	Director	0	0

### Share Ownership of the Sharia Supervisory Board

NAME	POSITION	NUMBER OF SHARES	OWNERSHIP PERCENTAGE
Dr. KH. Hasanudin, M.Ag	Chairman	0	0
Dr. H. Mohamad Hidayat	Member	0	0
Dr. H. Oni Sahroni, MA	Member	0	0
Prof. DR. KH. Didin Hafidhuddin, M.Sc	Member	0	0

### Share Ownership Based on Classification

SHARE OWNERSHIP	NUMBER OF SHAREHOLDERS	NUMBER OF SHARES	OWNERSHIP PERCENTAGE
<b>NATIONAL</b>			
Limited liability companies	111	28,033,696,684	68.16%
Pension Fund	28	468,744,100	1.14%
Foundation	16	321,406,443	0.78%
Mutual funds	91	153,313,601	0.37%
Insurance	30	177,515,315	0.37%
Cooperatives	9	2,063,300	0.01%
Indonesian Individual	172,496	1,590,164,793	3.87%
Bank	4	10,225,235,507	24.86%
<b>Sub Total</b>	<b>172,785</b>	<b>40,972,139,743</b>	<b>99.62%</b>
<b>FOREIGN</b>			
Foreign Entity	70	155,558,200	0.38%
Foreign Individual	69	1,609,400	0.00%
<b>Sub Total</b>	<b>139</b>	<b>157,167,600</b>	<b>0.38%</b>
<b>TOTAL</b>	<b>172,924</b>	<b>41,129,307,343</b>	<b>100.00%</b>





# Major and Controlling Shareholders



PT Bank Mandiri (Persero) Tbk  
**50.83%**



PT Bank Negara Indonesia (Persero) Tbk  
**24.85%**



PT Bank Rakyat Indonesia (Persero) Tbk  
**17.25%**



## Corporate Structure

Bank Syariah Indonesia has no subsidiaries, therefore information on the corporate structure cannot be presented.

# Subsidiaries and Associated Companies

Bank Syariah Indonesia has no subsidiaries and associated companies, therefore details on this matter cannot be presented.

## Share Listing Chronology

DATE	DESCRIPTION	NOMINAL VALUE (Rp)	NUMBER OF SHARES	NUMBER OF ISSUED SHARES	EXCHANGE
1 January 2018	Issued and Fully Paid-up Capital	500	0	3,958,000,000	-
2 March 2018	Based on the GMS on 2 March 2018, additional capital has been placed in the form of: <ul style="list-style-type: none"> <li>Additional paid-up capital amounting to Rp1 trillion.</li> <li>The capitalization of retained earnings amounted to Rp. 567,381,449. The additional capital resulted in the addition of parent stock amounting to Rp1,567,381,449</li> </ul>	500	3,134,762,898	7,092,762,898	-
9 May 2018	BRIsyariah conducted an initial public offering of shares by releasing 2,623,350,600 new shares or 27.00% of the Company's issued and fully paid capital after the initial public offering, including shares allocated for the Employee Stock Allocation (ESA) program of 2.50% of the total shares offered in the initial public offering with a nominal value of Rp.500 per share and an offering value of Rp.510 per share.	500	2,623,350,600	9,716,113,498	Dicatatkan di Bursa Efek Indonesia
8 December 2020	The addition of BRIsyariah Shares through the MESOP program in 2020 for the implementation period from 1 November 2020 to 4 December 2020 (30 trading days) amounting to 184,395,200 shares.	534	184,395,200	9,900,508,698	Dicatatkan di Bursa Efek Indonesia



# Chronology of Listing of Other Securities

YEAR OF ISSUANCE	NAME OF BONDS	EMISSION VALUE	INTEREST RATE (ANNUAL)	MATURITY DATE	NAME OF EXCHANGE	BONDS RATING	
						2021	2020
2016	Subordinated Sukuk <i>Mudharabah</i> 1 of 2016 PT Bank Syariah Indonesia Tbk (formerly PT Bank BRI Syariah)	Rp1 Trillion	16 November 2023	9,5%	A+ (PT Fitch Ratings Indonesia)	A (PT Fitch Ratings Indonesia)	A
2016	2016 Subordinated <i>Mudharabah</i> Sukuk PT Bank Syariah Indonesia Tbk (formerly PT Bank Syariah Mandiri)	Rp375 Billion	22 December 2023	10%	AA (PEFINDO)	AA- (PEFINDO)	

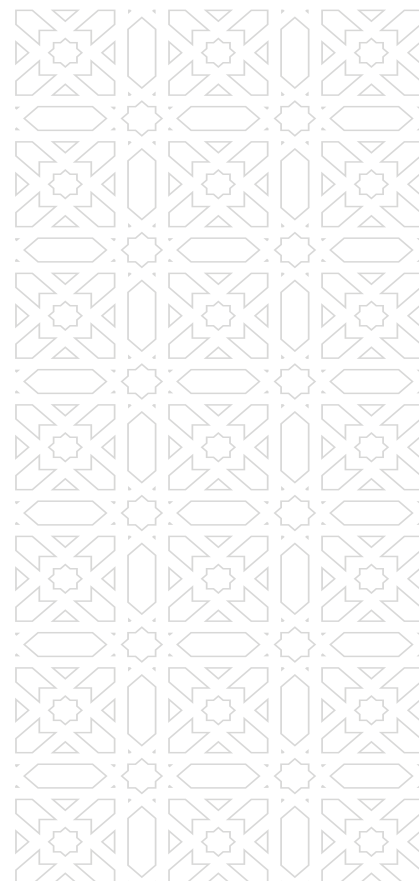
## Public Accounting Office



### Kantor Akuntan Publik Tanudireja, Wibisana, Rintis & Rekan

Jl. Jend. Sudirman No.5, RW.4, Kuningan,  
Karet Semanggi, Kecamatan Setiabudi,  
Jakarta Selatan 12920  
Tel. : (021)50992901  
Fax. : (021) 52905555  
Website: [www.pwc.com](http://www.pwc.com)

Services Provided: Audit of Financial Statements and  
Partnership and Community Development Program  
Reports



# Capital Market Professional and Supporting Institutions



## CAPITAL MARKET INSTITUTIONS

### PT Bursa Efek Indonesia

Gedung Bursa Efek Indonesia Tower 1  
Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190  
Indonesia  
Tel. : (021) 5150515  
Fax. : (021) 5254153  
Website: [www.idx.co.id](http://www.idx.co.id)

Services Provided: Annual Listing Service

### PT Kustodian Sentral Efek Indonesia

Gedung Bursa efek Indonesia Tower 1 5<sup>th</sup> Floor  
Jl Jend. Sudirman Kav 52-53 Jakarta 12190 Indonesia  
Tel.: (021)5152855  
Fax: (021)52991199  
Website: [www.ksei.co.id](http://www.ksei.co.id)

Services Provided: Securities Administration Management  
(Shares and Sukuk)



## SHARE REGISTRAR

### PT Datindo Entrycom

Jl. Hayam Wuruk No. 28, 2<sup>nd</sup> Floor, Jakarta 10120  
Telp. : (021)3508077  
Faks. : (021)3508078  
Website: [www.datindo.com](http://www.datindo.com)

Services Provided: Share Administration Services



## RATING AGENCY

### PT Fitch Ratings Indonesia

Prudential Tower 20<sup>th</sup> Floor,  
Jl. Jend. Sudirman Kav. 79 Jakarta 12910  
Tel. : (021) 57957755  
Fax. : (021) 57957750  
Website: [www.fitchratings.co.id](http://www.fitchratings.co.id)

Services Provided: Company Rating

### PT Pemeringkat Efek Indonesia (PEFINDO)

Panin Tower - Senayan City, 17<sup>th</sup> Floor,  
Jl. Asia Afrikas Lot. 19 Jakarta 10270  
Indonesia  
Tel. : (021) 72782380  
Fax. : (021) 72782370  
Website: [www.pefindo.com](http://www.pefindo.com)

Services Provided: Company Rating



## TRUSTEE

### PT Bank Negara Indonesia (Persero) Tbk

Gedung Grha BNI,  
Jl. Jenderal Sudirman Kav. 1, Central Jakarta 10220  
Tel. : (021) 2511946  
Fax. : (021) 2511214



## LEGAL CONSULTANT

### Dewan Syam & Partners Law Firm

Gedung Permata Kuningan 6<sup>th</sup> Floor,  
Jl. Kuningan Mulia Kav. 9C  
Guntur, Setiabudi, South Jakarta 12980  
Tel. : (021) 39838679

#### Services Provided:

In 2021, the Bank does not have a permanent agreement or contract that refers to a certain/periodic assignment period (retainer) in the context of using the services of Legal Consultants, Appraisers, and Notaries as Capital Market Supporting Professionals.

### SSF Law Firm & Partners

Gedung Arva 3<sup>rd</sup> Floor,  
Jl. Cikini Raya No. 60, Central Jakarta 10330  
Tel: (021) 3905930

### Suhendra & Partners

Up. Yandi Suhendra  
Taman Dutamas,  
Jl. Kusuma 1 Block B1/18 Kelurahan Wijaya Kusuma,  
Kecamatan Grogol Petamburan West Jakarta 11460  
Tel: 081901133888

### James Purba & Partners

Up. James Purba  
Wisma Nugraha Santosa, 8<sup>th</sup> Floor, Suit 807,  
Jl. Jenderal Sudirman, Kav. 7-8 Jakarta 10220  
Tel: (021) 570 3844

# Corporate Website

The information contained in the Bank Syariah Indonesia website for stakeholders has complied with the provisions regulated by the Financial Services Authority Regulation No. 8/POJK.04/2015 on Website of Issuers or Public Companies, including regarding:

1. General Information regarding Issuers or Public Companies
2. Information for Investors
3. Information on Corporate Governance
4. Information on Corporate Social Responsibility

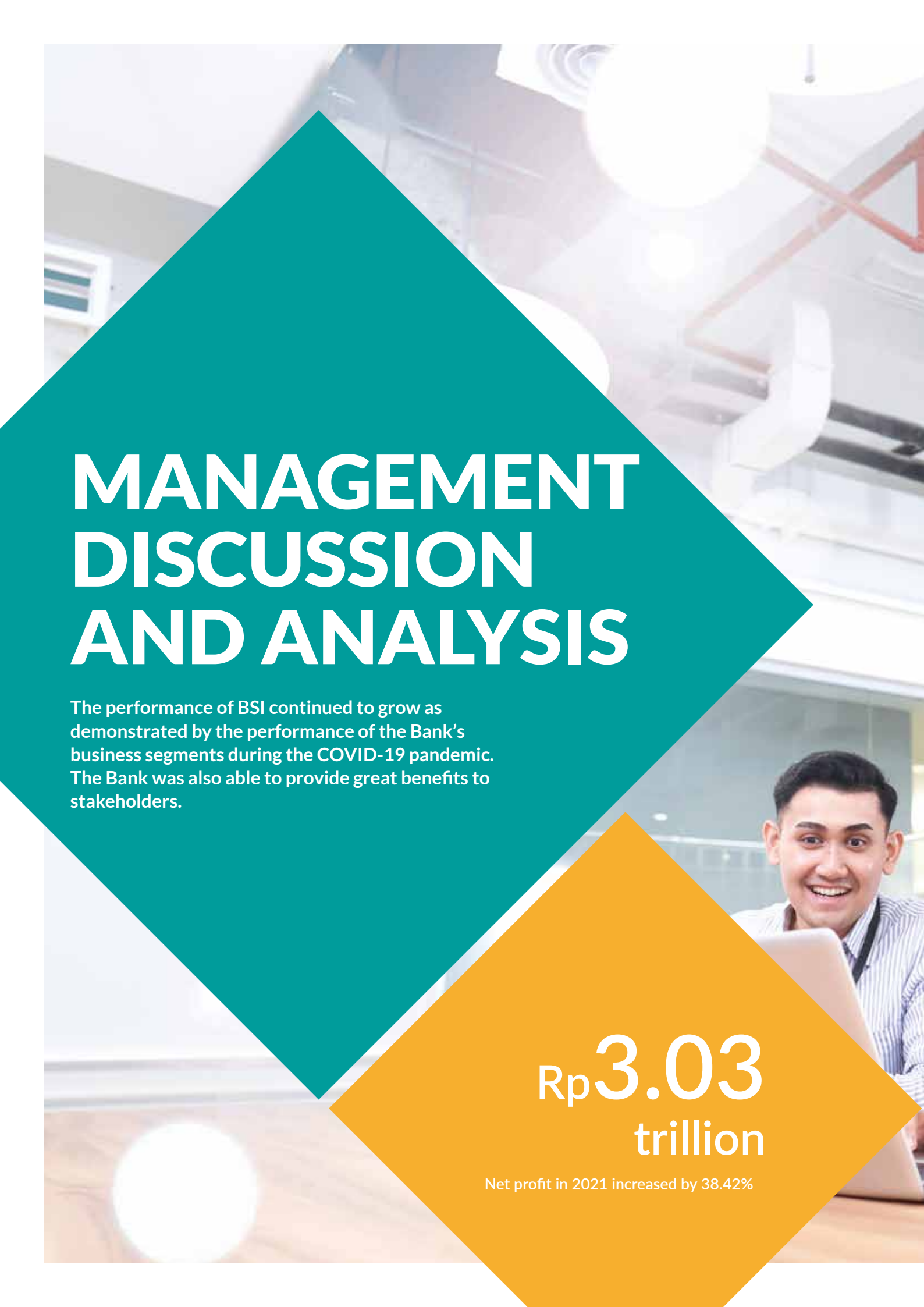
The provision of this information is also an implementation of the principle of transparency in the management of the company, which refers to Law no. 14 of 2008 dated 30 April 2008 on Public Disclosure of Information. All of this information can be accessed by the public through the website [www.bankbsi.co.id](http://www.bankbsi.co.id).



INFORMATION	LINK
<b>GENERAL INFORMATION</b>	<b><a href="http://www.bankbsi.co.id">www.bankbsi.co.id</a></b>
Name, address and contact of head office/ representative	<a href="http://www.bankbsi.co.id">www.bankbsi.co.id</a>
Company at a Glance	<a href="https://www.bankbsi.co.id/company-information/tentang-kami">https://www.bankbsi.co.id/company-information/tentang-kami</a>
Organization Structure	<a href="https://www.bankbsi.co.id/company-information/tentang-kami">https://www.bankbsi.co.id/company-information/tentang-kami</a>
Ownership Structure	<a href="https://www.bankbsi.co.id/company-information/struktur-kepemilikan">https://www.bankbsi.co.id/company-information/struktur-kepemilikan</a>
Names of subsidiaries, associates and joint ventures	PT Bank Syariah Indonesia Tbk does not have a subsidiary
Group Structure	PT Bank Syariah Indonesia Tbk does not have a subsidiary
Profile of the Board of Directors, Board of Commissioners, Committees and Corporate Secretary	<a href="https://www.bankbsi.co.id/company-information/direksi-dewan?corporateType=Dewan%20Direksi">https://www.bankbsi.co.id/company-information/direksi-dewan?corporateType=Dewan%20Direksi</a>
Name and address: Public accountant, securities rating, trustee, securities administration bureau, Articles of Association documents	<a href="https://www.bankbsi.co.id/company-information/profil-penunjang">https://www.bankbsi.co.id/company-information/profil-penunjang</a>
<b>INFORMATION FOR INVESTORS</b>	<b><a href="https://ir.bankbsi.co.id/">https://ir.bankbsi.co.id/</a></b>
Public offering prospectus	<a href="https://ir.bankbsi.co.id/misc/Prospektus/Prospektus-Hijrah.pdf">https://ir.bankbsi.co.id/misc/Prospektus/Prospektus-Hijrah.pdf</a>
Annual Report (5 Years)	<a href="https://ir.bankbsi.co.id/annual_reports.html">https://ir.bankbsi.co.id/annual_reports.html</a>
Financial Report	<a href="https://ir.bankbsi.co.id/financial_reports.html">https://ir.bankbsi.co.id/financial_reports.html</a>
Information on the General Meeting of Shareholders (GMS) at least includes material on the agenda discussed in the GMS, a summary of the minutes of the GMS, and information on important dates, namely the date of the announcement of the GMS, the date of the invitation to the GMS, the date of the GMS, the date on which the summary of the minutes of the GMS is announced.	<a href="https://ir.bankbsi.co.id/general_meeting.html">https://ir.bankbsi.co.id/general_meeting.html</a>



INFORMATION	LINK
Stock Highlights	<a href="https://ir.bankbsi.co.id/stock_chart_interactive.html">https://ir.bankbsi.co.id/stock_chart_interactive.html</a>
Bond Information	<a href="https://ir.bankbsi.co.id/bond_info.html">https://ir.bankbsi.co.id/bond_info.html</a>
Dividend Information	<a href="https://ir.bankbsi.co.id/dividend.html">https://ir.bankbsi.co.id/dividend.html</a>
Corporate Action Information	<a href="https://ir.bankbsi.co.id/corporate_action.html">https://ir.bankbsi.co.id/corporate_action.html</a>
Material Fact Information	<a href="https://ir.bankbsi.co.id/regulatory_filings.html">https://ir.bankbsi.co.id/regulatory_filings.html</a>
<b>CORPORATE GOVERNANCE INFORMATION</b>	<a href="https://www.bankbsi.co.id/company-information/tata-kelola">https://www.bankbsi.co.id/company-information/tata-kelola</a>
Charter/Charter of the Board of Commissioners, Board of Directors, Committees, and Internal Audit Unit	<a href="https://ir.bankbsi.co.id/misc/Piagam-Audit-Intern.pdf">https://ir.bankbsi.co.id/misc/Piagam-Audit-Intern.pdf</a>
Appointment/Dismissal or vacancy of the Corporate Secretary and supporting information	<a href="https://www.bankbsi.co.id/company-information/tata-kelola/sekretaris_perusahaan">https://www.bankbsi.co.id/company-information/tata-kelola/sekretaris_perusahaan</a>
Internal Audit Unit Charter	<a href="https://ir.bankbsi.co.id/misc/Piagam-Audit-Intern.pdf">https://ir.bankbsi.co.id/misc/Piagam-Audit-Intern.pdf</a>
Code of Conduct Content	<a href="https://www.bankbsi.co.id/company-information/tata-kelola/dokumen/kode_etik">https://www.bankbsi.co.id/company-information/tata-kelola/dokumen/kode_etik</a>
Appointment and dismissal of the Audit Committee	<a href="https://www.bankbsi.co.id/company-information/tata-kelola/komite_audit">https://www.bankbsi.co.id/company-information/tata-kelola/komite_audit</a>
Description of the Nomination and Remuneration Procedure, if no Nomination and Remuneration Committee is formed;	<a href="https://www.bankbsi.co.id/company-information/tata-kelola/komite_nominasi&amp;remunerasi">https://www.bankbsi.co.id/company-information/tata-kelola/komite_nominasi&amp;remunerasi</a>
Risk Management Policy	<a href="https://www.bankbsi.co.id/company-information/tata-kelola/dokumen/kebijakan_management_resiko">https://www.bankbsi.co.id/company-information/tata-kelola/dokumen/kebijakan_management_resiko</a>
Mechanism Policy of Whistleblowing system (if any)	<a href="https://www.bankbsi.co.id/company-information/tata-kelola/dokumen/whistle_blowing_system">https://www.bankbsi.co.id/company-information/tata-kelola/dokumen/whistle_blowing_system</a>
Anti-Corruption Policy (if any)	<a href="https://www.bankbsi.co.id/company-information/tata-kelola/dokumen/kebijakan_anti_fraud">https://www.bankbsi.co.id/company-information/tata-kelola/dokumen/kebijakan_anti_fraud</a>
<b>CORPORATE SOCIAL RESPONSIBILITY INFORMATION</b>	<a href="https://www.bankbsi.co.id/company-information/csr">https://www.bankbsi.co.id/company-information/csr</a>
Environment	<a href="https://www.bankbsi.co.id/company-information/csr">https://www.bankbsi.co.id/company-information/csr</a>
Employment, health and safety practices	<a href="https://www.bankbsi.co.id/company-information/csr">https://www.bankbsi.co.id/company-information/csr</a>
Social and Community Development	<a href="https://www.bankbsi.co.id/company-information/csr">https://www.bankbsi.co.id/company-information/csr</a>
Product and/or Service Responsibilities and Supporting Information	<a href="https://www.bankbsi.co.id/company-information/csr">https://www.bankbsi.co.id/company-information/csr</a>



# MANAGEMENT DISCUSSION AND ANALYSIS

The performance of BSI continued to grow as demonstrated by the performance of the Bank's business segments during the COVID-19 pandemic. The Bank was also able to provide great benefits to stakeholders.

Rp **3.03**  
trillion

Net profit in 2021 increased by 38.42%



# Economic and Industry Overview



Economic conditions in 2021 was still moving dynamically, given the emergence of a new COVID-19 variant in the middle of the year.



**3.69%**  
National economic growth in 2021



**1.87%**  
Inflation in 2021, lower compared to the previous year



**13.94%**  
Asset growth of sharia banking on annual basis as of October 2021



## GLOBAL ECONOMY

The performance of the 2021 global economic recovery is going well amidst the pressures of the Delta variant of COVID-19, disruption of the global supply chain, as well as rising inflation in a number of developed and other developing countries. Acceleration of the COVID-19 vaccination that has been initiated by several developed and developing countries has a positive impact on the sustainability of the economic recovery process.

The recovery from the pandemic in many countries has contributed to an increase in global economic activity, which is reflected in the declining unemployment rate in the majority of the G20 countries, manufacturing PMIs that continue to be in the expansion zone, as well as increasing world trade activity. These developments have prompted the International Monetary Fund (IMF) to project that the global economy will be able to grow at the level of 6.1% in 2021.

The recovery is estimated to be more balanced, not only relying on developed countries, but also accompanied by economic improvements in developing countries. The IMF also estimates that developing countries will experience growth of 6.8%, higher than developed countries, which amounted to 5.2%.

The volume of trade and global commodity prices continues to grow amid concerns regarding global supply chain disruption due to rising geopolitical tensions in several regions, such as the Middle East and Europe, as well as supply disruptions as several countries are planning to convert to renewable energy in order to address the climate change issues.

The export growth of developing countries remained positive driven by the increase in commodity prices and became a catalyst for global economic recovery. On the other hand, the impact of supply chain disruptions also led to high inflation in developed countries, which put pressure on normalization of monetary policy. Several central banks in developed countries, such as the Fed in the US, the European Central Bank in the European Union, the Bank of England in the UK, and the Bank of Korea in South Korea have started their monetary normalization program at the end of the third quarter of 2021.

The reduction of stimulus, such as tapering up to the increase in benchmark interest rate have begun, posing risks to financial markets in developing countries, including outflows of foreign capital and pressure on the exchange rate. However, global economic indicators show positive growth signals in 2021 in line with the synergies of accommodative fiscal and monetary policies.

Source: IMF, Ourworld in Data, Bloomberg (2021)

## NATIONAL ECONOMY

Positive developments in the global economic recovery have boosted demand for commodities and trade between countries. This condition also supports the domestic economic recovery in the midst of efforts to handle the second wave of the pandemic after the entry of the Delta variant of COVID-19 to Indonesia.

The peak of the highest addition of cases reached 56,757/day in mid-July 2021 or 4 (four) times compared to the previous highest peak in early 2021. This prompted the government to implement an emergency to tiered (level) implementation of Community Activity Restrictions (PPKM) in order to prevent the addition of more massive cases in the future. Furthermore, the government has also accelerated the distribution of COVID-19 vaccinations to protect the public from the outbreak of virus transmission and contain the spread of the virus. The distribution ratio of full-dose vaccination has been recorded to have reached more than 40% at the end of 2021 or an increase of 5 (five) times compared to the period before the Delta variant in May 2021.

The impact of the intensive COVID-19 vaccination and the application of strict health protocol rules enabled Indonesia to maintain its economic recovery momentum during 2021. Various real sector economic indicators indicated a positive trend.



The community mobility index suggests a recovery trend at the end of 2021, as reflected in the Google Mobility Index report, which indicates that community mobility grew by 191% at the end of 2021 compared to the PPKM implementation period in early July 2021. Furthermore, the consumption indicator also showed a positive trend, as reflected in the retail sales index in December 2021, estimated to be at the level of 216.28 or close to the pre-pandemic level of 216.36 in February 2020.

The well-running economic recovery also boosted the positive expectations of consumers on future economic conditions. The Consumer Confidence Index in December 2021 was at the level of 118.34 or higher than the period prior to the pandemic, which achieved 117.65. The manufacturing index also grew well, as reflected in the manufacturing PMI index, which was at an all-time high, at 57.2 in October 2021 after being hit from July (40.1) to August (43.7) due to the second wave of COVID-19.

The external sector is still growing at a very strong level, as reflected in the high growth rate of exports and imports. The rate of economic growth in the fourth quarter of 2021 is estimated to be above the level of 5.02% year on year (yoy), so that the overall economic performance in 2021 is estimated to grow by 3.69%.

The acceleration of domestic economic recovery is not only supported by the government's accomplishment in controlling COVID-19 cases, but also supported by economic stimulus policies. The acceleration of the vaccination program in 2021 as well as the COVID-19 handling program and the National Economic Recovery (PEN) have proven to be effective in maintaining the momentum of economic recovery.

Domestic inflation was maintained at a controlled level, while financial market stability was also relatively well maintained, reflected in the stable exchange rate of the rupiah and the movement of the Composite Stock Price Index (JCI) which touched the All Time High in 2021. On the other hand, the banking sector also showed signs of solid performance with an adequate level of capital adequacy, high growth in third party funds (DPK) followed by increasing credit growth.

Inflation grew by 1.87% yoy in 2021, relatively higher than inflation in 2020, indicating an improvement in the level of domestic demand and consumption. Inflation in 2021 remains stable in line with the synergy in the implementation of the fiscal, monetary and real sector policy mix, as well as strong coordination between the central and regional governments, with the monetary authorities. The government continues to strive to improve people's food access, maintain price affordability, as well as improve the smooth flow of distribution.

To support the national economic recovery, the government provides fiscal incentives as a stimulus for the community, including PPnBM incentives for cars, income tax subsidies for MSMEs, and income tax for employees. Moreover, Bank Indonesia also provided a stimulus in the form of Loan to Value (LTV) and Financing to Value (FTV) relaxation for home ownership financing to boost the property business.

In addition, since March 2021, Bank Indonesia has also kept the benchmark interest rate (BI 7 Days Reverse Repo Rate) low at 3.5% to sustain domestic economic stability in the recovery corridor.

Source: IMF, Bloomberg, Ministry of Finance, Ministry of Health, Central Bureau of Statistics, and Bank Indonesia (2021)

## NATIONAL AND SHARIA BANKING INDUSTRY OVERVIEW

The performance of the banking industry throughout 2021 remained solid (resilient), as indicated by the adequate intermediary function and controlled credit risk during the COVID-19 pandemic. Total banking assets reached Rp10,298 trillion in October 2021, a growth of 10.16% yoy. Third Party Funds (DPK) grew 12.19% yoy to Rp7,608, in line with the public's preference to place their assets in banking products due to the uncertainties of the pandemic conditions in Indonesia.

Credit disbursement continued to grow, as reflected in the increase in national lending by 5.25% YoY so that total credit was at the level of Rp5,897 trillion at the end of 2021. This increase in loan disbursement was supported by the recovery in community economic activity in line with the relaxation of mobility restrictions complemented by incentives by the government and other regulators, such as Bank Indonesia to accelerate the national economic recovery. During 2021, the government has disbursed Rp658.6 trillion of PEN program funds, part of which was channeled through banks through a margin subsidy scheme and guarantees for the Micro Loans (KUR) program.





Banking soundness level was also maintained, in line with efficiency to support business sustainability during the pandemic. The Capital Adequacy Ratio (CAR) was posted at the level of 25.67% in December 2021, exceeding the BASEL III minimum requirement, namely 10%. On the other hand, liquidity ratio remained stable at 20.9%.

Meanwhile, banking efficiency ratio was still encouraging, as reflected in the Operating Expense/Operating Income (BO/PO) ratio of 83.42%, or lower compared to its position at the end of 2020, which was posted at 86.44%. The financing quality ratio was maintained, supported by the financing restructuring incentives provided by the Financial Services Authority (OJK) during the COVID-19 pandemic. The Non-Performing Loan (NPL) ratio was posted at 3.09% (gross).

The positive performance of the banking industry in 2021 was inseparable from the support of the development in the national sharia banking industry. The merger of Bank Syariah Mandiri, Bank BNI Syariah, and Bank BRI Syariah to become PT Bank Syariah Indonesia Tbk (BSI) in February 2021 was one of the drivers of the sharia banking industry performance. The consolidation of the three state-owned sharia banks resulted in a sharia bank to be included in the top 10 national banks. The merger also changed the landscape of the sharia banking industry, in which BSI controlled 38% of the national sharia banking industry market share with Rp265.29 trillion in assets at the end of 2021.

Total assets of sharia banking increased by Rp85 trillion and reached the level of Rp694 trillion in December 2021, or a growth of 13.94% (yoy). Funds acquisition also posted positive performance. The sharia banking TPF increased by Rp76 trillion to Rp549 trillion in October 2021, or a growth

of 15.30% yoy, in line with increasing public confidence in sharia banking products and supported by improved infrastructure and access to digital services. The market share of the sharia banking TPF to national banking TPF was posted to reach a level of 7.21%.

In terms of financing, financing distribution increased by Rp36 trillion and reached the level of Rp422 trillion in December 2021, or a growth of 6.9% yoy. The market share of sharia banking financing to national banking was posted at 7.15%.

The soundness level of sharia banking was also adequately maintained during the COVID-19 pandemic. The CAR ratio was posted at 25.71% in December 2021, higher than the national banking industry average.

Nevertheless, the efficiency ratio of sharia banking is better than the national one. The Operating Expense/Operating Income (BOPO) ratio was posted at 80.33% in October 2021, lower than the BOPO ratio of the national banking industry. Moreover, the financing quality of sharia banking also showed a positive performance. The gross Non-Performing Financing (NPF) ratio improved from 3.2% at the end of 2020 to 2.7% in Desember 2021, or lower than the national banking industry.

Government support through the address of the Ministry of SOEs as well as increasing public awareness to halal matters also contributed to the growth in the sharia banking business in 2021.

Source: OJK October (2021)

## OVERVIEW OF THE POSITION OF BANK SYARIAH INDONESIA IN THE SHARIA BANKING INDUSTRY

As comparison of the performance of Bank Syariah Indonesia to sharia banking and national banking, the following is details Bank Syariah Indonesia's performance compared to the banking industry average.

Growth Performance of National Banking, Sharia Banking, and Bank Syariah Indonesia as of October 2021

(in %)

INDICATOR	BANK SYARIAH INDONESIA	SHARIA BANKING	NATIONAL BANKING
Assets	10.73	13.94	10.16
Financing	9.32	6.90	5.25
Third Party Funds	11.12	15.30	12.19
Equity	38.42	16.20	32.74
Net Income	15.04	11.46	15.75

Source: SPI and SPS – Financial Services Authority (SPS OJK), December 2021

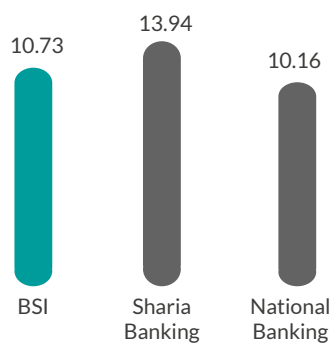
Asset growth of Bank Syariah Indonesia reached 7.97%, lower compared to the asset growth of sharia banking and national banking, posted at 11.05% and 8.27%, respectively. On the other hand, the financing growth of Bank Syariah Indonesia reached 7.00%, above the growth of national banking, which was posted at 3.27%, but still below the growth in sharia banking, which was posted at 7.86%.

Likewise, third-party funds growth of Bank Syariah Indonesia, which reached 7.50%, was below the growth of Islamic banking and national banking, posted at 8.52% and 9.47%, respectively. Meanwhile, the growth of Bank Syariah Indonesia's net profit sky rocketed to 53.77%, much higher than sharia banking at 24.50% and national banking at 26.36%.

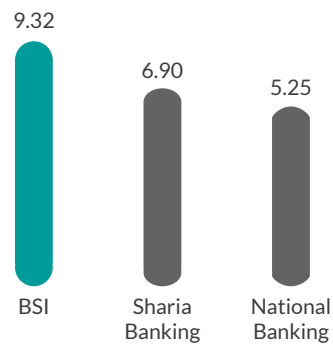


**Performance Growth of National Banking, Sharia Banking, and Bank Syariah Indonesia**  
(in %)

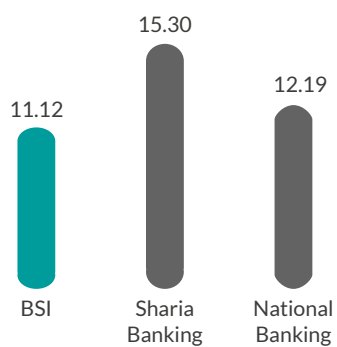
**Assets**



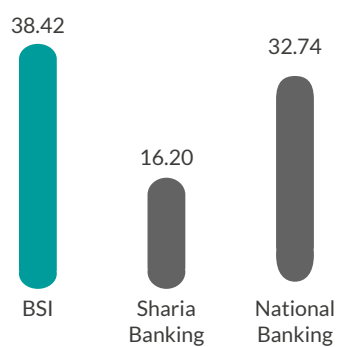
**Financing**



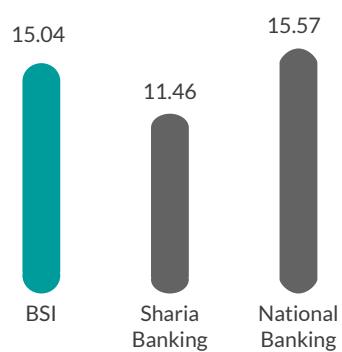
**Third-Party Funds**



**Net Income**



**Equity**





## Performance Review Per Business Segment

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In general, the performance of the Bank's business segment in 2021 grew very encouragingly with the micro business segment being BSI's business line which showed the highest increase in profit for the year, which was 217.92% yoy.

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The operating segment of PT Bank Syariah Indonesia Tbk ("BSI", "Bank") is divided into 5 (five): wholesale, small and medium enterprise (SME), consumer, micro and others. The description of the performance of each of business segment is described in detail below.

## Wholesale Segment

The wholesale business segment serves business entities, such as State-Owned Enterprises (SOEs) and their subsidiaries, Regional-Owned Enterprises (ROEs) and their subsidiaries, state institutions, multinational companies, banks and non-bank financial institutions (including non-linkage venture capital). In addition, this segment includes syndicated financing, public companies, local governments, hospitals, public and private universities, as well as securities.

As of the end of the 2021 fiscal year, the products and services offered by the wholesale business segment are described in the following table.

PRODUCTS	SERVICES
Investment Financing	Financing for the purpose of investing in business premises, business capital, or other production facilities in accordance with Sharia principles
Working Capital Financing	Financing for the purpose of business working capital with a scheme according to Sharia principles.
Supply Chain Financing	Financing provided to Business Partners (suppliers/buyers/contractors) of BSI's main customers
Trade Financing	Financing provided for the purposed of Export/Import either through the issuance of LC and guarantees (Bank Guarantee/SBLC)
Custody	Securities depository services, transactions and administration of various sharia securities in the capital market
Trustee	Trustee is a service to represent the interest of sukuk holders in a sukuk issuance in the sharia capital market

### Strategy in 2021

1. Conduct business synergies with the Parent by utilizing the customer base, joint-marketing and syndication, or club-deal.
2. Development and improvement of value chain with SOEs.
3. Acting as the entry point for BSI products to large SOEs and private companies in selected sectors.
4. Increase collaboration with all business units to market BSI products
5. Increasing the syndicate role as arranger, agent, or participant.

### Performance

Revenue from fund management as *mudharib* for the wholesale business segment in 2021 amounted to Rp2.9 trillion, an increase of 24.27% compared to the achievement in 2020, which amounted to Rp2.3 trillion.

Furthermore, other operating income in the wholesale segment was 4.57% lower to Rp520.1 billion in 2021, from Rp545.0 billion in the previous year.

Disbursement of financing increased slightly by 2.70% from the position in 2020, which amounted to Rp48.0 trillion, to Rp49.4 trillion in 2021.

### Performance of the Wholesale Business Segment

(Rp million)

DESCRIPTION	WHOLESALE	
	2021	2020*
Net revenue from fund management	2,909,025	2,340,799
Operating income (expense)	520,101	545,033
Operating expense	(1,516,453)	(1,561,514)
Allowance for Impairment Losses	(1,556,506)	(1,077,840)
Non-Operating Income (Expense)	(7,880)	(9,219)
Receivables and Financing	45,183,228	44,849,283

\* Restatement

### Profitability

Although a number of performance indicators posted a decline, profit for the year of the Wholesale business segment in 2021 increased by 54.04% to Rp259.6 billion compared to the previous year, which amounted to Rp168.6 billion.

### Profitability Performance of the Wholesale Business Segment

(Rp million)

DESCRIPTION		
	2021	2020*
Income before tax and income tax expense	348,287	237,258
<i>Zakat</i>	(8,718)	(5,717)
Tax expense	(79,935)	(62,990)
Income for the year	259,634	168,552

\* Restatement

### Strategic Plan in 2022

1. Development of Customer Base, through expansion of priority industrial sectors and focusing on national and regional private potential.
2. Development of innovative and end-to-end digital-based transactional services
3. Development of comprehensive financial solutions in the customer's business ecosystem to create closed loop transactions
4. Organizational/network development to be able to reach a wider range of customers
5. Accelerating Business Processes to provide the best service to customers
6. Opening of BSI Representative Office at DIFC Dubai as one of the World Ecosystem Halal Centers and Sharia Finance Hub





## SME Segment

The SME segment of Bank Syariah Indonesia runs productive financing business activities to private business entities in the form of legal and non-legal entities, primary & secondary education, and clinics. This includes financing through cooperatives, linkage patterns, and/or plasma core.

As of the end of the 2021 fiscal year, the products and services offered by this business segment are described in the following table.

PRODUCT	DESCRIPTION
Investment	Financing facilities provided by BSI to fulfill the investment needs of prospective customers, whether investment in business premises, business vehicles, or business equipment. Including investment for the construction of business premises and plantation development
Working Capital	Financing facilities provided by BSI to fulfill the working capital needs of prospective customers, whether working capital for current accounts, working capital for business, or working capital based on contracts. Including working capital for financial institutions, such as cooperatives and BMT.

### Strategy in 2021

In order to respond to the challenges of the banking business in 2021, Bank Syariah Indonesia implements a strategy by channeling financing to focus on sectors that are still surviving during the pandemic, including the palm oil plantation ecosystem, bona fide SOE/Private cooperatives, Sharia Fintech, Sharia Financial Institutions, value chains of SOEs & Private Companies, industrial cluster, and local champion business/customer. In 2021, BSI also improved the quality of its existing financing portfolio, including by building up the SME financing reserves in order to anticipate potential risks in the future.

### Performance

In 2021, net revenue from fund management as mudharib for the SME business segment was posted at Rp1.3 trillion, a decrease of 21.71% from the same position in the previous year, which amounted to Rp1.7 trillion.

The decrease also occurred in other operating income, which was posted at Rp283.1 billion, decreasing by 26.80% from Rp386.7 billion in 2021.

Meanwhile, other non-operating expenses posted a decrease of 25.51% from the position in 2020, which amounted to Rp1.1 trillion to Rp825.4 billion.

Likewise with the distribution of financing in 2021, which amounted to Rp18.3 trillion, 27.02% lower than the position in 2020, which reached Rp24.1 trillion.

### Performance of the SME Business Segment

(Rp million)

DESCRIPTION	SME	
	2021	2020*
Net revenue from fund management	1,300,407	1,660,923
Other operating income	283,075	386,730
Operating expense	(825,360)	(1,107,979)
Allowance for Impairment Losses	(740,589)	(579,841)
Non-Operating Income (Expense)	(4,289)	(6,541)
Receivables and Financing	17,312,925	24,127,366

\*Restatement

### Profitability

In line with the decline in operational performance, profit for the year of the SME business segment also weakened, which was posted at Rp9.9 billion in 2021. Compared to 2020, which reached Rp251.0 billion, there was a decrease of 96.07%.

#### Profitability Performance of the SME Business Segment

(Rp million)

DESCRIPTION	2021	2020*
Income before <i>zakat</i> and income tax expense	13,244	353,292
<i>Zakat</i>	(332)	(8,513)
Tax expense	(3,040)	(93,795)
Income for the year	9,872	250,985

\*Restatement

### Strategic Plan in 2022

The SME Business strategy that will be implemented in 2022 in general is to ensure that the SME grows according to the Risk Acceptance Criteria, target customer, and sector focus which have been established as follows:

1. Focusing on leading sectors and expanding the business ecosystem.
2. Increasing value chain and Fintech business, as well as digital-based ecosystem.
3. Acceleration of SME business processes and digitalization while still applying the prudent principle.

## Consumer Segment

Currently, the consumer business segment focuses on consumptive/multipurpose purposes (including home, multipurpose, vehicles, pensioners, financing cards, gold installments and gold pawn, as well as government program financing).

Up to the end of the 2021 fiscal year, the products and services provided by the Consumer business segment are as described in the following table.

PRODUCTS	SERVICES
BSI Griya	Financing facilities for the purpose of purchasing a residential house/shop house/office house, as well as the construction of a house with the condition of a new house, second house, or ready-to-built plots
BSI Oto	Financing facilities for the purpose of owning motor vehicles, both 2-wheeled and 4-wheeled motor vehicles.
BSI KPR Sejahtera	Financing facility issued by Bank Syariah Indonesia with the support of FLPP and channeled to MBR in the context of ownership of flats.
BSI Mitraguna Berkah	Financing facilities provided to State Civil Apparatus (ASN) and permanent employees of companies/state institutions/foundations/other business entities, carried out in bulk or individual proposals.
BSI Pensiun/Pra Pensiun Berkah	Financing facilities provided to monthly pension beneficiaries through BSI as the paying office, or ASN employees entering retirement age.

### Strategy in 2021

1. Focusing on consumer business expansion in the upper mass segment, particularly fixed income customers
2. Expanding the marketing channel for Griya and Mitraguna products through increased collaboration with developers, institutions, and third parties with a more intensive maintenance process.
3. Developing the features of existing products and digitize the financing process in order to support the marketing of consumer financing.
4. Increasing the penetration of Sharia Financing Card acquisitions to customers of other product and staff of the customers' company to improve the quality of cardholders as well as increase the Product Holding Ratio.
5. Expanding the acquisition channel for Sharia Financing Cards through collaboration with e-commerce, digital channels, use of electronic signatures and electronic approvals.



### Performance

Up to the end of the 2021 fiscal year, net revenue from fund management as *mudharib* for the consumer business segment was posted at Rp6.2 trillion, an increase of 35.67% compared to the position in 2020, which amounted to Rp4.6 trillion.

Moreover, other operating income posted an increase of 27.82% to Rp1.4 trillion compared to 2020, which was posted at Rp1.1 trillion.

Operating expenses increased by 30.08% to Rp3.9 trillion, from the position as of 31 December 2020, which amounted to Rp3.1 trillion.

Then, receivables and financing for the Bank's consumer business segment in 2021 amounted to Rp82.7 trillion, an increase of 27.30% compared to the previous year, which amounted to Rp65.0 trillion.

### Performance of the Consumer Business Segment

(Rp million)

DESCRIPTION	CONSUMER	
	2021	2020*
Net revenue from fund management	6,225,037	4,588,279
Other operating income	1,365,552	1,068,337
Operating expense	(3,981,525)	(3,060,777)
Allowance for Impairment Losses	(1,085,395)	(1,633,548)
Non-Operating Income (Expense)	(20,691)	(18,071)
Receivables and Financing	85,749,598	67,972,492

\*Restatement

### Profitability

In line with improved performance, profit for the year of the consumer business segment in 2021 experienced a significant increase of 178.16% to Rp1.9 trillion compared to the position in the previous year, which amounted to Rp670.8 billion.

### Consumer Profitability Performance

(Rp million)

DESCRIPTION	2021	2020*
Income before <i>zakat</i> and income tax expense	2,502,978	944,220
<i>Zakat</i>	(62,654)	(22,752)
Tax expense	(574,460)	(250,681)
Income for the year	1,865,864	670,787

\*Restatement

### Performance of Pawning

The Pawn Product or Gold Installment which is a unique product from Bank BSI recorded a net *mudharib* income of Rp425.58 billion, an increase of 11.61% from the 2020 position of Rp381.29 billion.

Likewise, other operating revenues recorded an increase of 15.10% to Rp71.99 billion compared to 2020 which was Rp62.54 billion.

Operating expenses increased by 17.14% to Rp209.89 billion from the position as of 31 December 2020 which was Rp179.17 billion.

Then, net receivables and financing in 2021 were recorded at Rp4.6 trillion, an increase of 12.79% from the previous year which was Rp4.0 trillion.

### Performance of the Pawning

(Rp million)

DESCRIPTION	PAWNING	
	2021	2020*
Net revenue from fund management	425,582	381,299
Other operating income	71,986	62,539
Operating expense	(209,889)	(179,173)
Allowance for Impairment Losses	(2,545)	(3,652)
Non-Operating Income (Expense)	(1,091)	(1,058)
Receivables and Financing	4,581,481	3,901,669

\*Restatement

### Pawning Profitability

Profitability for Pawn Products or Gold Installments in 2021 recorded a net profit of Rp211.74 billion, an increase of 14.65% from the position in 2020 which was Rp184.68 billion.

### Pawning Profitability Performance

(Rp million)

URAIAN	2021	2020*
Income before <i>zakat</i> and income tax expense	284,043	259,956
<i>Zakat</i>	(7,110)	(6,264)
Tax expense	(65,191)	(69,015)
Income for the year	211,742	184,676

\*Restatement

### Strategic Plan in 2022

1. Focusing the customer targets on PNS/ASN (civil) employees, selected SOEs, hospitals, and private sector employees, as well as Retirees
2. Expanding the consumer marketing channels through digital platforms, developers, and third-party partners
3. Accelerate business processes and improve customer solutions to meet customer needs
4. Strengthening collaboration with wholesale and funding to work on employees from companies or agencies

## Micro Business Segment

The micro business segment of BSI is to accommodate individual customers and micro entrepreneurs, including the distribution of subsidized financing to support the government's programs in empowering community businesses. Moreover, savings products and other banking services for the needs of each customer.

As of 31 December 2021, the products and services offered by the Micro business segment are described in the following table.



### Products and Services of the Micro Business Segment

PRODUCTS	SERVICES
BSI Micro Business	Working capital financing and or investment to individual customers or business entities or productive groups with or without collateral with commercial margins (without subsidies)
KUR	Micro loans, hereinafter referred to as KUR, is financing for working capital and/or investment to individual customers, business entities and/or business groups that are productive and feasible but do not have additional collateral or insufficient additional collateral consisting of KUR. (Government's Margin Subsidy Program)
KUR Super mikro	KUR distribution for KUR beneficiaries with an amount of up to Rp10,000,000 (Ten Million Rupiah)
KUR Mikro	KUR distribution for KUR beneficiaries with an amount above Rp10,000,000 (ten million rupiah) and a maximum of Rp50,000,000 (Fifty Million Rupiah)

### Strategy in 2021

The strategic plan throughout 2021 is to focus on the following target markets:

1. Community based (markets, tofu/tempe traders, meatball sellers, and others).
2. Halal ecosystems (Islamic boarding schools, mosques, and halal communities).
3. Customers fostered by SOEs, Ministries (trade, tourism/Be Kraf, Local Government, and others).
4. Trickle Down Business of wholesale customers.
5. E-commerce cooperation.
6. Maintain existing customers.
7. Implementation of financing digitization.

### Performance

Net revenue from fund management as *mudharib* for the micro business segment in 2021 reached Rp1.9 trillion, an increase of 54.81% from the position in 2020, which amounted to Rp1.3 trillion.

As of 31 December 2021, other operating income in the micro segment increased by 13.07% to Rp329.3 billion, compared to the same position in the previous year, which amounted to Rp291.2 billion.

The same also applied to operating expenses. Up to the end of 2021, the value was posted at Rp960.3 billion, an increase of 15.07% compared to the achievement in 2020, which amounted to Rp834.5 billion.

Furthermore, the distribution of receivables and financing in 2021 also increased by 13.64% from the position in 2020, which amounted to Rp14.4 trillion to Rp16.3 trillion.

### Performance of the Micro Business Segment

(Rp million)

DESCRIPTION	MICRO	
	2021	2020*
Net revenue from fund management	1,936,528	1,250,939
Other operating income	329,347	291,269
Operating expense	(960,273)	(834,484)
Allowance for Impairment Losses	(168,759)	(329,217)
Non-Operating Income (Expense)	(4,990)	(4,927)
Receivables and Financing	15,569,634	13,698,843

\*Restatement

### Profitability

Income for the year of the micro business segment in 2021 amounted to Rp843.7 billion, growing by 217.92% from 2020 which amounted to Rp265.4 billion.

### Profitability Performance of the Micro Business Segment

(Rp million)

DESCRIPTION	2021	2020*
Income before <i>zakat</i> and income tax expense	1,131,853	373,580
<i>Zakat</i>	(28,332)	(9,002)
Tax expense	(259,772)	(99,182)
Income for the year	843,749	265,396

\*Restatement

### Strategic Plan in 2022

The Company's strategy to create growth in the Micro segment financing includes maintaining the quality of earning assets and to be more selective in distributing financing by utilizing government stimulus, strengthening the competence of the main business support aspects in the technology sector in the form of digitizing business processes and IT, strengthening business synergies by channeling financing to Sharia Fintech, E-commerce and halal ecosystem.

## Other Segment

Other business segment is a segment that accommodates non-financing products, savings and non-deposit products.

During 2021, the Bank has products and services in the Other business segment which include:

PRODUCTS	SERVICES
Foreign Exchange	E-Channel
Securities Services	Remittance
Current Account, Savings Account, Time Deposit	Custody

### Strategy in 2021

Focusing on increasing low-cost funds (CASA) portfolio, improving digital services, and optimizing excess liquidity.

### Performance

In 2021, net revenue from fund management as *mudharib* for the other business segment reached Rp1.1 trillion, a decrease of 49.21% compared to the achievement in 2020, which amounted to Rp2.1 trillion.

Other operating revenues also posted positive growth, increasing by 5.94%, from Rp485.3 billion in 2020 to Rp514.2 billion in 2021. The main contribution of this increase is derived from digital banking services.

Operating expenses increased by 7.82% from the end of the 2020 fiscal year, which amounted to Rp1.4 trillion, to Rp1.5 trillion in 2021.



**Performance of Other Business Segment**

(Rp million)

DESCRIPTION	OTHERS	
	2021	2020*
Net revenue from fund management	1,058,628	2,084,398
Other operating income	514,171	485,332
Operating expense	(1,499,162)	(1,390,473)
Allowance for Impairment Losses	-	-
Non-Operating Income (Expense)	(7,791)	(8,209)
Receivables and Financing	-	-

\*Restatement

**Profitability**

The Bank posted Rp49.1 billion in profit for the year of other business segments in 2021, a decrease of 94.10% compared to the achievement in 2020 which amounted to Rp831.9 billion. The decrease was the result of an increase in third party rights to profit sharing.

**Profitability Performance of the Micro Business Segment**

(Rp million)

DESCRIPTION	2021	2020*
Income before <i>zakat</i> and income tax expense	65,846	1,171,048
<i>Zakat</i>	(1,648)	(28,218)
Tax expense	(15,112)	(310,900)
Income for the year	49,086	831,930

\*Restatement

**Strategic Plan in 2022**

Focusing to increase the low-cost fund portfolio by increasing the composition of retail funds, continuing to improve digital services through the development of the Halal Ecosystem, and optimizing excess liquidity by recomposing securities investments with a focus on increasing the investment composition in Capital Market securities.

# Financial Review



The financial performance of BSI in 2021 was very solid, with net profit growing by 38.42%.



**Rp265.3 Trillion**  
Assets grew by 10.73%  
yoy



**Rp3.2 Trillion**  
Comprehensive  
income for the year  
increased by 49.59%  
yoy



**Rp25.0 trillion**  
Equity grew by  
15.04% yoy



The discussion on the financial performance was based on the Bank's Financial Statements, presented in accordance with the Indonesian Financial Accounting Standards (SAK), which includes the Financial Accounting Standards Statement ("PSAK") for the year ended on 31 December 2021. The Financial Statements have been audited by the Public Accounting Firm (KAP) Tanudireja, Wibisana, Rintis & Rekan with fair opinions in all material matters.

## ASSETS

Total assets posted by the Bank in the 2021 fiscal year reached Rp265.3 trillion, an increase of 10.73% compared to Rp239.6 trillion in the previous fiscal year. The increase was due to the growth in investment in securities in the amount of Rp18.5 trillion or 37.62% and the growth of receivables & financing – net of Rp13.2 trillion or 18.64%.

Details of Assets			(Rp Million)
DESCRIPTION	2021	2020*	2019
Cash	4,119,903	3,180,739	2,210,290
Current Account and Placement at Bank Indonesia	20,563,580	21,527,933	23,840,556
Current Account and Placement at Other Banks – Net	1,841,551	8,695,805	3,710,161
Investment in Securities – Net	67,579,070	49,105,637	38,709,977
Acceptance Receivables	159,880	292,789	234,895
Net Receivables	98,336,983	86,589,188	71,085,281
Qardh Loans – Net	9,081,400	9,054,373	8,470,296
Mudharabah Financing – Net	1,592,314	2,598,787	3,674,396
Musarakah Financing – Net	53,903,123	50,896,175	46,393,775
Assets Received for Ijarah – Net	901,565	1,509,461	2,251,266
Fixed Assets and Right of Use Assets – Net	4,055,953	3,397,075	1,876,250
Deferred Tax Assets	1,445,324	1,109,281	808,511
Other Assets – Net	1,708,435	1,624,281	2,031,373
Investment in Associated Entities	-	-	-
TOTAL ASSETS	265,289,081	239,581,524	205,297,027

\* Restated

### Cash

The Bank's cash position in 2021 reached Rp4.1 trillion. Compared to the previous year's realization of Rp3.2 trillion, there was an increase of 29.53%. Cash denominated in rupiah experienced the largest increase, namely from Rp3.0 trillion in 2020, increased by Rp1.1 trillion or 36.23%, so that in 2021, cash in rupiah reached Rp4.0 trillion. Meanwhile, cash in foreign currencies decreased from Rp220.8 billion in 2020 to Rp87.7 billion in 2021, a decrease of Rp133.1 billion or 60.30%.

### Current Account and Placement at Bank Indonesia

In 2021 the Bank posted Rp20.6 trillion in current account and placements at Bank Indonesia, a decrease of 4.48% compared to the same period in the previous year, which was posted at Rp21.5 trillion. The decrease was due to the absence of placements in Bank Indonesia Syariah Certificates (SBIS) instruments in 2021. In 2020, the Bank placed Rp7 trillion in SBIS instruments. In addition to SBIS, placement instruments with Bank Indonesia experienced significant movements, namely an increase of Rp4.8 trillion or 132.46% in FASBIS and a decrease of Rp4.7 trillion or 90.40% in time deposits.

### Current Accounts and Placements in Other Banks – Net

In 2021, current accounts and placements in other banks – net amounted to Rp1.8 trillion, a decrease of 78.82% compared to 2020, which amounted to Rp8.7 trillion. This was due to a decrease of Rp5.9 trillion or 83.61% in current accounts and placements with other foreign currency banks from Rp7.1 trillion in 2020 to Rp1.2 trillion in 2021.

### Investment in Securities – Net

In 2021, the Bank posted an increase of 37.59% in securities investment – net to Rp67.6 trillion, from the 2020 bookkeeping of Rp49.1 trillion. The positive growth was driven by an increase in the amortized cost of securities, which increased by Rp13 trillion or 26.44% with the largest increase in the amortized cost of Bank Indonesia sukuk instruments, from Rp18.5 trillion in 2020 to Rp26.9 trillion in 2021, an increase of Rp8.5 trillion or 45.74%.

### Acceptance Receivables

The Bank's acceptance receivables in 2021 amounted to Rp159.9 billion, a decrease of 45.39% compared to 2020, which reached Rp292.8 billion. This was due to a decrease in the export LC of SKBDN by Rp89.8 billion or 51.03%.

### Receivables

In 2021, the Bank's receivables amounted to Rp101.8 trillion, an increase of 13.24% compared to 2020, which amounted to Rp89.9 trillion. The change was the result of an increase in financing disbursements to the consumer, trade, and agriculture sectors, which increased by Rp9.9 trillion or 15.00%, Rp2.0 trillion or 26.11%, and Rp1.3 trillion or 30.39%, respectively.

### Allowance for Impairment Losses (CKPN) and Allowance for Bad Debts

In 2021, CKPN and allowance for losses on bank receivables amounted to Rp3.5 trillion, an increase of 4.73% compared to 2020, which amounted to Rp3.3 trillion. The reason was the increase in CKPN on NPF collectability in the amount of Rp452,067 billion or 32.97%. This is in order to maintain the coverage ratio.

### Qardh Loans

In 2021, *qardh* loans – net slightly increased by 0.30% from Rp9,054.4 billion in 2020 to Rp9,081.4 billion. This movement was supported by an increase in *rahn* financing of Rp521.8 billion or 16.22%. However, this was offset by a decrease in *qardh* loans in the amount of Rp423.2 billion or -7.41%.

### Mudharabah Financing

The Bank's *mudharabah* financing – net in 2021 was posted a decrease of 38.73%, to Rp1.6 trillion from the position in 2020, which amounted to Rp2.6 trillion. This was partly due to an increase in *mudrabah* financing in the business services sector by Rp10.5 billion or 39.64% from Rp26.3 billion to Rp36.7 billion. However, the increase was followed by a decrease in other sectors, namely other sectors and the trade sector with a value of Rp850.1 billion and Rp158.7 billion, respectively.

### Musarakah Financing

Total *musarakah* financing – net as of the end of 2021 amounted to Rp53.9 trillion, an increase of 5.91% compared to 2020 which amounted to Rp50.9 trillion. The increase was due to an increase in the construction sector by Rp2.4 trillion or 24.03% and an increase in the mining sector by Rp1.2 trillion or 117.03%.

### Assets Acquired for Ijarah

The Bank's assets acquired for *ijarah* – net was posted at Rp901.6 billion. Compared to 2020, which amounted to Rp1.5 trillion, there was a decrease of 40.27%. the decrease occurred in other *ijarah* by Rp184.8 billion or 48.31% and a decrease in installation *ijarah* by Rp201 billion or 27.14%.

### Fixed Assets and Right of Use Assets

The total of fixed assets and right of use assets – net in 2021 reached Rp4.1 trillion, an increase of 19.40% compared to 2020, which amounted to Rp3.4 trillion. This was due to an increase of Rp605.3 billion or 22.13% in net fixed assets.

### Deferred Tax Assets

Deferred tax assets in 2021 were posted at Rp1.4 trillion, an increase of 30.29% compared to 2020, which amounted to Rp1.1 trillion. The largest increase was in CKPN for productive assets in the amount of Rp240.5 billion or 46.60%, from Rp516.1 billion in 2020 to Rp756.6 billion in 2021.

### Other Assets

Cumulatively, the total of other assets – net amounted to Rp1.7 trillion, an increase of 5.18% compared to the position in 2020, which amounted to Rp1.6 trillion. The largest increase was in marketable securities receivables of Rp105.1 billion, an increase in supplies of office stationery and duty stamps by Rp55.5 billion, and an increase in SKBDN claims to customers by Rp37.3 billion.

## LIABILITIES

The Bank's total liabilities as of 31 December 2021 amounted to Rp61.9 trillion. Compared to the same period in the previous year, which amounted to Rp66.0 trillion, there was a decrease of 6.29%. The decrease was due to deposits in the form of *Wadiah* Current Accounts from Rp30.8 trillion in 2020 to Rp22.4 trillion in 2021. However, *wadiah* savings increased by Rp5.3 trillion, from Rp29.6 trillion in 2020 to Rp34.8 trillion.

**Details of Liabilities**

(Rp Million)

DESCRIPTION	2021	2020*	2019
Current Liabilities	608,554	989,362	665,220
Profit Sharing Payables	158,478	170,010	200,900
<b>SAVINGS</b>			
Wadiah Current Accounts	22,411,614	30,822,613	16,428,240
Wadiah Savings	34,836,276	29,580,970	21,135,628
Total	57,247,890	60,403,583	37,563,868
Deposits from Other Banks	115,938	806,560	106,895
Acceptance Liabilities	161,495	295,337	237,254
Financing Received	-	-	-
Tax Payable	504,078	537,514	378,752
Estimated Losses on Commitments and Contingencies	17,194	20,323	19,452
Estimated Liabilities for Employment Benefits	836,491	908,751	727,861
Other Liabilities	2,236,358	1,908,921	4,106,641
<b>TOTAL LIABILITIES</b>	<b>61,886,476</b>	<b>66,040,361</b>	<b>44,006,843</b>

\* Restated

**Fund Distribution**

Investment in BSI in 2021 increased by 6.40% or Rp4.7 trillion to Rp78.4 trillion from Rp73.7 trillion in 2020. The investment component that experienced an increase was investment in securities with an increase of Rp18.5 trillion or 37.59%. Meanwhile, Placements in BI and current accounts & placements in other banks decreased by Rp6.8 trillion or 43.33% and Rp6.9 trillion or 78.79%, respectively.

Moreover, financing in BSI in 2021 experienced a satisfactory increase of Rp14.6 trillion or 9.32%. *Murabahah* receivables and *musyarakah* financing were the components of financing that experienced the largest increase, amounting to Rp11.8 trillion or 13.18% and Rp4.2 trillion or 7.88%, respectively.

**Details of Fund Distribution (Investment and Financing)**

(Rp Million)

DESCRIPTION	2021	2020	2019
<b>Investment</b>	<b>78,404,771</b>	<b>73,686,632</b>	<b>58,646,018</b>
Placement in BI	8,948,837	15,791,939	16,180,440
Current Accounts and Placements in Other Banks	1,858,789	8,764,198	3,714,568
Investment in Securities	67,597,145	49,130,495	38,751,010
<b>Financing</b>	<b>171,291,158</b>	<b>156,693,725</b>	<b>135,651,242</b>
<i>Murabahah</i>	101,685,560	89,844,090	73,000,131
<i>Istishna</i>	359	637	2,970
Lease Receivables	101,570	39,167	21,422
<i>Qardh</i>	9,419,231	9,280,855	8,565,226
<i>Mudharabah</i>	1,628,437	2,670,982	3,737,620
<i>Musyarakah</i>	57,554,436	53,348,533	48,072,607
<i>Ijarah</i> Assets – Net	901,565	1,509,461	2,251,266
<b>Total Fund Distribution</b>	<b>249,695,929</b>	<b>230,380,357</b>	<b>194,297,260</b>

### Third Party Funds and Other Sources of Funding

BSI's funding sources consist of deposits and temporary *syirkah* funds. For sources of funding originating from deposits, there was a decrease of Rp3.2 trillion or 5.22% in 2021, with the following details, *wadiah* current accounts decreased by Rp8.4 trillion or 27.29%, while *wadiah* savings increased by Rp5.3 trillion or 17.77%.

As for sources of funds originating from temporary *syirkah* funds, there was an increase of Rp26.6 trillion or 17.52% with the largest increase consecutively deriving from *mudharabah* deposits by Rp12.6 trillion or 14.58%, then *mudharabah* current accounts by of Rp8.0 trillion or 148.00%, and *mudharabah* savings by Rp6.1 trillion or 10.33%.

Details of Third Party Funds and Other Sources of Funding			(Rp Million)
DESCRIPTION	2021	2020	2019
<b>Deposits</b>	<b>57,247,890</b>	<b>60,403,583</b>	<b>37,563,868</b>
Wadiah Current Accounts	22,411,614	30,822,613	16,428,240
Wadiah Savings	34,836,276	29,580,970	21,135,628
<b>Temporary Syirkah Funds</b>	<b>178,388,671</b>	<b>151,798,018</b>	<b>142,221,239</b>
Mudharabah Current Accounts	13,318,627	5,370,452	11,880,204
Mudharabah Savings	65,102,491	59,008,934	48,064,346
Mudharabah Deposits	98,592,553	86,043,632	80,997,689
Subordinated Mudharabah Sukuk	1,375,000	1,375,000	1,279,000
<b>Total Sources of Funding</b>	<b>235,636,561</b>	<b>212,201,601</b>	<b>179,785,107</b>

### EQUITY

The Bank's total equity as of the end of the 2021 fiscal year amounted to Rp25.0 trillion, an increase of 15.04% compared to the 2020 fiscal year, which amounted to Rp21.7 trillion. The increase in equity was derived from the achievement of profit with an increase in retained earnings in the amount of Rp2.8 trillion or 41.80%.

Details of Equity			(Rp Million)
DESCRIPTION	2021	2020	2019
Paid-Up Capital	20,564,654	3,142,019	2,989,022
Additional Paid-In Capital	(6,366,776)	-	-
Equity of merging entities	-	10,903,586	9,823,110
Revaluation profit of fixed assets	444,530	395,725	395,725
Revaluation of Fixed Return Program	140,271	53,998	47,049
Profit/(loss) of Securities – net	22,263	-	710
General reserves	779,036	597,804	597,804
Retained Earnings	9,429,956	6,650,013	5,215,525
- Previous Year	6,468,781	5,215,525	3,940,491
- Current Year	2,961,175	1,434,488	1,275,034
<b>Total Equity</b>	<b>25,013,934</b>	<b>21,743,145</b>	<b>19,068,945</b>

### INCOME STATEMENTS

#### Total Fund Management Income by the Bank as Mudharib

The Bank managed to post Rp17.8 trillion as total fund management income by the Bank as *mudharib* in the fiscal year ending 31 December 2021, an increase of 5.19% compared to the position in the 2020 fiscal year, which reached Rp16.9 trillion. This achievement was supported by an increase in sales and purchase income in the amount of Rp1.1 trillion or 11.59% and an increase in other main operating income in the amount of Rp147.7 billion or 5.01%.



**Changes in Income Statements**

(Rp Million)

DESCRIPTION	2021	2020*	2019
<b>Total Fund Management Income by the Bank as <i>Mudharib</i></b>	<b>17,808,432</b>	<b>16,929,592</b>	<b>15,739,431</b>
Third Parties Share on Profit Sharing of Temporary <i>Syirkah</i> Funds	4,378,807	5,004,254	5,363,576
Bank's Share in Profit Sharing	<b>13,429,625</b>	<b>11,925,338</b>	<b>10,375,855</b>
Other Operating Income	3,012,246	2,776,701	2,418,234
<b>Total Income after Distribution of Profit Sharing, Rewards, and Bonus</b>	<b>16,441,871</b>	<b>14,702,039</b>	<b>12,794,089</b>
Other Operating Expenses	8,782,773	7,955,227	7,166,873
Expense of Allowance for Impairment Losses on Productive and Non-Productive Assets – Net	3,551,249	3,620,446	2,855,517
<b>Operating Income</b>	<b>4,107,849</b>	<b>3,126,366</b>	<b>2,771,700</b>
Operating Income (Expenses) – Net	(147,325)	(121,169)	(139,881)
Profit Before Tax Expenses	3,960,524	3,005,197	2,631,818
Income Tax Expenses	932,319	817,548	679,616
<b>Net Profit</b>	<b>3,028,205</b>	<b>2,187,649</b>	<b>1,952,202</b>
Profit (Loss) in the Current Period Attributable to:			
• Owners of Parent Entity	3,028,205	2,187,649	1,952,202
• Non-Controlling Interests	-	-	-
Total Other Comprehensive Income Net After Tax	189,591	(36,503)	(80,773)
Comprehensive Income (Loss) for the Current Period	3,217,796	2,151,146	1,871,469
Attributable to			
• Owners of Parent Entity	3,217,796	2,151,146	1,871,469
• Non-Controlling Interests	-	-	-
Comprehensive Income (Loss) for the Current Period Attributable to:	3,217,796	2,151,146	1,871,469
Diluted Earnings per Share	73.66	53.51	47.79

\* Restated

**Third Parties Share on Profit Sharing of Temporary *Syirkah* Funds**

Third parties share on profit sharing of the Bank's temporary *syirkah* funds in 2021 amounted to Rp4.4 trillion, a decrease of 12.50% compared to 2020, which amounted to Rp5.0 trillion. This was due to a decrease in profit sharing expenses on *mudharabah* deposits by Rp521.2 billion or 13.07% from Rp4.0 trillion in 2020 to Rp3.5 trillion in 2021.

**Other Operating Income**

In the 2021 fiscal year, the Bank's other operating income amounted to Rp3.0 trillion. Compared to 2020, which amounted to Rp2.8 trillion, there was an increase of 8.48%. The biggest increase was mainly in the recoveries of written-off receivables and financing, which increased by Rp222.4 billion or 41.17% to Rp762.5 billion in 2021 from the 2020 position of Rp540.2 billion.

**Operating Expenses**

During 2021, the Bank's operating expenses were posted at Rp8.8 trillion, an increase of 10.40% compared to the position in 2020 which was Rp7.9 trillion. This was due to the increase in, among others, salaries & allowances expense of Rp400.7 billion or 9.80% and general and administrative expenses, which increased by Rp506.6 billion or 14.63%.

### Net Profit

The Bank posted Rp3.0 trillion in net profit in 2021, an increase of 38.42% from the 2020 fiscal year, which reached Rp2.2 trillion. This positive growth was the result of an increase in income from disbursement of funds in the amount of Rp878.8 billion or 5.19% and a decrease in profit sharing expenses in the amount of Rp625.4 billion or -12.50%.

### Comprehensive Income for the Year

The Bank's comprehensive income for the year for the fiscal year ending on 31 December 2021 amounted to Rp3.2 trillion. Compared to the same period in the previous year, which amounted to Rp2.2 trillion, there was an increase of 49.59%. The increase was due to an increase in net profit in the amount of Rp840.6 billion or 38.42% and an increase in total net other comprehensive income in the amount of Rp226.1 billion compared to the same period in the previous year.

## CASH FLOW

The Bank posted Rp26.54 trillion in cash and cash equivalents at the end of the 2021 fiscal year, an increase of 0.11% compared to the 2020 fiscal year, which amounted to Rp26.51 trillion. The changes were driven by, among others, an increase in cash flows from operating activities by Rp6.5 trillion or 53.25%, which was offset by a decrease in cash flows from investing activities by Rp6.8 trillion or 58.08%.

Details of Cash Flows			(Rp Million)
DESCRIPTION	2021	2020*	2019
Cash Flow from Operating Activities	18,676,808	12,187,412	7,457,737
Cash Flow from Investing Activities	(18,571,038)	(11,747,901)	(4,054,061)
Cash Flow from Financing Activities	(77,929)	(140,494)	(10,660)
Cash and Cash Equivalents at the Beginning of the Year	26,514,431	26,215,414	22,872,398
Cash and Cash Equivalents at the End of the Year	26,542,272	26,514,431	26,265,414

\*Restated

### Cash Flow from Operating Activities

Net cash from operating activities in the 2021 fiscal year reached Rp18.7 trillion, an increase of 53.25% compared to the 2020 fiscal year, which was Rp12.2 trillion. The increase in cash flow from operations was obtained from operating activities deriving from the increase in temporary *syirkah* funds from Rp9.5 trillion in 2020 to Rp26.6 trillion in 2021, or an increase of 180.47%, equivalent to Rp17.1 trillion.

### Cash Flow from Investing Activities

Net cash used for investing activities as of 31 December 2021 amounted to -Rp18.6 trillion, a decrease of 58.08% from the same period in the previous year, which amounted to -Rp11.7 trillion. This was driven by the activity of obtaining securities which was greater than the receipt of securities with a nominal value of Rp7.1 trillion.

### Cash Flow from Financing Activities

During 2021, net cash from financing activities amounted to -Rp77.9 billion, an increase of 44.53% compared to the period in the previous year, which amounted to -Rp140.5 billion. The increase was due to a decrease in payments for

lease liabilities from -Rp241.3 billion in 2020 to -Rp130.2 in 2021, or an improvement of Rp111.1 billion or 46.04%. In addition, in 2021 there were no dividend payments.

## ANALYSIS OF EARNING ASSET QUALITY AND FINANCIAL RATIOS

### Analysis of Earning Asset Quality

The quality of earning assets in 2021 was posted at Rp242.1 trillion, an increase of 11.80%, equivalent to Rp25.56 trillion, from the total earning assets in 2020, which amounted to Rp216.6 trillion. The largest increase in earning assets was in the growth of marketable securities owned and the increase in receivables and lease-based financing with an increase of Rp18.5 trillion or 37.64% and Rp11.3 trillion or 11.31%, respectively.

Moreover, the total for earning assets with non-performance (NPF) quality increased by Rp508.4 billion or 11.26%. This increase was still lower than the increase in total earning assets. The largest increase in NPF was in receivables and lease-based financing in the amount of Rp478.2 billion or 17.79%.



### Analysis of Financial Ratios

The financial ratios of BSI, which include performance ratios in general recorded a good performance in 2021. The comparison of the Bank's ratios in 2020 and 2021 is presented in the following table.

#### Changes in Key Financial Ratios

DESCRIPTION	2021	2020	2019
Capital Adequacy Ratio (CAR)	22.09%	18.24%	18.73%
Gross Non-Performing Financing	2.93%	2.88%	3.21%
Net Non-Performing Financing	0.87%	1.12%	1.58%
ROA	1.61%	1.38%	1.44%
ROE	13.71%	11.18%	11.28%
Net Income Margin (NIM)	6.04%	6.04%	3.97%
Operating Expenses to Operating Income (BOPO)	80.46%	84.61%	85.27%
Cost to Income Ratio (CIR)	52.57%	53.74%	58.05%
Cost Efficiency Ratio (CER)	52.07%	50.56%	53.61%
Financing to Deposit Ratio	73.39%	74.52%	76.15%
Percentage of Exceeded LLL	0.51%	0.00%	0.00%
Statutory Reserve Requirement (GWM)			
- Rupiah Statutory Reserve Requirement	4.55%	3.12%	5.12%
- Foreign Exchanges Statutory Reserve Requirement	1.03%	1.16%	2.89%
Net Open Position	0.27%	4.47%	1.73%

### INFORMATION ON OTHER FINANCIAL PERFORMANCE

#### Profit Sharing Distribution

The following is the report on BSI' profit sharing distribution in the last two years.

#### Profit Sharing Distribution Report

(Rp Million)

No.	Type of Fundraising	2021	
		Average Balance	Profit to be Shared
		A	B
1	Liabilities to Other Banks	710,370	5,565
2	Mudharabah Current Accounts	12,656,974	99,152
3	Mudharabah Savings	61,423,876	481,183
4	Mudharabah Deposits	96,431,076	755,423
5	Issued Securities	1,375,000	23,496
6	Financing Received	-	-
<b>Total</b>		<b>172,597,296</b>	<b>1,365,696</b>

No.	Type of Fundraising	2021	
		Average Balance	Profit to be Shared
		A	B
1	Placements in Other Banks	316,296	45
2	Securities owned	61,252,124	89,445
3	<i>Murabahah</i> Receivables	96,680,261	892,759
4	<i>Istishna</i> Receivables	383	19
5	Multiservices Receivables	-	-
6	Pawn Financing	-	-
7	<i>Mudharabah</i> Financing	1,920,441	14,461
8	<i>Musarakah</i> Financing	53,251,122	374,234
9	Lease Financing	1,139,043	13,163
10	Other Financing	-	-
<b>Total</b>		<b>214,559,670</b>	<b>1,384,126</b>

#### Sources and Distribution of Zakat

The sources of the Bank's *zakat* funds consist of the Bank's internal and external sources, deriving from employees as well as customers and the general public. In 2021, the Bank posted Rp158.9 billion in sources of *zakat* funds, an increase of 43.55% compared to the same position in 2020, which amounted to Rp110.7 billion. The increase was supported by an equal increase, namely an increase in the internal and external of the Bank, which amounted to Rp27.5 billion and Rp20.7 billion, respectively.

In 2021, the Bank distributed *zakat* funds to other institutions in the amount of Rp127.6 billion, an increase of 21.58% from the realization in 2020 which amounted to Rp105.0 billion.

Furthermore, the initial balance of *zakat* funds in 2021 amounted to Rp72.9 billion, an increase of Rp31.3 billion so that the final balance of the Bank's *zakat* funds in 2021 became Rp104.2 billion, an increase of 42.92% from the position in the previous year.

#### Changes in Sources and Distribution of Zakat

(Rp Million)

DESCRIPTION	2021	2020	2019
<b>Sources of <i>zakat</i> funds</b>			
Internal bank	101,684	74,202	66,650
External Bank	57,218	36,491	33,369
<b>Total Receipt of <i>Zakat</i></b>	<b>158,902</b>	<b>110,693</b>	<b>100,020</b>
<b>Distribution of <i>zakat</i> funds</b>			
Distributed to other institutions	(127,611)	(104,962)	(69,367)
Increase in <i>zakat</i> funds	31,291	5,731	30,653
Initial balance of <i>zakat</i> funds	72,911	67,180	36,528
<b>Final Balance of Zakat Funds</b>	<b>104,202</b>	<b>72,911</b>	<b>67,180</b>



### Sources and Distribution of Charity Funds

Sources of the Bank's charity funds consist of *infaq* and alms, fines, non-halal income, and others. As of 31 December 2021, the sources of benevolence funds were posted at Rp72.6 billion, an increase of 34.54% compared to the same position in 2020 which amounted to Rp54.0 billion. The increase was driven by an increase in receipts from *infaq* and alms in the amount of Rp14.5 billion or 40.38%.

As of 31 December 2021, the Bank used charity funds, which were realized in the form of other uses for the public interest in the amount of Rp59.5 billion, a decrease of 22.50% compared to the realization in 2020, which amounted to Rp76.8 billion.

Moreover, the initial balance of the charity funds in 2021 was Rp12.9 billion. Thus, the final balance of the Bank's charity funds in 2021 was Rp26.0 billion, an increase of 101.37% from the position in the previous year, which amounted to Rp12.9 billion.

### Changes in Sources and Distribution of Charity Funds

(Rp Million)

No.	DESCRIPTION	2021	2020	2019
1	Initial balance of charity funds	12,900	35,739	81,560
2	Receipt of charity funds			
	<i>Infaq</i> and alms	50,280	35,816	18,505
	Fines	14,329	10,838	15,895
	Non-halal income	7,898	6,798	2,420
	Others	99	516	1,003
	<b>Total Receipt</b>	<b>72,606</b>	<b>53,968</b>	<b>37,823</b>
3	Use of charity funds			
	Productive charity funds	-	-	-
	Donation	-	-	-
	Other uses for public interests	59,529	76,807	83,644
	<b>Total Usage</b>	<b>59,529</b>	<b>76,807</b>	<b>83,644</b>
4	<b>Increase/decrease in charity funds</b>	<b>13,077</b>	<b>(22,839)</b>	<b>(45,821)</b>
5	<b>Final balance of charity funds</b>	<b>25,977</b>	<b>12,900</b>	<b>35,739</b>

### ABILITY TO PAY DEBTS

Bank Syariah Indonesia is always committed to fulfilling the rights of creditors by making timely payment of loan principal. The Bank's ability to meet all obligations, both long-term and short-term is measured by a number of ratios, including liquidity ratio, solvency ratio, and profitability ratio.

The following are banking financial ratios to measure the liquidity, solvency, and profitability of the Bank.

#### Ability to Pay Short-Term Debts (Liquidity of the Bank)

Liquidity of the Bank is influenced by the financing structure, asset liquidity, liabilities with third parties, as well as financing commitments to debtors. The Bank's financing to deposit ratio (FDR) in 2021 reached 73.39%, a decrease of 1.13% compared to the FDR ratio in 2020 which reached 74.52%. The Bank's FDR ratio is slightly below the ratio set by the regulator, namely the lower limit of the Sharia FDR target of 80% and the upper limit of 92%. This demonstrates that although the Bank's liquidity is high, the effectiveness of financing distribution needs to be improved.

#### Table of Bank Liquidity

RATIO	2021	2020	2019
Financing to Deposit Ratio (FDR)	73.39%	74.52%	76.15%

### Ability to Pay Long-Term Debts (Solvency of the Bank)

The Bank measures solvency through its capital ratios. The Bank ensures capital adequacy to be able to meet credit risk, market risk and operational risk as reflected in the Capital Adequacy Ratio (CAR).

Table of Bank Solvency

RATIO	2021	2020	2019
Capital Adequacy Ratio (CAR)	22.09%	18.24%	18.71%

In 2021, the Bank's capital adequacy ratio reached 22.09%, an increase of 3.85% compared to 2020, which reached 18.24%. In accordance with the Financial Services Authority Regulation No. 21/POJK.03/2014, the minimum capital adequacy ratio associated with the Bank's risk profile as determined by the OJK is 9.99%.

With the Bank's capital adequacy ratio at 22.09%, the Bank's capital structure has the capability to offset market risk, credit risk, and operational risk, where the ratio is higher than the minimum adequacy ratio of OJK and the Bank's capital structure has complied with OJK Regulations. This means that Bank Syariah Indonesia has properly managed the Bank's capital and has sufficient capital to protect against solvency risk.

### Ability to Pay Debts from Issued Securities

The ability to pay debts can also be reflected based on the rating of the securities issued by the Bank, namely Subordinated *Mudharabah* Sukuk 2016. Securities issued are routinely assessed by rating agencies to support the feasibility of securities.

The quality of securities is largely determined by the ability of the issuing company to pay its securities at maturity and its ability to pay interest or coupons during the period of issuance of the securities. The issued Subordinated *Mudharabah* Sukuk are listed on the Indonesia Stock Exchange with Pefindo as the rating agency for 2021.

Table of Ability to Pay Debts from Issued Securities

DESCRIPTION	PERINGKAT		PEMERINGKAT	
	2021	2020	2021	2020
Subordinated <i>Mudharabah</i> Sukuk 2016	idAA (sy)	A(idn)	Pefindo	Fitch

### Profitability of the Bank

The profitability of Bank Syariah Indonesia is measured through the following ratios:

Profitability Ratios of the Bank

RATIO	2021	2020	2019
Return on Assets (ROA)	1.61%	1.38%	1.44%
Return on Equity (ROE)	13.71%	11.18%	11.28%
Operating Costs to Operating Income (BOPO)	80.46%	84.61%	85.27%

In 2021, Bank Syariah Indonesia posted a return on assets of 1.61%, an increase of 0.23% compared to the previous year, which was 1.38%. The return on equity ratio also increased by 2.53% from 11.18% in 2020 to 13.71% in 2021. Meanwhile, the BOPO ratio improved, which decreased by 4.15% from 84.61% in 2020 to 80.46% in 2021.



### Development of Collectability Level

The calculation of the Bank's non-performing financing ratio in 2021 and 2020 is in accordance with the Circular of the Financial Services Authority No. 18/SEOJK.03/2015 dated 8 June 2015 on transparency and publication of reports of sharia commercial banks and sharia business units.

### Non-Performing Financing (NPF) Ratio

RATIO	2021	2020	CHANGES
NPF-Net	0.87%	1.12%	-0.25%
NPF-Gross	2.93%	2.88%	0.05%

The Bank's non-performing financing ratio on a gross basis (before the deduction of allowance for impairment losses) in 2021 was 2.93%, an increase of 0.05% compared to 2020, which was 2.88%. Furthermore, the ratio of non-performing financing on a net basis in 2021 was 0.87%, an improvement of 0.25% compared to 2020, which was 1.12%. The collectability of receivables is indicated by the smoothness of payments for loan disbursements. Loans that have been disbursed and their collectability classifications are presented as follows.

### Collectability of Receivables based on Currency and Collectability in 2021

(Rp Million)

2021						
DESCRIPTION	CURRENT	SPECIAL MENTION	SUBSTANDARD	DOUBTFUL	LOSS	TOTAL
RUPIAH						
Murabahah	97,075,510	1,859,833	934,838	516,328	1,167,905	101,554,413
Istishna	321	39	-	-	-	359
Ijarah	741,483	24,361	192,959	7,227	35,537	1,001,566
Qardh	7,605,772	33,932	20,848	252,583	37,981	7,951,116
FOREIGN CURRENCIES						
Murabahah	-	131,146	-	-	-	131,146
Istishna	-	-	-	-	-	-
Ijarah	1,568	-	-	-	-	1,568
Qardh	1,468,114	-	-	-	-	1,468,114
<b>Total Receivables</b>	<b>106,892,768</b>	<b>2,049,312</b>	<b>1,148,644</b>	<b>776,138</b>	<b>1,241,422</b>	<b>112,108,284</b>
Allowance for Impairment Losses	(1,457,656)	(352,326)	(493,519)	(412,234)	(1,072,603)	(3,788,337)
<b>Net Receivables</b>	<b>105,435,112</b>	<b>1,696,986</b>	<b>655,125</b>	<b>363,904</b>	<b>168,820</b>	<b>118,873,458</b>



### Collectability of Receivables based on Currency and Collectability in 2020

(Rp Million)

2020						
DESCRIPTION	CURRENT	SPECIAL MENTION	SUBSTANDARD	DOUBTFUL	LOSS	TOTAL
RUPIAH						
Murabahah	84,332,012	2,901,084	589,560	248,432	1,573,131	89,644,219
Istishna	388	228	-	-	21	637
Ijarah	1,302,638	101,940	7,785	26,033	86,690	1,525,086
Qardh	8,211,996	24,079	7,484	5,057	134,379	8,382,995
FOREIGN CURRENCIES						
Murabahah	995	189,122	9,755	-	-	199,872
Istishna	-	-	-	-	-	-
Ijarah	23,542	-	-	-	-	23,542
Qardh	897,860	-	-	-	-	897,860
<b>Total Receivables</b>	<b>94,769,432</b>	<b>3,216,452</b>	<b>614,583</b>	<b>279,523</b>	<b>1,794,220</b>	<b>100,674,210</b>
Allowance for Impairment Losses	(1,444,789)	(565,920)	(300,391)	(123,690)	(1,086,398)	(3,521,188)
<b>Net Receivables</b>	<b>93,324,643</b>	<b>2,650,532</b>	<b>314,192</b>	<b>155,833</b>	<b>707,822</b>	<b>108,182,376</b>

### Development of Receivables Collectability based on Currency and Collectability

CHANGES						
DESCRIPTION	CURRENT	SPECIAL MENTION	SUBSTANDARD	DOUBTFUL	LOSS	TOTAL
RUPIAH						
Murabahah	15.11%	-35.89%	58.57%	107.83%	-25.76%	13.29%
Istishna	-17.33%	-83.10%	0.00%	0.00%	-100.00%	-43.61%
Ijarah	-43.08%	-76.10%	2,378.71%	-72.24%	-59.01%	-34.33%
Qardh	-7.38%	40.92%	178.58%	4,894.34%	-71.74%	-5.15%
FOREIGN CURRENCIES						
Murabahah	-100.00%	-30.65%	-100.00%	0.00%	0.00%	-34.38%
Istishna	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Ijarah	-93.34%	0.00%	0.00%	0.00%	0.00%	-93.34%
Qardh	63.51%	0.00%	0.00%	0.00%	0.00%	63.51%
<b>Total Receivables</b>	<b>12.79%</b>	<b>-36.29%</b>	<b>86.90%</b>	<b>177.67%</b>	<b>-30.81%</b>	<b>11.36%</b>
Allowance for Impairment Losses	0.89%	-37.74%	64.29%	233.28%	-1.27%	7.59%
<b>Net Receivables</b>	<b>12.98%</b>	<b>-35.98%</b>	<b>108.51%</b>	<b>133.52%</b>	<b>-76.15%</b>	<b>9.88%</b>

Net receivables based on type, currency, and collectability in 2021 reached Rp118.9 trillion, an increase of 9.88% compared to 2020, which reached Rp108.2 trillion. The biggest contribution to collectability in 2021 is still dominated by rupiah *murabahah*, which amounted to Rp101.6 trillion, an increase of 13.29% compared to 2020, which amounted to Rp89.6 trillion.

In composition, rupiah *murabahah* which are included in: current category amounted to Rp97.1 trillion, special mention category amounted to Rp1.9 trillion, substandard category amounted to Rp934.8 billion, doubtful category amounted to Rp516.3 billion and loss category amounted to Rp1.2 trillion.



## CAPITAL STRUCTURE

### Policy and Reason for Ownership of Policy

The purpose of managing capital is to protect its ability to maintain business continuity to ensure that the Bank will be able to continue to provide returns for shareholders and benefits for other stakeholders, as well as to maintain an optimal capital structure to reduce the cost of capital.

The capital structure is a balance between the use of own capital and loans/liabilities consisting of short-term and long-term liabilities. Capital adequacy ratio – credit risk reached 22.11% in 2021 or decreased by 0.01% compared to 2020 which reached 22.12%.

Meanwhile, the capital adequacy ratio – credit, operational and market risks, reached 22.09% in 2021, an increase of 3.84% compared to the previous year, which reached 18.24%. The Bank's capital adequacy ratio as of 31 December 2021 was 9.99%, in accordance with the provisions of regulation No.21/POJK.03/2014 on the Minimum Capital Adequacy Ratio associated with the Bank's risk profile.

### Capital Structure

(Rp Million, unless stated otherwise)

DESCRIPTION		2021	2020
I	CAPITAL COMPONENT		
	A. Core Capital (Tier 1)	23,173,019	20,420,394
	1.1 Paid-up capital	20,423,407	3,142,019
	1.2 Additional Capital Reserves	4,379,632	18,547,128
	1.2.1 Addition Factors	11,690,223	18,547,128
	Potential gains from increasing the fair value of financial assets measured at fair value through other comprehensive income	22,263	-
	Fixed asset revaluation surplus balance	444,530	395,725
	Common paid-in surplus	943,815	-
	Common Reserves	779,036	597,804
	Retained earnings at the beginning of the year after tax	6,401,751	5,215,524
	Profit for the year after tax (100%)	3,028,205	2,187,649
	Fund for paid capital	-	10,150,426
	Stock options issued within the framework of a stock-based compensation program	70,623	-
	1.2.2 Deduction Factors	7,310,591	-
	Other Additional Capital Reserves (other disclosed reserves)	7,310,591	-
	1.3 Additional Capital Reserves:	-	-
	1.4 Common Core Capital Deduction Factor	1,630,020	1,268,753
	B. Supplementary Capital (Tier 2)	1,949,750	2,076,847
	Capital instruments in the form of shares or others that meet the Tier 2 requirements	527,083	802,084
	Agio/Disagio	-	-

## Capital Structure

(Rp Million, unless stated otherwise)

DESCRIPTION		2021	2020
PPA general reserves for earning assets that must be established (maximum 1.25% RWA Credit Risk)		1,422,667	1,274,763
Appropriate reserves		-	-
II	Total Core Capital. Supplementary and Additional Supplementary Capital	25,122,769	22,497,241
III	Risk Weighted Asset on Credit Risk	113,643,146	101,719,501
IV	Risk Weighted Asset on Operational Risk	-	20,569,561
V	Risk Weighted Asset on Market Risk	103,913	1,035,985
VI	Total Risk - Weighted Assets	113,747,059	123,325,047
VII	Capital Adequacy Ratio - Credit Risk	22.11%	22.12%
VIII	Capital Adequacy Ratio - Credit and Market Risk	22.09%	21.89%
IX	Minimum Capital Adequacy Ratio	22.09%	18.24%

### Details of Capital Structure

The percentage of capital structure funded by Issued Subordinated Securities (sukuk) in 2021 is 0.52%, a decrease from 0.57% in 2020.

### Details of Capital Structure

(Rp Million, unless stated otherwise)

DESCRIPTION	2021	COMPOSITION	2020	COMPOSITION
Liabilities, Temporary <i>Syirkah</i> Funds, Issued Subordinated Securities, and Equity	265,289,081	100.00%	239,581,524	100.00%
Liabilities	61,886,476	23.33%	66,040,361	27.56%
Temporary <i>Syirkah</i> Funds	177,013,671	66.72%	150,423,018	62.79%
Issued Subordinated Securities (Sukuk)	1,375,000	0.52%	1,375,000	0.57%
Equity	25,013,934	9.43%	21,743,145	9.08%

## MATERIAL COMMITMENTS FOR CAPITAL EXPENDITURES

In 2021, BSI has a commitment for capital expenditures related to the construction of branch office buildings as well as the procurement of computer equipment and ATMs amounting to Rp668.0 billion, an increase of 406.88% compared to the commitment in the previous year, which amounted to Rp131.8 billion.



## CAPITAL EXPENDITURES

In 2021, the realization of the Bank's capital expenditures amounted to Rp787.5 billion. Compared to the achievement in 2020 which amounted to Rp1.1 trillion, this realization decreased by 27.97%. The following are details of the realization of capital expenditures for the fiscal year:

Realization of Capital Expenditures		(Rp Million)	
TYPE OF INVESTMENTS	2021	2020	
Land	-	582,947	
Building	17,577	108,687	
Installation	23,883	6,046	
Auto Vehicles	2,799	4,886	
Office Inventory	334,699	212,872	
Renovation of Leased Assets	11,268	4,799	
Assets in Completion Process	397,278	173,062	
<b>Total</b>	<b>787,504</b>	<b>1,093,299</b>	

## MATERIAL FACTS AND INFORMATION SUBSEQUENT TO THE ACCOUNTING REPORT DATE

BSI has no material facts and information subsequent to the date of the accountant's report that significantly affects the Bank's performance and business risks in the future.

## BUSINESS PROSPECTS

The COVID-19 pandemic is projected to continue, as indicated by the emergence of the Omicron variant in early 2022. This situation will have an impact on the performance of the national banking industry. Nevertheless, improvement and recovery processes in the banking industry is predicted to continue. The loan disbursements and third-party funds (DPK) in the banking industry in 2022 is projected to grow in the range of 5.5% ±1% year on year (yoy) and 7.5% ±1% yoy, respectively.

BSI has had a proven performance in 2021 with the achievement of various milestones, including the operational merger in November 2021. Therefore, the Bank has the opportunity to continue to grow by observing various opportunities, including the following:

1. The Bank's improved capital and liquidity has become an opportunity to carry out investment activities to increase the Bank's income.
2. The Bank has adequate infrastructure, including an extensive network, reliable information technology (IT) and digital systems, enabling it to meet the needs of the community.
3. Utilizing synergies with the Parent Bank in improving the Bank's business and services.
4. Sharia network in the global market, generating opportunities to work on foreign markets.
5. There is still room to increase the penetration of customer-based and active mobile banking users.
6. Opportunity to conduct cross selling sharia banking products (such as consumer financing, credit cards, securities investments, and the corporate segment)
7. There is a growing Muslim middle class segment that has the potential to enter the priority customer segment.
8. The large potential of the halal ecosystem, which is currently not well optimized by sharia banks.

Based on these assumptions, complemented with these various opportunities, Bank Syariah Indonesia is optimistic that it will be able to continuously improve its performance in the long run. In other words, Bank Syariah Indonesia has very good business prospects. This is based on the strengths of Bank Syariah Indonesia, namely:

1. Solid capital structure with low cost of funds.
2. Well-maintained liquidity.
3. The largest sharia bank in terms of third-party funds, assets, and financing, as well as being the best sharia bank in terms of business continuity.
4. Support from the government in strengthening the Sharia Financial Industry.
5. Strong support from shareholders and synergy with the Parent Bank.
6. Having a network in the global market.
7. Good reputation, as evidenced by various awards received both from home and overseas.
8. Have organizational commitment to implement Good Corporate Governance.
9. Commitment to develop the competence and professionalism of all employees.
10. Has a demographic structure of staffing that is dominated by young employees with the potential to be developed.
11. An extensive office network and work units with approximately 1,300 networks, providing convenience for customers to conduct transactions.
12. Experienced/strong in the retail segment, both related to payroll, Bank Operational 2 (BO2), as well as in the corporate segment.

13. Experienced in the field of halal ecosystems, including Hajj, Umrah, Islamic boarding schools, Islamic education, mosques, and *zakat, infaq, alms, waqf* (Ziswaf).

Based on these opportunities, BSI has set short-term targets for 2022 and medium-term targets for 2023-2024, which are described as follows:

#### Short-Term Targets for 2022

In 2022, Bank Syariah Indonesia will focus on:

1. Expansion of financing in segments that have been proven to be resilient during the pandemic.
2. Focus on the growth of low-cost funds, including by increasing transactional capabilities and intensifying payroll cooperation with institutions.
3. Development of digital business to improve services to customers, both institutional and retail customers.

#### Medium-Term Targets for 2023-2024

The medium-term targets in carrying out Bank Syariah Indonesia's business activities will focus on:

1. Strengthening wholesale & transactional banking with a focus on increasing customer base and deepening relationships.
2. Strengthening retail banking and helping to boost the economy of MSMEs.
3. Increasing business expansion in the halal ecosystem and global market.
4. Structuring of office network with a focus on increasing productivity and efficiency.

## COMPARISON BETWEEN TARGETS AND REALIZATION AS WELL AS PROJECTION IN THE NEXT 1 (ONE) YEAR

### Targets and Realization

The Bank's overall performance exceeded the targets set in 2021. BSI's total assets in 2021 amounted to Rp265.3 trillion, or 107.11% of the target of Rp247.7 trillion.

Furthermore, the realization of Third-Party Funds (DPK) in 2021 reached 107.78% of the target of Rp216.4 trillion, or Rp233.3 trillion. The achievement of realized financing was 102.65% or Rp171.3 trillion against the target of 2021, which amounted to Rp166.9 trillion.

BSI posted Rp16.3 trillion in operating income in 2021, or 104.80% of the 2021 target of Rp15.5 trillion. Meanwhile, the Bank's operating profit in 2021 amounted to Rp3.0 trillion, or 104.28% of the target that has been set at Rp2.9 trillion.

In terms of capital structure, BSI targeted to reach Rp24.4 trillion in 2021. Meanwhile, the realization was Rp25.0 trillion or 102.46% of the target.

**Comparison between Targets, Realization** (Rp Million, unless stated otherwise)

DESCRIPTION	2021 TARGETS	2021 REALIZATION	ACHIEVEMENT (%)
Total Assets	247,669,044	265,289,081	107.11%
Third-Party Funds	216,406,536	233,251,358	107.78%
Financing	166,876,163	171,291,157	102.65%
Income	15,501,243	16,244,533	104.80%
Operating Profit	2,904,055	3,028,205	104.28%
Capital Structure	24,414,194	25,013,934	102.46%

### 2022 Fiscal Year Projections

Referring to the 2021 performance realization and taking into account the conditions that will develop in 2022, the Bank has determined its business targets, as described in the following table.

**Projection, Realization, and Projection, Realization Changes and Changes** (Rp Million, unless stated otherwise)

DESCRIPTION	2022 PROJECTION	2021 REALIZATION
NIM	5.5%-6.0%	6.04%
NPF Gross	2.75%-2.95%	2.93%
Cash Coverage	145%-150%	148.87
FDR	74%-77%	73.39%

## MARKETING ASPECT

### Marketing Strategy in 2021

As a sharia bank resulting from the merger of the three largest sharia banks in the country, namely Bank Syariah Mandiri, BNI Syariah, and Bank BRI Syariah, Bank Syariah Indonesia (BSI) has become a new brand that is relatively not widely known, as it is classified as a new player in the national banking domain. Therefore, it requires the appropriate marketing strategy and carries out a series of activities to create product awareness to the top of mind of Indonesians as a trusted Sharia Bank.

In order to increase awareness of Bank Syariah Indonesia's products and services of, during 2021, BSI carried out a number of marketing strategies with the objective of supporting business growth as follows:

1. Improving sharia banking literacy education
2. Increasing the awareness for BSI products
3. Increasing the interest for BSI products

To accomplish these objectives, 4 strategic focuses were carried out in 2021, namely:

#### 1. Consumer Target Mapping

Consumer Target Mapping is divided into two, namely Business Target and Target. Audience .

- Business Target is a customer segment that is expected to generate higher contribution margins, such as: civil servants (ASN), SOE Employees, Retirees, Hospital Ecosystems, MSMEs, and Professionals.
- The target audience is the community group that is the main communication target of, namely Millennials. According to the Indonesian Central Statistics Agency, the Indonesian population in the millennial generation (aged 24 – 39 years) is approximately 68.9 million people. Meanwhile, Generation Z (8-23 years) reached 75.4 million people. This makes the millennial generation a driving force for Indonesia's significant economic growth.

Based on the above consumer mapping, it is necessary to have a different content strategy and communication channel.

#### 2. Product Champion Mapping

As a result of the merger of the 3 largest sharia banks in Indonesia, there are many products that must be reintroduced to the wider community. Of the dozens of existing products, one of the marketing strategies carried out is to create a product champion mapping, namely to select several products to be used as 'hero products'.

The selection of 'hero products' adjusts to the business growth target. In the first year, Bank Syariah Indonesia has a target to increase Fee Based Income (FBI) and also increase Sharia financing. The following are the 'hero products' that will be part of the marketing strategy focus in 2021:

- BSI Mobile
- BSI Gadai Emas
- BSI Griya
- BSI OTO
- BSI Mitraguna Berkah
- BSI Hasanah Card

## Hero Product







3. Integrated Marketing Communications Integrated Marketing Communications is carried out based on the strategy of consumer mapping and product champion mapping.

The 'hero product' campaign activity is carried out according to the target audience and business targets that have been set.

For example, for BSI Mobile and BSI Griya Simuda products with a target audience of millennials, a series of promotional activities were carried out starting from Above The Line (ATL) through television, newspapers/magazines, cinema, videotron/OOH, to Below The Line (BTL) through online events (webinar, IG Live) and offline events (open booths at Malls and Sponsorship Events), and supported by digital marketing activities (digital ads, collaboration with KOL and Publishers).

Meanwhile, the BSI Mitraguna Berkah product, with civil servants (ASN)/SOE employees as its business targets, carries out promotional activities by direct visits to customers or to the work unit of the related company.

4. Tactical Program In addition to increasing awareness and interest in BSI products, one of the marketing objectives is to participate in increasing sharia banking literacy. To that end, the marketing strategy to improve sharia banking literacy carried out during 2021 included:

- "HarMoney Life" talkshow program



HarMoney Life is a light talkshow program that brings the latest finance topics for youths as well as the solutions, guided by fun hosts and prominent certified financial planner speakers, featuring guest stars who will share their experiences and learn with the audience. The HarMoney Life talkshow is now available in 2 seasons and can be viewed on BSI's official YouTube channel.

- Ramadhan Fest online event



The largest virtual festival throughout the month of Ramadhan 1442 H with a series of events ranging from Islamic Studies & Talks with dozens of speakers, music performances, featuring more than 60 exhibitors, and complemented with special promos for all BSI products.

- Special Campaign for Millenials: Gen-Sy (Sharia Generation)



Gen-Sy [Gen-Si] is a new generation who believes that the real balance in life is in sharia finance.

Through Gen-Sy, Bank Syariah Indonesia wants to invite millennials to start living a balanced life. A balance between work and family time, a balance between self-reward and investment, a balance between this world and the hereafter.

### Market Share

In its growth, Bank Syariah Indonesia face competition with national banks, both sharia and conventional banks in determining market dominance.

#### Market Share of Bank Syariah Indonesia compared to the Sharia Banking (October 2021)

(Rp Million, unless stated otherwise)

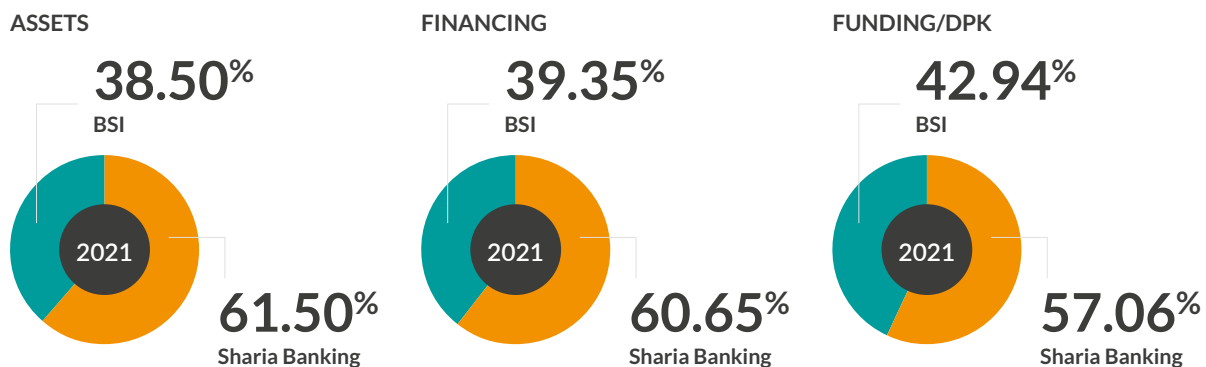
MARKET SHARE OF SHARIA BANKING	DESCRIPTION	OCTOBER 2020	OCTOBER 2021	GROWTH
Assets	Bank Syariah Indonesia	231,756	250,236	7.97%
	Sharia Banking	585,337	650,006	11.05%
	Market Share	39,59%	38,50%	
Financing	Bank Syariah Indonesia	153,864	164,639	7.00%
	Sharia Banking	387,939	418,441	7.86%
	Market Share	39,66%	39,35%	
Funding/DPK	Bank Syariah Indonesia	202,838	218,044	7.50%
	Sharia Banking	467,941	507,820	8.52%
	Market Share	43.35%	42.94%	

Source: SPI and SPS – Financial Service Authority (SPS OJK), October 2021

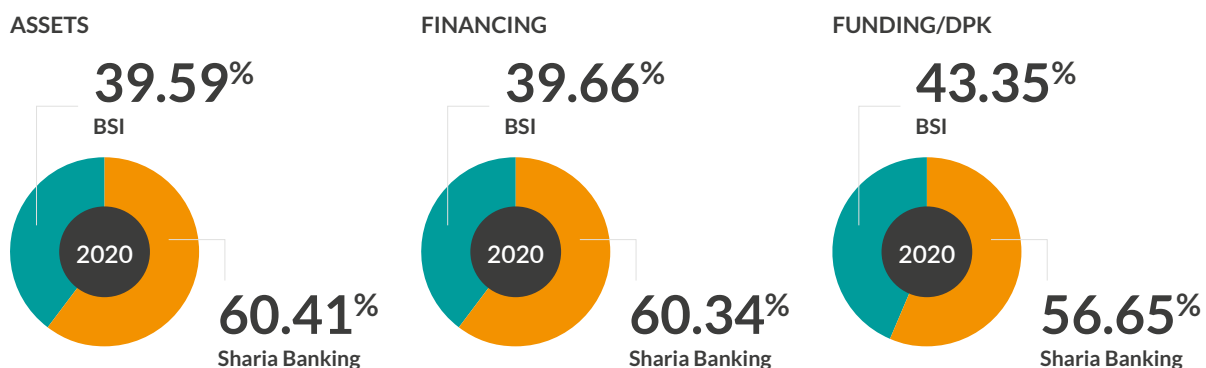
Based on total assets, the market share of Bank Syariah Indonesia in October 2021 was 38.50%, a decrease of 1.10% bps compared to the same period in 2020, which reached 39.59%. Nevertheless, the total assets of BSI managed to grow by Rp18.48 trillion. In terms of financing, the market share of BSI in October 2021 decreased from 39.66% in October 2020 to 39.35%. Meanwhile, the market share of third party funds in October 2021 reached 42.94%, decreased compared to the previous period, which reached 42.94%.

In terms of financing, the market share of BSI decreased from 39.66% in October 2020 to 39.35% in October 2021. Meanwhile, the market share of third-party funds in October 2021 reached 42.94%, a decrease compared to the same period in the previous year which reached 43.94%.

#### Chart of the Market Share of Bank Syariah Indonesia compared to the Sharia Banking Industry in October 2021



#### Chart of the Market Share of Bank Syariah Indonesia compared to the Sharia Banking Industry in October 2020



#### Market Share of Bank Syariah Indonesia compared to the National Banking

(Rp billion, unless stated otherwise)

MARKET SHARE OF SHARIA BANKING	DESCRIPTION	OCTOBER 2020	OCTOBER 2021	GROWTH
Assets	Bank Syariah Indonesia	239,582	265,289	10.73%
	Banking Industry	608,898	693,795	13.94%
	Market Share	39.35%	38.24%	
Financing	Bank Syariah Indonesia	156,694	171,291	9.32%
	Banking Industry	394,626	421,862	6.90%
	Market Share	39.71%	40.60%	
Funding/DPK	Bank Syariah Indonesia	209,906	233,251	11.12%
	Banking Industry	475,796	548,584	15.30%
	Market Share	44.12%	42.52%	

In the midst of intense competition in the banking industry, Bank Syariah Indonesia also faces competition from all national banks in Indonesia. Based on total assets, financing, and third-party funds, BSI's market share in October 2021 was 2.50%, 2.85% and 2.96%, respectively. BSI's financing grew by 2.85% YoY compared to the previous period.

Chart of Market Share of Bank Syariah Indonesia compared to the National Banking Industry in December 2021

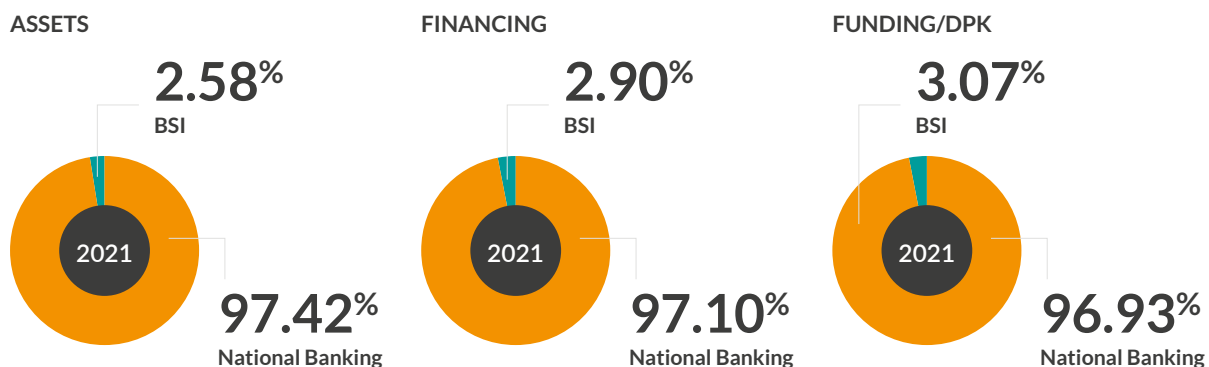


Chart of Market Share of Bank Syariah Indonesia compared to the National Banking Industry in December 2020

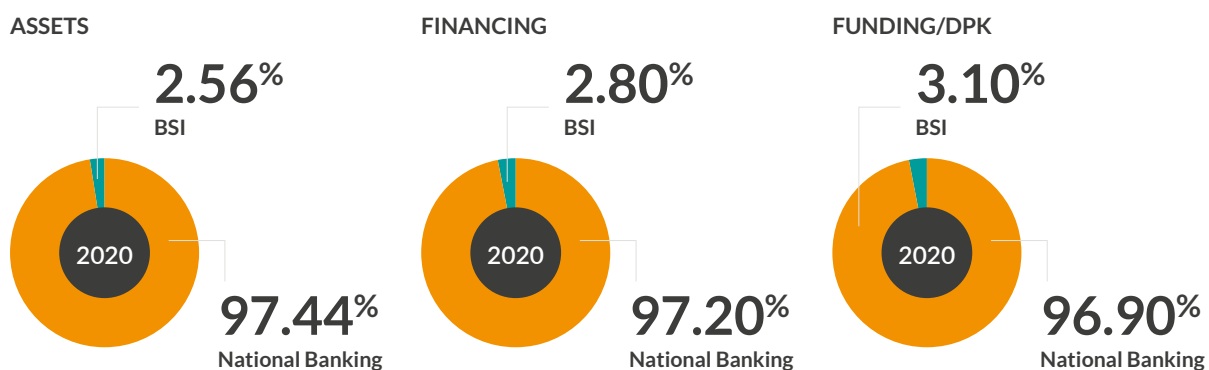


Chart of Market Share of BSI compared to the National Banking Industry

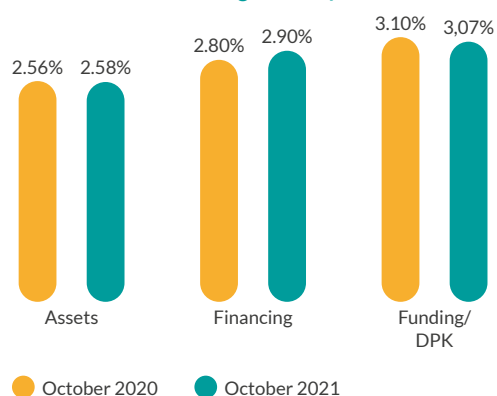
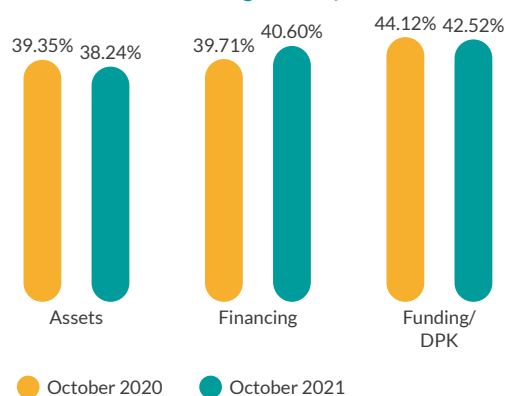


Chart of Market Share of BSI compared to the Sharia Banking Industry



## DIVIDEND POLICY

### Dividend Policy

In 2021, BSI did not distribute dividends, therefore information regarding this matter cannot be conveyed.



## TAX PAYMENT COMPLIANCE

Bank Syariah Indonesia has a role as a tax collector as a form of contribution to the State. BSI plays an active role in making deductions for each tax object. In 2021, the Bank's tax payments increased, including from the payments for Corporate Income Tax.

The following table presents details of tax payments for the last 2 (two) years as a form of contribution to the State:

Tax Payment Compliance		(Rp Million)	
URAIAN	2021	2020	
Income Tax Article 4 paragraph 2	757,207	913,287	
Income Tax Article 21	344,891	304,268	
Income Tax Article 22	6,137	3,226	
Income Tax Article 23	16,618	17,262	
Income Tax Article 25	937,370	736,320	
Income Tax Article 26	1,674	1,039	
Income Tax Article 29	398,449	354,277	
VAT	15,260	8,637	
<b>Total</b>	<b>2,477,606</b>	<b>2,338,316</b>	

## EMPLOYEE AND/OR MANAGEMENT SHARE OWNERSHIP PROGRAM (ESOP/MSOP)

- Employee Stock Allocation (ESA) is a program for distributing the Bank's shares to selected employees whose amount is determined by the Board of Directors and the distribution and issuance of shares will be carried out 1 (one) time on the ESA allocation date.
- BSI management has agreed to provide a total of 8,011,446 Employee Stock Allocation (ESA) shares to 13,734 employees in accordance with internal regulations.
- Exercise price  
Price of share = Rp1.790 /share

## REALIZATION OF USE OF PROCEEDS FROM PUBLIC OFFERING

On 30 April 2018, the Bank effectively conducted an Initial Public Offering (IPO) on the Indonesia Stock Exchange under the name PT Bank BRI Syariah Tbk. From this corporate action, the Bank received funds of Rp1.3 trillion which was used for financing distribution, information technology system development, and office network development. The entire plan to use the proceeds from the IPO has been fully realized in 2021 and there were no changes.

### Realization of Use of Proceeds from Public Offering

No.	VALUE (Rp Million)	ALLOCATION
1	1,049,754	Distribution of financing
2	164,024	Development of information technology systems in the form of IT ready for IPO, IT for business enabler, and digital banking solution.
3	98,414	Office network development with a total of 11 Branch Offices, 45 Sub-Branch Offices and 10 Cash Offices, which have obtained OJK permits and have been operating.

## MATERIAL INFORMATION RELATED TO INVESTMENT, EXPANSION, DIVESTMENT, ACQUISITION, AND RESTRUCTURING

### Investment

Bank Syariah Indonesia (Bank BSI) has investment in securities which has increased from 2020 to 2021. The investment value in securities is presented as follows.

#### Total Investment in Securities Based on Type and Currency

DESCRIPTION NOMINAL VALUE	2021		2020	
	VALUE RECORDED	VALUE AMOUNT	VALUE RECORDED	VALUE AMOUNT
<b>Fair Value through Profit or Loss</b>				
<b>Rupiah</b>				
Sharia Securities (SBSN)	108,984	111,415	7,512	7,846
Sharia State Treasury Letters (SPNS)	474,000	473,115	20,000	19,985
Bank Indonesia Sukuk	2,000,000	2,000,000	-	-
Mutual Funds	-	-	10,000	10,450
<b>Total Fair Value through Profit or Loss</b>	<b>2,582,984</b>	<b>2,584,530</b>	<b>37,512</b>	<b>38,281</b>
<b>Fair Value through Other Comprehensive Income</b>				
<b>Rupiah</b>				
Sharia Securities (SBSN)	2,802,282	2,812,973	48,289	52,886
Mutual Funds	189,750	194,783	-	-
<b>Total Fair Value through Other Comprehensive Income</b>	<b>2,992,032</b>	<b>3,007,756</b>	<b>48,289</b>	<b>52,886</b>
<b>Amortized Costs</b>				
<b>Rupiah</b>				
Sharia Securities (SBSN)	32,230,617	32,820,250	26,618,637	27,087,821
Corporate Sukuk	1,271,600	1,271,600	2,783,600	2,783,600
Bank Indonesia Sukuk	26,935,010	26,935,010	18,481,917	18,481,917
Export Bill	204,786	204,786	89,219	89,219
	<b>60,642,013</b>	<b>61,231,646</b>	<b>47,973,373</b>	<b>48,442,557</b>
<b>Foreign Currencies</b>				
Sharia Securities (SBSN)	753,245	771,899	592,828	596,771
Export Bill	1,314	1,314		
	<b>754,559</b>	<b>773,213</b>	<b>592,828</b>	<b>596,771</b>
<b>Total Amortized Costs</b>	<b>61,396,572</b>	<b>62,004,859</b>	<b>48,566,201</b>	<b>49,039,328</b>
<b>TOTAL INVESTMENT IN SECURITIES</b>		<b>67,597,145</b>		<b>49,130,495</b>
Allowance for Impairment Losses		<b>(18,075)</b>		<b>(24,858)</b>
<b>TOTAL INVESTMENT IN SECURITIES - NET</b>		<b>67,579,070</b>		<b>49,105,637</b>

**Expansion**

During 2021, BSI did not carry out any Expansion activities.

**Divestment**

During 2021, BSI did not carry out any Divestment activities.

**Acquisition**

During 2021, BSI did not carry out any Acquisition activities.

**Restructuring**

During 2021, the Bank did not conduct transactions or debts and/or capital restructuring.

## **MATERIAL TRANSACTIONS CONTAINING CONFLICTS OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED/RELATED PARTIES**

Material transaction is any participation in certain business entities, projects, and/or business activities; purchase, sale, transfer, exchange of assets or business segments; leases of assets; borrow and loan of funds; pledging assets; and/or providing company guarantees; with a value of 20% (twenty percent) or more of the company's equity carried out in one transaction or in a series of transactions for a specific purpose or activity (Bapepam LK No. Kep-412/BL/2009).

**Affiliated Transactions**

The bank defines affiliation, as follows:

1. Family relations due to marriage and descent to the second degree, both horizontally and vertically;
2. The relationship between the party and the employee, Director, or Commissioner of that party;
3. Relationship between 2 (two) companies where there is one or more members of the same Board of Directors or Board of Commissioners;
4. The relationship between the company and the parties, either directly or indirectly, controlling or being controlled by the company;
5. Relationship between 2 (two) companies that are controlled, directly or indirectly, by the same party; or
6. Relationship between the company and majority shareholders.

Affiliated transactions are transactions carried out by companies or controlled companies with affiliates of companies or affiliates of members of the Board of Directors, members of the Board of Commissioners, or majority shareholders of the company (Bapepam LK No. Kep-412/BL/2009). As of the end of 2021, the Bank has no transactions that meet the transaction category with affiliated parties.

**Conflict of Interest Transaction**

Conflict of Interest is the difference between the economic interests of the company and the personal economic interests of members of the Board of Directors, members of the Board of Commissioners, or majority shareholders that may harm the company (Bapepam LK No. Kep-412/BL/2009). As of the end of 2021, Bank Syariah Indonesia has no material transactions that contain conflicts of interest.

**Affiliated Party Transactions**

Related parties that require disclosure of related party relationships, transactions and balances, including commitments, in the financial statements. A party is considered a related party to the Bank if:

- a. The Company is under the control of the Bank;
- b. Associates;
- c. Investors who have voting rights, which gives them significant influence;
- d. Companies under the control of investors described in point c above;
- e. Key employees and their family members; and;
- f. Entities controlled, jointly controlled, or significantly influenced by the Government.



### Name and Nature of Relationship

Name and nature of relationship is presented as follows.

#### Affiliated Parties

AFFILIATED PARTIES	NATURE AND RELATIONSHIP
Pemerintah Republik Indonesia melalui Kementerian Keuangan	Majority Shareholders
PT Bank Mandiri (Persero) Tbk	Controlling Shareholders
PT Bank Rakyat Indonesia (Persero) Tbk	Controlling Shareholders
PT Bank Negara Indonesia (Persero) Tbk	Controlling Shareholders
PT BNI Life Insurance	Shareholders
PT Mandiri Sekuritas	Shareholders
DPLK Bank Rakyat Indonesia-Syariah	Shareholders
Dana Pensiun Pusri Dapensri	Government Entities and Institutions
KPPN Khusus Penerimaan	Government Entities and Institutions
Lembaga Pembiayaan Ekspor Indonesia	Government Entities and Institutions
Percetakan Negara Republik Indonesia	Government Entities and Institutions
Perum BULOG	Government Entities and Institutions
Perum DAMRI	Government Entities and Institutions
Perum Jaminan Kredit Indonesia	Government Entities and Institutions
Perum LPPNPI	Government Entities and Institutions
Perum Percetakan Negara Republik Indonesia	Government Entities and Institutions
Perum Perhutani	Government Entities and Institutions
Perum Perumnas	Government Entities and Institutions
Perum Peruri	Government Entities and Institutions
Perum PNRI	Government Entities and Institutions
Perum Produksi Film Negara	Government Entities and Institutions
Perusahaan Penerbit SBSN Indonesia	Government Entities and Institutions
PT Adhi Commuter Properti	Government Entities and Institutions
PT Adhi Karya (Persero) Tbk	Government Entities and Institutions
PT Adhi Persada Beton	Government Entities and Institutions
PT Adhi Persada Gedung	Government Entities and Institutions
PT Adhi Persada Properti	Government Entities and Institutions
PT Amarta Karya (Persero)	Government Entities and Institutions
PT Aneka Tambang Tbk	Government Entities and Institutions
PT Angkasa Pura Hotel	Government Entities and Institutions
PT Angkasa Pura I (Persero)	Government Entities and Institutions
PT Angkasa Pura II (Persero)	Government Entities and Institutions
PT Angkasa Pura Kargo	Government Entities and Institutions
PT Angkasa Pura Logistik	Government Entities and Institutions
PT Angkasa Pura Solusi	Government Entities and Institutions
PT Angkasa Pura Supports	Government Entities and Institutions
PT Antam Resourcindo	Government Entities and Institutions
PT ASABRI (Persero)	Government Entities and Institutions
PT ASDP Indonesia Ferry (Persero)	Government Entities and Institutions
PT Asuransi Asei Indonesia	Government Entities and Institutions

## Affiliated Parties

AFFILIATED PARTIES	NATURE AND RELATIONSHIP
PT Asuransi Askrida Syariah	Government Entities and Institutions
PT Asuransi BRI Life	Government Entities and Institutions
PT Asuransi Bringin Sejahtera Artamakmur	Government Entities and Institutions
PT Asuransi Jasa Indonesia (Persero)	Government Entities and Institutions
PT Asuransi Jasa Raharja (Persero)	Government Entities and Institutions
PT Asuransi Jasindo Syariah	Government Entities and Institutions
PT Asuransi Jiwa Inhealth Indonesia	Government Entities and Institutions
PT Asuransi Jiwa Taspen	Government Entities and Institutions
PT Asuransi Jiwasraya (Persero)	Government Entities and Institutions
PT Asuransi Kredit Indonesia (Persero)	Government Entities and Institutions
PT Asuransi Takaful Keluarga	Government Entities and Institutions
PT Asuransi Tri Pakarta	Government Entities and Institutions
PT Asuransi Tugu Pratama Indonesia Tbk	Government Entities and Institutions
PT AXA Mandiri Financial Services	Government Entities and Institutions
PT Bahana Artha Ventura	Government Entities and Institutions
PT Bahana Pembinaan Usaha Indonesia	Government Entities and Institutions
PT Bahana TCW Investment Management	Government Entities and Institutions
PT Bank Mandiri Taspen	Government Entities and Institutions
PT Bank Tabungan Negara (Persero) Tbk	Government Entities and Institutions
PT Barata Indonesia (Persero)	Government Entities and Institutions
PT Berdikari Logistik Indonesia	Government Entities and Institutions
PT Bhanda Ghara Reksa (Persero)	Government Entities and Institutions
PT Bio Farma (Persero)	Government Entities and Institutions
PT Biro Klasifikasi Indonesia	Government Entities and Institutions
PT BNI Sekuritas	Government Entities and Institutions
PT Brantas Abipraya (Persero)	Government Entities and Institutions
PT BRI Asuransi Indonesia	Government Entities and Institutions
PT Bringin Girgantara	Government Entities and Institutions
PT Bringin Rancang Sejahtera	Government Entities and Institutions
PT BRIngin Sejahtera Makmur	Government Entities and Institutions
PT Bukit Asam Tbk	Government Entities and Institutions
PT Celebes Railway Indonesia	Government Entities and Institutions
PT Cimanggis Cibitung Tollways	Government Entities and Institutions
PT Citra Waspphutowa	Government Entities and Institutions
PT Cut Meutia Medika Nusantara	Government Entities and Institutions
PT Danareksa (Persero)	Government Entities and Institutions
PT Djakarta Lloyd (Persero)	Government Entities and Institutions
PT Dok dan Perkapalan Kodja Bahari (Persero)	Government Entities and Institutions
PT Elnusa Tbk	Government Entities and Institutions
PT Energy Management Indonesia (Persero)	Government Entities and Institutions
PT Fintek Karya Nusantara	Government Entities and Institutions
PT Gapura Angkasa Cab Solo	Government Entities and Institutions
PT Garuda Indonesia (Persero) Tbk	Government Entities and Institutions

## Affiliated Parties

AFFILIATED PARTIES	NATURE AND RELATIONSHIP
PT Garuda Maintenance Facility Aeroasia	Government Entities and Institutions
PT Graha Niaga Tata Utama	Government Entities and Institutions
PT Hakaaston	Government Entities and Institutions
PT Haleyora Powerindo	Government Entities and Institutions
PT HK Realtindo	Government Entities and Institutions
PT Utama Karya (Persero)	Government Entities and Institutions
PT Indonesia Asahan Aluminium (Persero)	Government Entities and Institutions
PT Indonesia Comnets Plus	Government Entities and Institutions
PT Indonesia Kendaraan Terminal	Government Entities and Institutions
PT Indra Karya (Persero)	Government Entities and Institutions
PT Industri Kapal Indonesia (Persero)	Government Entities and Institutions
PT INKA (Persero)	Government Entities and Institutions
PT Infrastruktur Indonesia	Government Entities and Institutions
PT Inhutani IV	Government Entities and Institutions
PT Inhutani IV Distrik Aceh	Government Entities and Institutions
PT Inka Multi Solusi	Government Entities and Institutions
PT Inti Bumi Perkasa	Government Entities and Institutions
PT Inti Konten Indonesia	Government Entities and Institutions
PT Istaka Karya (Persero)	Government Entities and Institutions
PT Jakarta Industrial Estate Pulogadung	Government Entities and Institutions
PT Jalin Pembayaran Nusantara	Government Entities and Institutions
PT Jaminan Kredit Indonesia (Persero)	Government Entities and Institutions
PT Jaminan Pembiayaan Askrindo Syariah	Government Entities and Institutions
PT Jamsostek (Persero)	Government Entities and Institutions
PT Jasa Armada Indonesia Tbk	Government Entities and Institutions
PT Jasa Marga (Persero) Tbk	Government Entities and Institutions
PT Jasa Raharja Putera	Government Entities and Institutions
PT Jasa Tirta Energi	Government Entities and Institutions
PT Jiep (Persero)	Government Entities and Institutions
PT Kawasan Berikat Nusantara	Government Entities and Institutions
PT Kawasan Industri Makassar (Persero)	Government Entities and Institutions
PT Kawasan Industri Wijayakusuma (Persero)	Government Entities and Institutions
PT KBN Graha Medika	Government Entities and Institutions
PT Kereta Api Indonesia (Persero)	Government Entities and Institutions
PT Kereta Api Logistik	Government Entities and Institutions
PT Kimia Farma (Persero) Tbk	Government Entities and Institutions
PT Kimia Farma Apotek	Government Entities and Institutions
PT Kimia Farma Trading & Distribution	Government Entities and Institutions
PT Kodja Terramarin	Government Entities and Institutions
PT Krakatau Bandar Samudera	Government Entities and Institutions
PT Krakatau Daya Listrik	Government Entities and Institutions
PT Krakatau Industrial Estate	Government Entities and Institutions
PT Krakatau Medika	Government Entities and Institutions



## Affiliated Parties

AFFILIATED PARTIES	NATURE AND RELATIONSHIP
PT Krakatau National Resources	Government Entities and Institutions
PT Krakatau Pipe Industries	Government Entities and Institutions
PT Krakatau Sarana Infrastruktur	Government Entities and Institutions
PT Krakatau Steel (Persero) Tbk	Government Entities and Institutions
PT Krakatau Tirta Industri	Government Entities and Institutions
PT Krakatau Wajatama	Government Entities and Institutions
PT Laras Astra Kartika	Government Entities and Institutions
PT Len Industri (Persero)	Government Entities and Institutions
PT LRT Jakarta	Government Entities and Institutions
PT Maintenance Facility Aero asia Tbk	Government Entities and Institutions
PT Mandiri AXA General Insurance	Government Entities and Institutions
PT Mandiri Capital Indonesia	Government Entities and Institutions
PT Mandiri Manajemen Investasi	Government Entities and Institutions
PT Mandiri Tunas Finance	Government Entities and Institutions
PT Mandiri Utama Finance	Government Entities and Institutions
PT Mega Eltra	Government Entities and Institutions
PT Mitra Transaksi Indonesia	Government Entities and Institutions
PT Multi Terminal Indonesia	Government Entities and Institutions
PT Nindya Karya (Persero)	Government Entities and Institutions
PT Nusantara Medika Utama	Government Entities and Institutions
PT Nusantara Regas	Government Entities and Institutions
PT Nusantara Terminal Service	Government Entities and Institutions
PT Nusantara Turbin Dan Propulsi	Government Entities and Institutions
PT PAL Indonesia (Persero)	Government Entities and Institutions
PT PAL Marine Service (Persero)	Government Entities and Institutions
PT PANN Pembiayaan Maritim (Persero)	Government Entities and Institutions
PT Patra Telekomunikasi Indonesia	Government Entities and Institutions
PT Pegadaian (Persero)	Government Entities and Institutions
PT Pegadaian Galeri Dua Empat	Government Entities and Institutions
PT Pelabuhan Indonesia (Persero)	Government Entities and Institutions
PT Pelindo Husada Citra	Government Entities and Institutions
PT Pemalang Batang Tol Road	Government Entities and Institutions
PT Pembangunan Perumahan (Persero) Tbk	Government Entities and Institutions
PT Pengembang Pelabuhan Indonesia	Government Entities and Institutions
PT Perusahaan Daerah Industri Pulau Batam (Persero)	Government Entities and Institutions
PT Penjaminan Infrastruktur Indonesia	Government Entities and Institutions
PT Penjaminan Jamkrindo Syariah	Government Entities and Institutions
PT Perikanan Nusantara (Persero)	Government Entities and Institutions
PT Perkebunan Nusantara (Persero)	Government Entities and Institutions
PT Perkebunan Nusantara I	Government Entities and Institutions
PT Perkebunan Nusantara III	Government Entities and Institutions

## Affiliated Parties

AFFILIATED PARTIES	NATURE AND RELATIONSHIP
PT Perkebunan Nusantara IV	Government Entities and Institutions
PT Perkebunan Nusantara VII (Persero)	Government Entities and Institutions
PT Perkebunan Nusantara VIII	Government Entities and Institutions
PT Perkebunan Nusantara X	Government Entities and Institutions
PT Perkebunan Nusantara XIII	Government Entities and Institutions
PT Permodalan Nasional Madani (Persero)	Government Entities and Institutions
PT Persero Batam	Government Entities and Institutions
PT Pertamina (Persero)	Government Entities and Institutions
PT Pertamina Bina Medika IHC	Government Entities and Institutions
PT Pertamina Drilling Services Indonesia	Government Entities and Institutions
PT Pertamina EP Cepu	Government Entities and Institutions
PT Pertamina Gas	Government Entities and Institutions
PT Pertamina Hulu Indonesia	Government Entities and Institutions
PT Pertamina International Shipping	Government Entities and Institutions
PT Pertamina Lubricants	Government Entities and Institutions
PT Pertamina Patra Niaga	Government Entities and Institutions
PT Pertamina Pedeve Indonesia	Government Entities and Institutions
PT Pertamina Power Indonesia	Government Entities and Institutions
PT Pertamina Retail	Government Entities and Institutions
PT Pertamina Trans Kontinental	Government Entities and Institutions
PT Pertani (Persero)	Government Entities and Institutions
PT Peruri Digital Security	Government Entities and Institutions
PT Peruri Properti	Government Entities and Institutions
PT Perusahaan Gas Negara (Persero) Tbk	Government Entities and Institutions
PT Perusahaan Listrik Negara (Persero)	Government Entities and Institutions
PT Perusahaan Pengelola Aset (Persero)	Government Entities and Institutions
PT Perusahaan Perdagangan Indonesia (Persero)	Government Entities and Institutions
PT Pesonna Optima Jasa	Government Entities and Institutions
PT Pindad (Persero)	Government Entities and Institutions
PT PNM Investment Management	Government Entities and Institutions
PT PNM Venture Capital	Government Entities and Institutions
PT Pos Indonesia (Persero)	Government Entities and Institutions
PT Pos Logistik Indonesia	Government Entities and Institutions
PT PP (Persero) Tbk	Government Entities and Institutions
PT PP Presisi Tbk	Government Entities and Institutions
PT PP Urban	Government Entities and Institutions
PT Prima Armada Raya	Government Entities and Institutions
PT Prima Indonesia Logistik	Government Entities and Institutions
PT Pupuk Indonesia (Persero)	Government Entities and Institutions
PT Pupuk Iskandar Muda	Government Entities and Institutions
PT Pupuk Kalimantan Timur	Government Entities and Institutions
PT Pupuk Kujang Cikampek	Government Entities and Institutions
PT Pupuk Sriwidjaja Palembang	Government Entities and Institutions

**Affiliated Parties**

AFFILIATED PARTIES	NATURE AND RELATIONSHIP
PT Purna Sentana Baja	Government Entities and Institutions
PT Rajawali Nusantara Indonesia (Persero)	Government Entities and Institutions
PT Reasuransi Indonesia Utama (Persero)	Government Entities and Institutions
PT Reasuransi Nasional Indonesia	Government Entities and Institutions
PT Reasuransi Syariah Indonesia	Government Entities and Institutions
PT Rekaindo Global Jasa	Government Entities and Institutions
PT Reska Multi Usaha	Government Entities and Institutions
PT Riset Perkebunan Nusantara	Government Entities and Institutions
PT Rumah Sakit Pelabuhan	Government Entities and Institutions
PT Rumah Sakit Pelni	Government Entities and Institutions
PT Sahung Brantas Energi	Government Entities and Institutions
PT Sang Hyang Seri (Persero)	Government Entities and Institutions
PT Sarana Multi Infrastruktur (Persero)	Government Entities and Institutions
PT Sarana Multigriya Finansial (Persero)	Government Entities and Institutions
PT Semen Baturaja (Persero) Tbk	Government Entities and Institutions
PT Semen Indonesia (Persero) Tbk	Government Entities and Institutions
PT Semen Indonesia Beton	Government Entities and Institutions
PT Semen Padang (Persero)	Government Entities and Institutions
PT Sinergi Mitra Investama	Government Entities and Institutions
PT Sinkona Indonesia Lestari	Government Entities and Institutions
PT Sri Pamela Medika Nusantara	Government Entities and Institutions
PT Sucofindo Advisory Utama	Government Entities and Institutions
PT Sucofindo Episi	Government Entities and Institutions
PT Surabaya Industrial Estate Rungkut	Government Entities and Institutions
PT Taspen (Persero)	Government Entities and Institutions
PT Telekomunikasi Indonesia (Persero) Tbk	Government Entities and Institutions
PT Telekomunikasi Selular	Government Entities and Institutions
PT Telkom Satelit Indonesia	Government Entities and Institutions
PT Terminal Petikemas Surabaya	Government Entities and Institutions
PT Terminal Teluk Lamong	Government Entities and Institutions
PT Timah Tbk	Government Entities and Institutions
PT Tugu Pratama Indonesia	Government Entities and Institutions
PT United Tractors Semen Gresik	Government Entities and Institutions
PT Varia Usaha Beton	Government Entities and Institutions
PT Varuna Tirta Prakasya (Persero)	Government Entities and Institutions
PT Wahana Sentana Baja	Government Entities and Institutions
PT Waskita Beton Precast Tbk	Government Entities and Institutions
PT Waskita Karya (Persero) Tbk	Government Entities and Institutions
PT Wijaya Karya (Persero) Tbk	Government Entities and Institutions
PT Wijaya Karya Bangunan Gedung Tbk	Government Entities and Institutions
PT Wijaya Karya Beton Tbk	Government Entities and Institutions
PT Wijaya Karya Industri dan Konstruksi	Government Entities and Institutions
PT Wijaya Karya Realty	Government Entities and Institutions
Karyawan Kunci	Company Activity Control

### Fairness and Reasons for Transactions

All transactions conducted in 2021 were carried out fairly (arm's length) and in accordance with normal commercial requirements and in accordance with laws and regulations. Transactions are carried out on the basis of the needs of Bank Syariah Indonesia and are free from conflicts of interest. The balance of assets, liabilities, unrestricted investments, other operating income, administrative expenses, other operating expenses, and staffing expenses with related parties are as follows:

### Related Party Transactions

DESCRIPTION	2021	2020
Assets	61,624,782	54,807,112
Percentage to total assets	23.23%	22.88%
Liabilities	1,633,482	2,848,434
Percentage to total liabilities	2.64%	4.31%
Temporary <i>Syirkah</i> Funds	11,377,487	16,287,334
Percentage to total Temporary <i>Syirkah</i> Funds	6.38%	10.73%

### Realization of Related Party Transactions

The nature of transactions with related parties to government entities includes current accounts in other banks, current liabilities, deposits from other banks, investments in securities, issued subordinated securities, placements in other banks, customer deposits, securities, as well as receivables and financing.

### Policy on Review Mechanism for Transactions and Compliance with Related Regulations and Provisions

Bank Syariah Indonesia has established a policy regarding transactions that contain conflicts of interest and/or transactions with related parties. Material transactions are decided by the Board of Commissioners and always carried out with due observance of the principle of prudence, and have complied with the provisions of the Financial Services Authority and other applicable laws and regulations. In addition, material transactions must also be approved by the Board of Commissioners independently. During 2021, there were no violations of laws and regulations related to transactions with related parties and there were no transactions containing conflicts of interest.

### Statement of the Board of Directors that Transactions have complied with Adequate Procedures and are in Accordance with Generally Accepted Business Practices

In conducting transactions, particularly with related parties, the Bank has established procedures in accordance with those determined by the regulator. In this procedure, the Board of Directors is part of the organization that reviews the plans, realizations, and evaluations of the Bank's transactions. With these considerations, the Board of Directors views that all transactions with related parties have gone through adequate procedures and are in line with generally accepted business practices and are guided by the prevailing laws and regulations.

### The Role of the Board of Commissioners and the Audit Committee to Ensure Transactions are Carried out In Accordance with Generally Accepted Business Practices, which among other things are carried out by complying with the arms-length principle

One of the crucial duties of the Audit Committee is to monitor the follow-up on audit results in order to assess the adequacy of the internal control system, including the adequacy of the financial reporting process. In addition, the Audit Committee reviews financial information that will be issued by the Bank to the public or other stakeholders as well as reviews compliance with laws and regulations. Therefore, transactions with related parties are part of the review and monitoring of the Audit Committee.

As an organ under the Board of Commissioners, the Audit Committee submits a report on its performance to the Board of Commissioners who carries out the supervisory function on the implementation of the Bank's business activities. Therefore, the role of the Audit Committee and the Board of Commissioners is an important part in the efforts to ensure that transactions carried out by the Bank are in line with the laws and regulations and in accordance with generally accepted business practices.





## AMENDMENTS TO THE LAWS AND REGULATIONS THAT AFFECT THE COMPANY

Throughout 2021, Bank Syariah Indonesia faced a number of amendments to the laws and regulations that affect the Bank, which are summarized in the following table.

### Amendments to Laws and Regulations

No.	PROVISIONS	IMPACTS
1	Circular Letter of Financial Services Authority No. 3/SEOJK.03/2021 on Reporting and Requesting Debtor Information Through the Financial Information Service System	<ol style="list-style-type: none"> <li>Adjustment of reference code with reporting integration – ANTASENA, including economic sector information, detailed facility information, third party class, country, and currency type.</li> <li>Additional references to accommodate restructured loans or financing in the framework of stimulus policies.</li> </ol>
2	Financial Services Authority Regulation No. 7/POJK.04/2021 on Policies in Maintaining Capital Market Performance and Stability due to the Spread of Corona Virus Disease 2019	<p>Policy settings established by OJK in order to handle and anticipate the impact of COVID-19 include:</p> <ol style="list-style-type: none"> <li>Determination of procedures in carrying out activities in the capital market;</li> <li>Determination of procedures and deadlines for the submission of periodic and incidental reports of industries in the capital market;</li> <li>Determination of procedures for granting permits, approvals, and/or registrations in the capital market sector;</li> <li>Determination of the validity period of permits, approvals, registration, and use of documents in the capital market sector;</li> <li>Implementation of fit and proper test for the candidates of the main parties of industries in the market;</li> <li>Giving orders to stock exchanges, clearing and guarantee institutions, and/or depository and settlement institutions to establish regulations and/or policies that support the realization of capital market stability; and/or</li> <li>Determination of other policies.</li> </ol> <p>The implementation of policies in maintaining the performance and stability of the capital market due to the spread of COVID-19 is effective up to 31 March 2022.</p>
3	Circular Letter of the Financial Services Authority No. 14/SEOJK.03/2021 on Business Plans for Sharia Commercial Banks and Sharia Business Units.	<ol style="list-style-type: none"> <li>The requirement to register ARO users APOLO to submit the Bank Business Plan (RBB) Supervision Reports, RBB realization reports, and RBB reports guided by POJK No. 63/POJK.03/2020 on Commercial Bank Reporting Through the Financial Services Authority Reporting System and SEOJK No. 27/SEOJK.03/2020 on Reporting of Sharia Commercial Banks and Sharia Business Units Through the Financial Services Authority Reporting System.</li> <li>Submission of RBB Supervision Reports, RBB realization reports and RBB reports via the APOLO System.</li> </ol>
4	Circular Letter of the Financial Services Authority No. 16/SEOJK.04/2021 on the Form and Content of Annual Reports of Issuers or Public Companies.	<p>Adjustment to the Annual Report of Issuers or Public Companies according to the ASEAN Corporate Governance Scorecards (ACGS) criteria.</p> <p>The inclusion of information disclosed in the social and environmental responsibility section is a Sustainability Report as referred to in the Financial Services Authority Regulation No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Service Institutions, Issuers, and Public Companies.</p>

## Amendments to Laws and Regulations

No.	PROVISIONS	IMPACTS
5	Circular Letter of the Financial Services Authority No. 19/SEOJK.04/2021 on Stimulus Policy and Relaxation of Provisions Related to Investment Management in Maintaining Capital Market Performance and Stability Due to the Outbreak of Corona Virus Disease 2019.	<ol style="list-style-type: none"> <li>1. The requirement to adjust the composition of the mutual fund securities portfolio in the form of a collective investment contract that is not caused by transaction actions by the investment manager is adjusted to no later than 40 (forty) trading days.</li> <li>2. The requirement to adjust the composition of the mutual fund securities portfolio in the form of a collective investment contract caused by the transaction actions carried out by the investment manager is adjusted to no later than 20 (twenty) trading days.</li> <li>3. Provisions regarding the term of mutual fund obligation in the form of a collective investment contract with managed funds of at least Rp10,000,000,000 (ten billion rupiah) within a period of 130 (one hundred and thirty) trading days after the statement of registration of the mutual fund becomes effective.</li> <li>4. Provisions regarding the term of mutual fund obligation in the form of a collective investment contract with managed funds of at least Rp10,000,000,000 (ten billion rupiah) within 160 (one hundred and sixty) trading days after the statement that the registration of the mutual fund becomes effective for protected mutual funds, mutual funds with guarantees, and index mutual funds conducting limited public offerings.</li> <li>5. Requirements that must be fulfilled by investment managers and mutual fund selling agents conducting sales activities through an electronic system.</li> <li>6. Provisions regarding investment managers may request a relaxation of the securities portfolio adjustment period to the Financial Services Authority in the event of a downgrade of debt securities and/or corporate sukuk that are not offered through public offerings on mutual funds.</li> <li>7. The period for the fulfillment of guarantees for mutual fund investments in the form of collective investment contracts is limited participation in debt securities and/or corporate sukuk to the Financial Services Authority.</li> <li>8. The time period for the Financial Services Authority to provide a response is within 180 (one hundred and eighty) trading days, in the event of an application by an investment manager or a selling agent for mutual fund securities related to stimulus and relaxation of investment management provisions.</li> </ol>
6	Circular Letter of the Financial Services Authority No. 20/SEOJK.04/2021 on Stimulus Policy and Relaxation of Provisions Related to Issuers or Public Companies in Maintaining Capital Market Performance and Stability Due to the Outbreak of Corona Virus Disease 2019.	<ol style="list-style-type: none"> <li>1. Extension of the validity period of the financial statements.</li> <li>2. Extension of the validity period of the report issued by the assessor.</li> <li>3. Arrangements regarding the time limit for the implementation of the general meeting of shareholders in the context of approval of the resignation and/or temporary dismissal of members of the board of directors and/or members of the board of commissioners are extended for 60 (sixty) days after the expiration of the obligations as stipulated in Article 8 paragraph (3) and Article 10 paragraph (4) of the Financial Services Authority Regulation No. 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies.</li> <li>4. Arrangements regarding certain conditions for a Public Company in making capital additions without granting Pre-emptive Rights (PMTHMETD).</li> </ol>
7	Financial Services Authority Regulation No. 17/POJK.03/2021 on the Second Amendment to Financial Services Authority Regulation No. 11/POJK.03/2020 on National Economic Stimulus as a Countercyclical Policy on the Impact of the Outbreak of the Coronavirus Disease 2019.	<ol style="list-style-type: none"> <li>1. Adjustment of the stimulus deadline for the implementation of policies that support economic growth stimulus for debtors affected by the spread of coronavirus disease 2019 (COVID-19) including micro, small, and medium enterprises debtors in the form of asset quality assessments until 31 March 2023.</li> <li>2. Adjustment of the stimulus deadline for providing education funds to less than 5% of the HR expenditure budget for BUK or BUS does not only apply to 2020 and 2021, but also to 2022.</li> <li>3. Adjustment of the stimulus time limit for determining the quality of Foreclosed Collateral (AYDA) by BUK, BUS or UUS obtained up to 31 March 2020 based on the quality of the collateral taken over at the end of March 2020 until 31 March 2023.</li> <li>4. Adjustment to the Capital Conservation Buffer (CCB) stimulus deadline is valid until 31 March 2022.</li> </ol>

## Amendments to Laws and Regulations

No.	PROVISIONS	IMPACTS
8	Financial Services Authority Regulation No. 12/POJK.03/2021 on Commercial Banks.	<ol style="list-style-type: none"> <li>1. Regulation on Banking Synergy in One Ownership for the Development of Sharia Banking.</li> <li>2. Changes in the classification of Banks in Bank Groups based on Core Capital (KBMI).</li> <li>3. Adjustment to the formation of a capital conservation buffer in connection with the grouping of banks into KBMI.</li> </ol>
9	Financial Services Authority Regulation No. 13/POJK.03/2021 on the Operation of Commercial Bank Products.	<ol style="list-style-type: none"> <li>1. Adjustment to the mechanism for issuing new products and/or organizing activities for the Bank's own interest.</li> <li>2. Basic Bank Product Settings</li> <li>3. Advanced Bank Product Settings.</li> </ol>
10	Bank Indonesia Regulation No. 22/23/PBI/2020 on Payment Systems	<ol style="list-style-type: none"> <li>1. The classification of Payment System Service Providers consists of PJP and PIP.</li> <li>2. The regulation of the requirement to conduct a self-assessment of risk assessment on the activity development plan, product development, and/or cooperation related to the implementation of the payment system based on the risk category to determine the licensing or reporting process.</li> </ol>
11	Bank Indonesia Regulation No. 23/2/PBI/2021 on the Third Amendment to Bank Indonesia Regulation No. 20/8/PBI/2018 on Loan to Value Ratio for Property Loans, Financing to Value Ratio for Property Financing, and Advances for Credit or Financing of Motor Vehicles	<ol style="list-style-type: none"> <li>1. Adjustment of LTV/FTV ratio limits for property loans (KP)/property financing (PP) including KP or PP for the ownership of Environmentally Friendly Properties or KP or PP for consumption backed by environmentally friendly properties.</li> <li>2. The LTV/FTV ratio limit for KP/PP and the down payment limit for motor vehicle loans (KKB) or motor vehicle financing (PKB) are valid for a period of up to 31 December 2021.</li> </ol>
12	Regulation of Members of the Board of Governors of Bank Indonesia (PADG) No. 23/5/PADG/2021 on Amendments to PADG No. 21/23/PADG/2019 on Reports of Integrated Commercial Bank.	<ol style="list-style-type: none"> <li>1. Penyesuaian pengaturan mengenai waktu implementasi Laporan Bank Umum Terintegrasi (LBUT), yaitu: <ol style="list-style-type: none"> <li>a. The LBUT submission period consists of: <ol style="list-style-type: none"> <li>i. Parallel run of report submission and/or report correction from the end of December 2019 data to the end of June 2021 data.</li> <li>ii. Full implementation: report submission and/or report correction starting from the July 2021 data.</li> </ol> </li> <li>b. Written notification is given to banks that are late and do not submit reports and/or report corrections from the end of March 2021 data to the end of June 2021 data.</li> <li>c. The time adjustment for the implementation of the LBUT is retroactive since the data for September 2020.</li> </ol> </li> </ol>
13	Regulation of Members of the Board of Governors of Bank Indonesia (PADG) No. 23/6/PADG/2021 on the Second Amendment to Regulation of Members of the Board of Governors No. 21/25/PADG/2019 on Loan to Value Ratio for Property Loans, Financing to Value Ratio for Property Financing, and Advances for Credit or Financing of Motor Vehicles.	<ol style="list-style-type: none"> <li>1. Adjustment to LTV/FTV ratio limits for property loans (KP)/property financing (PP) including KP or PP for environmentally sound property ownership or KP or PP for consumption backed by environmentally friendly properties.</li> <li>2. The LTV/FTV ratio limit for KP/PP and the down payment limit for motor vehicle loans (KKB) or motor vehicle financing (PKB) are valid for a period of up to 31 December 2021.</li> </ol>
14	Regulation of Members of the Board of Governors of Bank Indonesia (PADG) No. 23/8/PADG/2021 on Amendments to PADG No. 21/18/PADG/2019 on Implementation of National Standards of Quick Response Code for Payments.	Changes in the nominal limit of QRIS Transactions, previously limited to a maximum of Rp2,000,000.00 (two million rupiahs) per transaction is changed to a maximum of Rp5,000,000.00 (five million rupiahs) per transaction.
15	Bank Indonesia Regulation No. 23/5/PBI/2021 on Monitoring System for Foreign Exchange Transactions against Rupiah	<ol style="list-style-type: none"> <li>1. The application of SISMONTAVAR by Bank Indonesia to obtain data and information on foreign exchange transactions against rupiah in real time.</li> <li>2. The obligation to prepare an action plan related to the fulfillment of connection requirements for foreign exchange transactions against rupiah between Banks and customers and submit it to Bank Indonesia no later than 02 July 2021.</li> </ol>

## Amendments to Laws and Regulations

No.	PROVISIONS	IMPACTS
16	Regulation of Members of the Board of Governors No. 23/7/PADG/2021 on the Third Amendment to Regulation of Members of the Board of Governors No. 21/22/PADG/2019 on Macropprudential Intermediation Ratios and Macropprudential Liquidity Buffers for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units	<ol style="list-style-type: none"> <li>1. Expansion of the scope of Corporate Securities Owned/Corporate Sharia Securities Owned, namely by adding an export note component in the calculation formula for RIM/Sharia RIM.</li> <li>2. Gradual re-enactment of Lower Disincentive Parameters by taking into account Non-Performing Loans (NPL)/Non-Performing Financing (NPF) and CAR.</li> <li>3. Addition of data sources related to export bills.</li> <li>4. Adjustment of Appendix V, which contains examples of calculation of RIM/Sharia RIM and PLM/Sharia PLM as well as calculation of obligation to pay sanctions.</li> </ol>
17	Regulation of Members of the Board of Governors of Bank Indonesia No. 23/11/PADG/2021 on Monitoring System for Foreign Exchange Transactions against Rupiah.	<ol style="list-style-type: none"> <li>1. The application of SISMONAVAR by Bank Indonesia to obtain data and information on foreign exchange transactions against rupiah in real time.</li> <li>2. The obligation to prepare an action plan related to the fulfillment of connection requirements for foreign exchange transactions against rupiah between Banks and customers and submit it to Bank Indonesia no later than 02 July 2021.</li> </ol>
18	Regulation of Members of the Board of Governors No. 23/3/PADG/2021 on Amendments to Regulations of Members of the Board of Governors No. 22/3/PADG/2020 on Implementation of Competency Standardization in the Payment and Management System of the Rupiah Currency.	<ol style="list-style-type: none"> <li>1. The term "Modul PBK" is changed to "Training Materials" to be in line with the Decree of the Director General of Training and Productivity Development of the Ministry of Manpower of the Republic of Indonesia No. 2/554/LP.00.01/VII/2020.</li> <li>2. The SPPUR Qualification Levels in the Funds Transfer Management Sub-Sector as listed in Appendix 1 are amended to suit the needs of the industry, namely separating the SPPUR Qualification Levels for Bank fund transfer providers and non-Bank fund transfer providers.</li> </ol>
19	Regulation of Members of the Board of Governors of Bank Indonesia (PADG) No. 23/4/PADG/2021 on Amendments to Regulation of Members of the Board of Governors No. 20/18/PADG/2018 on Swap Hedging Transactions to Bank Indonesia	<ol style="list-style-type: none"> <li>1. Obligation to meet the requirements in Swap Hedging Transactions to Bank Indonesia;</li> <li>2. Obligation to confirm: <ol style="list-style-type: none"> <li>a. submission of Swap Hedging Transactions to Bank Indonesia through transaction facilities that have been determined by Bank Indonesia;</li> <li>b. application for extension of Swap Hedging Transactions to Bank Indonesia through transaction facilities determined by Bank Indonesia.</li> </ol> </li> </ol>
20	Bank Indonesia Regulation No. 23/6/PBI/2021 on Payment Service Providers	<ol style="list-style-type: none"> <li>1. Licensing for the implementation of payment service provider activities.</li> <li>2. The obligation to provide education and guidance to providers of goods and/or services in collaboration with BSI in the context of carrying out payment system service activities.</li> <li>3. Setting the obligation to conduct a self-assessment risk assessment on the activity of development plan, product development, and/or cooperation related to the implementation of the payment system based on the risk category to determine the licensing or reporting process.</li> <li>4. In the implementation of PJP activities, it is mandatory to meet the standards for providing access to sources of funds set by BI, including national standards for interconnection and payment interoperability.</li> <li>5. Setting of the APMK.</li> <li>6. Setting of electronic money.</li> </ol>
21	Bank Indonesia Regulation No. 23/7/PBI/2021 on Payment System Infrastructure Operators	Activities of payment system infrastructure operators must first obtain a determination from Bank Indonesia and fulfill the requirements and conditions stipulated in this PBI.

## Amendments to Laws and Regulations

No.	PROVISIONS	IMPACTS
22	Bank Indonesia Regulation No. 23/8/PBI/2021 on the Second Amendment to Bank Indonesia Regulation No. 21/9/PBI/2019 on Integrated Commercial Bank Reports	<ol style="list-style-type: none"> <li>Adjustment of settings regarding the implementation time of the Integrated Commercial Bank Report (LBUT). <ol style="list-style-type: none"> <li>Parallel run period for report submission and/or report correction from the end of December 2019 data to the end of December 2021 data.</li> <li>Full implementation period: report submission and/or report correction starting from the January 2022 data.</li> </ol> </li> <li>Written notification is given to banks that are late and do not submit reports and/or report corrections from the end of March 2021 data to the end of December 2021 data.</li> <li>All terms in the Commercial Bank Daily Reports, Commercial Bank Periodic Reports, Sharia Commercial Bank Periodic Reports, Commercial Bank Monthly Reports, Monetary Stability Reports and Monthly Financial System Reports for Sharia Commercial Banks and Sharia Business Units, and Commercial Bank Head Office Reports that are already in the provisions of Bank Indonesia prior to this Bank Indonesia Regulation comes into effect, interpreted as an Integrated Commercial Bank Report since the January 2022 data.</li> </ol>
23	Bank Indonesia Regulation No. 23/13/PBI/2021 on Macroprudential Inclusive Financing Ratio for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units	<ol style="list-style-type: none"> <li>The obligation to fulfill the RPIM by taking into account the principles of prudence and risk management.</li> <li>The obligation to fulfill the RPIM is carried out in stages with the following provisions: <ol style="list-style-type: none"> <li>at least 20% (twenty percent) at the end of June 2022 and the end of December 2022 positions;</li> <li>at least 25% (twenty five percent) at the end of June 2023 and the end of December 2023 positions; and</li> <li>at least 30% (thirty percent) since the position at the end of June 2024.</li> </ol> </li> </ol>
24	Bank Indonesia Regulation (PBI) No. 23/11/PBI/2021 of 2021 on National Standards of Payment System	Obligation to comply with policies and regulations for the implementation of National Standards as stipulated by Bank Indonesia
25	Regulation of Members of the Board of Governors No. 23/22/PADG/2021 on Current Accounts at Bank Indonesia	<p>Regulation on:</p> <ol style="list-style-type: none"> <li>Customers who may become current account holders include those who, according to the provisions of the legislation, are required to have an account with Bank Indonesia and those who, according to Bank Indonesia, need to have a current account.</li> <li>Types of current accounts include rupiah current accounts, foreign currency current accounts, and special current accounts.</li> <li>The type of current account status is active or closed.</li> <li>Opening of current accounts.</li> <li>Changes in data and current account are made in the event of the following changes: the current account number or the name of the current account.</li> <li>Changes in current account status.</li> <li>Closing of current accounts.</li> <li>Obligations of current account holders.</li> <li>Responsibilities of current account holders.</li> <li>Restrictions of current accounts.</li> </ol>
26	Bank Indonesia Regulation (PBI) No. 23/14/PBI/2021 of 2021 on the Fifth Amendment to Bank Indonesia Regulation No. 17/18/PBI/2015 on Implementation of Transactions, Administration of Securities, and Instantaneous Settlement of Funds	<ol style="list-style-type: none"> <li>Regulations regarding participation including, among others, parties that can become Participants and the requirements to become participants in the operation of the BI-RTGS and BI-SSSS Systems;</li> <li>Arrangements regarding the implementation of clearing and guarantee, obligations, reporting, and sanctions in the implementation of clearing and guarantee.</li> </ol>

## Amendments to Laws and Regulations

No.	PROVISIONS	IMPACTS
27	Regulation of Members of the Board of Governors of Bank Indonesia (PADG) No. 23/23/PADG/2021 of 2021 on the Third Amendment to Regulation of Members of the Board of Governors No. 20/4/PADG/2018 on the Administration of Securities through Bank Indonesia-Scripless Securities Settlement System	<ol style="list-style-type: none"> <li>1. Parties who can become BI-SSSS Participants and functions in BI-SSSS participation;</li> <li>2. Separation of participation and changes in membership status for clearing and guarantee operators;</li> <li>3. Obligations of clearing and guarantee operators, Sub-Registry which is a settlement and depository institution, and BI-SSSS Participants receiving data on clearing results on securities transactions;</li> <li>4. Administration of customer's securities by the Sub-Registry;</li> <li>5. Reporting for clearing and guarantee operators;</li> <li>6. Handling of abnormal and/or emergency conditions in the implementation of clearing and/or guarantees; and</li> <li>7. Monitoring of compliance and imposition of administrative sanctions for clearing and guarantee operators, Sub-Registry which is the settlement and depository institution, and BI-SSSS Participants receiving data on clearing results on securities transactions.</li> </ol>
28	Regulation of Members of the Board of Governors No. 23/17/PADG/2021 on Procedures for Implementing Bank Indonesia Consumer Protection	<ol style="list-style-type: none"> <li>1. The obligation to provide information to consumers regarding product and/or service features that at least contain costs, benefits, risks, terms and conditions, and consequences in an accurate, up-to-date, honest, clear, not misleading, and ethical manner as well as ensuring that they have provided information to consumers regarding rejection, delay, or approval of product and/or service applications.</li> <li>2. To compile and provide a summary of information on products and/or services that meet the provisions of this PADG.</li> <li>3. Guidelines for marketing and advertising Products and/or services supervised by BI.</li> <li>4. The obligation to provide education in order to improve consumer and/or community literacy in a planned, measured, and sustainable manner.</li> <li>5. The obligation to submit a report on the implementation of education plans and reports on the implementation of education on an annual basis.</li> <li>6. The obligation to Report on Handling and Settlement of Consumer Complaints.</li> </ol>
29	Regulation of Members of the Board of Governors No. 23/25/PADG/2021 on the Implementation of Bank Indonesia-Fast Payment	<ol style="list-style-type: none"> <li>1. In the event that Bank BSI will become a BI-FAST participant, BSI must meet the requirements as a BI-FAST Participant as stipulated in this PADG and submit a written application accompanied by supporting documents to become a Participant by first requesting consultation with the organizer.</li> <li>2. Ensure the availability of BI-FAST infrastructure that takes into account the principles of data and information system security.</li> <li>3. Obligation to prepare and submit periodic reports in the form of BI-Fast compliance assessment reports (LHPK) to Bank Indonesia annually no later than March 31 of the following year</li> <li>4. Obligation to conduct the BIFAST operation internal inspection at least once a year.</li> <li>5. Conduct information system audits and security testing by referring to the provisions of this PADG at least once every 2 (two) years starting since becoming a participant.</li> <li>6. The obligation to prepare and submit a written report on the results of the backup system operation to the Operator no later than 1 (one) working day after the backup system operation is completed.</li> </ol>
30	Bank Indonesia Regulation (PBI) No. 23/16/PBI/2021 on the Third Amendment to Bank Indonesia Regulation No. 20/3/PBI/2018 on Statutory Reserves in Rupiah and Foreign Exchange for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units	Adjustment of Statutory Reserves calculation in connection with BI-Fast.
31	Bank Indonesia Regulation (PBI) No. 23/17/PBI/2021 on the Third Amendment to Bank Indonesia Regulation No. 20/4/PBI/2018 on Macroprudential Intermediation Ratios and Macroprudential Liquidity Buffers for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units	Adjustment of RIM & PLM calculation in connection with BI-Fast.

## Amendments to Laws and Regulations

No.	PROVISIONS	IMPACTS
32	Regulation of Members of the Board of Governors No. 23/26/PADG/2021 on the Third Amendment to Regulation of Members of the Board of Governors No. 21/25/PADG/2019 on Loan to Value Ratio for Property Loans, Financing to Value Ratio for Property Financing, and Advances for Credit or Financing of Motor Vehicles	<ol style="list-style-type: none"> <li>1. Relaxation of the provisions on the LTV Ratio for KP, FTV Ratio for PP, and Down Payment for KKB or PKB, with limits on the LTV Ratio for KP, FTV Ratio for PP, and Down Payment for KKB or PKB as last regulated in Regulation of Members of the Board of Governors No. 23/6/PADG/2021 on the Second Amendment to Regulation of Members of the Board of Governors No. 21/25/PADG/2019 on Loan to Value Ratio for Property Loans, Financing to Value Ratio for Property Financing, and Advance Payments for Credit or Financing of Motor Vehicles, extended to be valid until 31 December 2022.</li> <li>2. There were no changes to the LTV ratio limit for KP, FTV ratio for PP, and advance payments for KKB or PKB in the Third Amendment to the PADG on LTV/FTV and Advance Payments.</li> </ol>
33	Government Regulation of the Republic of Indonesia No. 16 of 2021 on Buildings.	Adjustment of the provisions of Building Approval (PGB), Functional Certificate (SLF), and Proof of Building Ownership (SBKBG) in the management of buildings.
34	Regulation of the Minister of Finance of the Republic of Indonesia No. 20/PMK.010/21 on Sales Tax on Luxury Goods on Delivery of Taxable Goods Classified as Luxury in the Form of Certain Motor Vehicles Borne by the Government for the 2021 Fiscal Year	The application of PPnBM to the financing of motor vehicles borne by the government.
35	Regulation of the Minister of Finance No. 32/PMK.08/2021 of 2021 on Amendments to Regulation of the Minister of Finance No. 98/PMK.08/2020 on Procedures for Government Guarantees for Corporate Businesses through the Appointed Guaranteed Business Entities in the Framework of Implementing the National Economic Recovery Program	Coordinating with the Indonesian Export Financing Agency (LPEI) or PT Penjaminan Infrastruktur Indonesia (PT PII) to meet the requirements for the implementation of the Corporate Guarantee PEN Program, especially those implemented based on sharia principles in terms of implementing the PEN Guarantee Program.
36	Government of the Republic of Indonesia Regulation No. 35 of 2021 on Work Agreements for Certain Time, Outsourcing, Work Time and Rest Time, and Termination of Employment	<ol style="list-style-type: none"> <li>1. Adjustment of policy settings regarding work time, rest time, and termination of employment.</li> <li>2. Adjustment of PKWT compensation, overtime pay, severance pay and/or service tenure awards, and compensation for entitlements.</li> </ol>
37	Regulation of the Minister of Finance of the Republic of Indonesia No. 21/PMK.010/21 on Value Added Tax on the Delivery of Treaded Houses and Residential Units of Flats Borne by the Government for the 2021 Fiscal Year	The application of VAT incentives in order to adjust the VAT payment process to housing finance that meets the requirements is borne by the government as stipulated in PMK No. 21/PMK.10/2021.
38	POJK No. 14/POJK.03/2021 on Amendments to POJK No. 34/POJK.03/2018 on Reassessment for Main Parties of Financial Services Institutions.	<p>Adjustments to the scope, criteria, procedures, and consequences of the final reassessment result as regulated in Financial Services Authority Regulation No. 34/POJK.03/2018 on Reassessment for Main Parties to Financial Services Institutions (POJK PKPU).</p> <ol style="list-style-type: none"> <li>1. The addition of LJK, namely the Infrastructure Financing Company and PT Permodalan Nasional Madani (Persero).</li> <li>2. The Main Parties that are subject to the provisions of this Financial Services Authority Regulation for Banks are as follows : <ol style="list-style-type: none"> <li>a. PSP;</li> <li>b. members of the Board of Directors;</li> <li>c. members of the Board of Commissioners; and</li> <li>d. Executive Officers.</li> </ol> </li> <li>3. Addition of criteria/scope of Executive Officers of a Bank.</li> <li>4. Re-assessment of the Main Party is carried out by the Financial Services Authority in the event that there are indications of involvement and/or responsibility for issues of integrity, financial feasibility, financial reputation, and/or competence that occur in Financial Service Institutions.</li> <li>5. Addition of the scope of reassessment of the Main Management Party and/or Main Official Party</li> <li>6. Addition of Re-Assessment Procedures</li> <li>7. Consequences of the final re-assessment results</li> <li>8. The imposition of a period of prohibition against the Main Controlling Party, the Main Management Party, or the Main Official Party</li> <li>9. Criteria for the Main Controlling Party determined with the Failed to Pass predicate</li> <li>10. Criteria for the Main Management Party or the Main Official Party determined with the Failed to Pass predicate</li> </ol>



## Amendments to Laws and Regulations

No.	PROVISIONS	IMPACTS
39	Deposit Insurance Corporation Regulation (PLPS) No. 1 of 2021 on Resolution Plans for Commercial Banks.	<p>The obligation to prepare a Resolution Plan for Systemic Banks and Banks other than certain Systemic Banks determined by the Deposit Insurance Corporation with the following principal arrangements, among others:</p> <ol style="list-style-type: none"> <li>1. Preparation of the Resolution Plan; <ol style="list-style-type: none"> <li>a. The Resolution Plan is prepared by the Bank with comprehensive, accurate, current, and complete principles</li> <li>b. The Bank is required to prepare and submit a Resolution Plan to the Deposit Insurance Corporation</li> <li>c. Banks that are required to prepare and submit a Resolution Plan include: <ol style="list-style-type: none"> <li>i. Systemic Banks; and</li> <li>ii. Banks other than certain Systemic Banks determined by the Deposit Insurance Corporation, taking into account the size of the Bank, the complexity of business activities, and the relationship with the financial system.</li> </ol> </li> <li>d. The Bank prepares a Resolution Plan that at least contains: <ol style="list-style-type: none"> <li>i. executive summary;</li> <li>ii. general description of the Bank; and</li> <li>iii. resolution strategy</li> </ol> </li> </ol> </li> </ol>

## CHANGES IN ACCOUNTING POLICIES

### Reverse Acquisition

Effective on 1 February 2021, BRIS merged with Bank Syariah Mandiri ("BSM") and BNI Syariah ("BNIS") wherein BRI Syariah ("BRIS") became the receiving entity while BSM and BNIS were dissolved by law.

The Bank's merger transaction is treated as a reverse acquisition for accounting purposes by considering several factors related to control over the Bank after the merger, including one of which is that the shareholders of BSM become the controlling shareholders of the Bank. The Bank's merger transaction is treated as reverse acquisition for accounting purposes for the following reasons:

- The shareholders of BSM become the controlling shareholders of the Bank upon completion of the transaction;
- The composition of the Bank's regulatory organs is dominated by ex-legacy BSM;
- The composition of the Bank's senior management is dominated by ex-legacy BSM;
- The composition of total assets, total revenue, and profit at the time of the merger is dominated by ex-legacy BSM.

Thus, BSM is considered as the party receiving the business and BRIS (as the legal acquirer) is considered as the acquiree for accounting purposes. The Bank's financial report is a continuation of BSM's financial report.

On 1 February 2021, BRIS issued 31,130,700,245 shares with a nominal value of Rp500 to BSM and BNIS shareholders (equivalent to Rp15,565,350 million). The newly issued shares resulted in 51.18% shareholder ownership of BSM, 25.03% shareholder ownership of BNIS in the entity after the merger. The number of outstanding BRIS shares as of 1 February 2021 is 41,031,208,943 shares or equivalent to Rp20,515,604 million.

The net benefit transferred effectively arising from the reverse acquisition in the amount of Rp16,377,633 million was determined using the fair value of BSM's shares prior to the acquisition, which was 599,437,496 shares at a fair value of BSM's shares of Rp27,322 (full amount) per share. The net benefit is calculated based on the number of shares that BSM must issue to the legal parent entity to provide the owners of the legal parent entity with an equal percentage of ownership in the combined entity (BSI).

The difference between the net benefits that were effectively transferred and the net assets acquired of Rp11,003,573 million and Rp5,374,061 million was recognized as "Difference in Value from Business Merger Transactions of Entities Under Common Control" and presented as part of "Additional Paid-in Capital" in the equity section of the statement of financial position.

As a result of the reverse acquisition, the Bank's share capital was adjusted to reflect the share capital of the disposing party accounting for Rp995,952 million with the corresponding adjustment to the "Additional paid-in capital" account.



The total additional paid-in capital arising from the reverse acquisition of Rp6,370,013 million is the sum of the difference between the net benefits effectively transferred and the net book value of BNIS and BRIS, plus adjustments to reflect the Bank's legal capital as of 1 February 2021.

## INFORMATION ON BUSINESS CONTINUITY

### Issues with Potentials to Have Significant Effect on Business Continuity

In 2021, the decline in the number of positive cases of COVID-19 in the country prompted an increase in community mobility, providing a positive signal for the national economy. The improvement in the economy has contributed to the improvement in the performance of the national banking system, which is indicated by the growth in lending.

Nevertheless, the COVID-19 pandemic still has to be taken into account, in connection with the emergence of new variants, such as Omicron. Since the beginning of 2022, the virus has begun to infect many people, resulting in an increase in positive cases of COVID-19.

In formulating a business strategy, BSI has considered various potential risks, including the possibility of the impact of COVID-19. Therefore, the Bank believes that it is able to maintain business continuity, considering that the Bank was able to get through the pandemic period with a number of excellent performance achievements.

This achievement was exhibited, among other, by the increase in assets, third party funds (DPK), savings, financing, profits and others. Thus, BSI has no significant issues that potentially affect its business continuity, as the mitigation has been prepared from the start.

### Management Assessment on the Issue

The management of BSI continuously evaluates and assesses the Bank's ability to continue its business continuity. Although in general all business activities were faced with the challenges of the COVID-19 pandemic and the post-merger integration process, BSI believes that it has the resources and implements the right strategy to continue its business in the future.

This optimism is also supported by the Bank's strength, in which BSI's position as the bank with the seventh largest asset nationally, 1,365 outlet networks, more than 19,000 employees, and over 15 million customers, as well as the strategic focus that has been launched for 2022, which includes:

1. Integrated financial services
2. Digital: Superapps & Islamic Ecosystem
3. Fundamental Strengthening: IT & Digital, Risk Management, Human Capital
4. Improved Wholesale Transaction Capabilities and Collaboration with Retail

The assessment was carried out by referring to various factors, including analysis of the strength of financial and non-financial conditions, as well as the Bank's historical and performance achievements. Based on the assessment results, BSI Management did not detect any material uncertainty that could raise significant doubts regarding the Bank's ability to continue its business, especially since BSI is a combination of 3 (three) legacy banks, namely Bank BRI Syariah, Bank BNI Syariah and Bank Syariah Mandiri.

### Assumptions Used in Conducting the Assessment

Assumptions underlying the management in believing that there are no issues that have the potential to significantly affect business continuity, among others:

1. The global and national economic conditions, as well as the condition of the banking industry, which is starting to recover from the crisis caused by COVID-19.
2. The Bank's position as the largest sharia bank in Indonesia with integrated financial services, allowing a very large opportunity for growth.
3. Implementation of Good Corporate Governance (GCG).
4. BSI's capital strength.
5. Periodic evaluation of BSI performance.
6. Stress tests periodically conducted by BSI in dealing with several scenarios.

## BUSINESS PROSPECTS

The COVID-19 pandemic is projected to continue, as indicated by the emergence of the Omicron variant in early 2022. This situation will have an impact on the performance of the national banking industry. Nevertheless, the process of improvement and recovery in the banking industry is predicted to continue. The distribution of credit and third party funds (DPK) in the banking industry in 2022 is projected to grow in the range of 5.5%  $\pm$  1% year on year (yoy) and 7.5%  $\pm$  1% yoy, respectively.

BSI has had a proven performance in 2021 with the achievement of various milestones, such as the completion of the operational merger in November 2021. Therefore, the Bank has the opportunity to continue to grow by observing various opportunities, including the following:

1. The improvement in the Bank's capital and liquidity has become an opportunity to carry out investment activities to increase the Bank's income and performance.
2. The Bank has adequate infrastructure, including an extensive network, qualified information technology (IT) and digital systems, enabling it to meet the needs of the community.
3. Utilizing the synergy with the Parent Bank to improve the Bank's business and services.
4. Sharia network in the global market, generating opportunities to work on foreign markets.
5. There is still room to increase the penetration of customer-based and active mobile banking users.
6. Opportunities to conduct cross selling among sharia banking products (such as consumer financing, credit cards, securities investments, and the corporate segment)
7. There is a growing Muslim middle class segment that has the potential to be in the priority customer segment.
8. The large potential of the halal ecosystem, which is currently not well optimized by sharia banking.

Based on these assumptions, complemented with various opportunities, Bank Syariah Indonesia is optimistic that it will be able to continuously improve its performance in the long term. In other words, Bank Syariah Indonesia has excellent business prospects. This is based on the strengths of Bank Syariah Indonesia, namely:

1. Solid capital structure with low cost of funds.
2. Well maintained liquidity.
3. Being the largest sharia bank in terms of third-party funds, assets, and financing and being the best sharia bank in terms of business continuity.
4. Acquiring the support from the government in strengthening the Sharia Finance Industry.
5. Have strong support from shareholders and synergy with the Parent Bank.
6. Having a network in the global market.
7. Having a good reputation as evidenced by the various awards received both from home and overseas.
8. Having the organizational commitment to carry out Good Corporate Governance.
9. Having the commitment to develop the competence and professionalism of all employees.
10. Having an employment demographic structure that is dominated by young employees with the potential to be developed.
11. An extensive network of offices and work units with more than 1,300 networks, making it easier for customers to conduct transactions.
12. Experienced/solid in the retail segment, both related to payroll, Bank Operational 2 (BO2), as well as in the corporate segment.
13. Experienced in the field of halal ecosystems, including Hajj, Umrah, Islamic boarding schools, Islamic education, mosques, and *zakat, infaq, alms, waqf* (Ziswaf).

Based on these opportunities, BSI has set established its short-term targets for 2022 and medium-term targets for 2023-2024, which are described as follows:

SHORT-TERM TARGETS IN 2022	MEDIUM-TERM TARGETS IN 2023-2024
<p>In 2022, Bank Syariah Indonesia will focus on:</p> <ol style="list-style-type: none"> <li>1. Financing expansion in segments that have proven to be resilient during the pandemic.</li> <li>2. Focusing on the growth of low-cost funds, including increasing transactional capabilities and intensifying payroll cooperation with institutions.</li> <li>3. Digital business development to improve services to customers, both institutional customers and retail customers.</li> </ol>	<p>The medium-term targets of Bank Syariah Indonesia in carrying out its business activities will focus on:</p> <ol style="list-style-type: none"> <li>1. Strengthening the wholesale &amp; transactional banking with a focus on increasing the customer base and deepening relationships.</li> <li>2. Strengthening retail banking and helping to boost the economy of MSMEs.</li> <li>3. Increase business expansion in the halal ecosystem and global market.</li> <li>4. Arranging the office network with a focus on increasing productivity and efficiency.</li> </ol>

## CONTRIBUTION TO THE STATE

Every year the Bank pays taxes as a form of contribution to the State. The following is the realization.

Realization of Tax Payment		(Rp Million)	
DESCRIPTION	2021	2020	
Income Tax Article 4 paragraph 2	757,207	913,287	
Income Tax Article 21	344,891	304,268	
Income Tax Article 22	6,137	3,226	
Income Tax Article 23	16,618	17,262	
Income Tax Article 25	937,370	736,320	
Income Tax Article 26	1,674	1,039	
Income Tax Article 29	398,449	354,277	
VAT	15,260	8,637	
<b>Total</b>	<b>2,477,606</b>	<b>2,338,316</b>	



# BUSINESS SUPPORT FUNCTIONS

The business support functions of BSI provide full support toward the Bank's excellent performance in 2021.

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IT development and innovation initiatives by the Bank during 2021.





# Human Resources



Since the legal merger, the Bank continues to carry out organizational transformation in stages. In 2021, BSI focuses on, among others, standardization of business processes and work culture.



**H**uman resource (HR) management is very important for PT Bank Syariah Indonesia Tbk (“BSI”, “Bank”), considering that qualified and reliable human resources can make an important contribution to efforts to achieve the Bank’s vision and mission. Further, the Bank has set a target “To become a global Top 10 Islamic Bank based on market capitalization within 5 (five) years”. To achieve this target, the proper management of excellent human resources is essential.

Therefore, BSI pays great attention to the management and development of HR competencies through various comprehensive strategies, as well as evaluating and monitoring employee performance to obtain a quality HR talent pool. The Bank also strives to create a work-life balance and a conducive working atmosphere, so that it is hoped that all employees will be able to provide the best performance.

### Human Capital Organization

The Human Capital organization has the functions, duties and responsibilities of managing human resources (HR) in the Bank, starting from strategy, policy, implementation and personnel services, including HR training & development, in line with Bank Syariah Indonesia’s corporate strategy and plans.

The Human Capital organization operational responsibilities include:

1. To lead and carry out the functions, duties and authorities in the field of human capital in accordance with the scope of duties and responsibilities.
2. To direct, coordinate and evaluate policies and strategies in the implementation of a comprehensive system of employee recruitment, placement, transfer and development for the short, medium and long term.
3. To direct, coordinate and evaluate policies on productive working relations between the Bank and employees, including individual employees and employee relations in order to create a harmonious industrial relation.
4. To develop and ensure the implementation of effective and responsive work unit operational functions, as well as the development of an up-to-date, integrated and easy to access human capital information system for use by all work units.

5. To develop, coordinate and evaluate the implementation of the incentive system, benefits and compensation in accordance with the reward philosophy, strategy and the Bank’s capabilities.
6. Employee Development:
  - a. To develop, coordinate and evaluate the formulation of an effective human capital development strategy through the implementation of an effective competency-based employee development system.
  - b. To coordinate the formulation of employee development policies and strategies for the short, medium and long term, as well as the implementation of the training system according to the Bank’s needs.
  - c. To coordinate the development of operational strategies that support the academy.
  - d. To coordinate and evaluate the implementation of learning and development strategies.
  - e. To direct, coordinate and evaluate the implementation of the training system according to the Bank’s needs, presented with high productivity and quality.

The Human Capital organization have the following functions:

- a. Human Capital Strategy & Policy  
Manage and direct the formulation of strategies and policies related to human resource management and employee development management in order to support the achievement of the Bank’s vision, mission and strategy including organization development activities, talent development & acquisition, as well as performance & reward management.
- b. Human Capital Services  
Manage and direct human resource management operational administration activities that refer to government regulations, company regulations and applicable human resource policies with the aim of ensuring effective and efficient administrative processes and services in line with the Bank’s vision, mission and strategy, including payroll management processes , maintaining harmonious industrial relation, managing Outsourcing (TAD), and managing the human capital information system.

- c. Human Capital Business Partner  
Manage and direct the implementation of strategies, policies and programs related to HR management in accordance with the Bank's vision, mission and strategy.
- d. BSI Corporate University  
Provide and manage learning services in the context of development and training to improve employee capabilities (offline or online), knowledge management management as well as the formulation of policies and programs for sustainable cultural internalization to support the achievement of BSI's vision, mission and strategic goals.

### 2021 Focus

Since the legal merger, the Bank continues to carry out organizational transformation in stages. In 2021, BSI focuses on, among others, standardization of business processes and work culture. As a form of appreciation, management has adjusted the remuneration, awarded mid-year bonus tokens, and provided for an employee stock allocation.

In 2021, the organizational & HR transformation focused on:

- Integration of culture based on core values AKHLAK.
- *Aligning the organization and increasing employee productivity.*
- Acceleration of HR capabilities.

### Manpower Formation

A reliable manpower formation system is a critical process, starting with the process of identifying needs and the required qualifications, and on to searching for and attracting the best talents in the industry. Planning for manpower formation is carried out in conjunction with the annual strategic plan. To fill these needs, it is carried out through internal and external sources, while prioritizing internal sources.

The sources of manpower formation are through the following process:

#### 1. Regular Selection

Manpower formation for candidates from:

- a. Just graduated from college (fresh graduate); or
- b. Have a work experience of 2 (two) years maximum to occupy the position of executive/staff at the head office, regional office and work units under their coordination.

#### 2. Professional Hire

Manpower formation for candidates with work experience in the field according to the qualifications as specified. Selection of professional hires to occupy the position of officer/manager/middle manager/ senior manager is adjusted to the needs of the Bank.

### 3. Selection through Officer Development Program (ODP)

Manpower formation for officer positions from external candidates with a minimum education of bachelor-degree (S1) to be developed into future leaders of the Bank. In 2021, BSI has recruited 119 people through the ODP program with the following details:

- a. ODP General
- b. ODP Information Teknologi (IT)
- c. ODP Risk
- d. ODP Wholesale
- e. ODP Wealth Management

### Career Development

One of BSI's missions in realizing its vision of becoming the "Top 10 Global Sharia Bank" is to become the company of choice and the pride of Indonesia's best talents. These efforts, among others, are realized through a commitment to developing the career of the best talents at the Bank.

BSI has aligned the mechanism in implementing talent development with the aim of filling out the right development program for every position level at the Bank. In addition, BSI also conducts talent identification to screen potential employees to be groomed as successors in key positions.

Employee career development is carried out in a structured manner according to position groups, starting from the executive position group to the senior manager position group. The implementation is carried out through 2 (two) levels, namely the executive and the leadership career development paths.

The career development of executive employees to become leadership employees is carried out through the Staff Development Program (SDP). Meanwhile, the career development of leadership employees is carried out through transfers/rotations/promotions or project assignments, such as assignments to the Ministry of SOEs or to the parent company.

In order to support digital transformation, the Bank has created a talent management system that is used to assist the talent data management process and as a basis for faster and more accurate management decision making. In addition, at the initial stage, the Bank's Human Capital Division has prepared policies for employee placement and assignment, including through the personnel panel, which regulates the authority to terminate the employment transaction process.

## Company Work Culture

As part of the conglomeration of SOEs, the Circular Letter of the Ministry of State-Owned Enterprises No. SE-7/MBU/07/2020 concerning the Core Values of Human Resources of State-Owned Enterprises serves as a guide in the process of transforming the Human Resources of BSI. These guidelines are carried out in a serious, consistent and responsible, thus creating the daily behavior patterns and forming the Bank's work culture that is in line with the established core values.

The core values of AKHLAK (Trust, Competent, Harmonious, Loyal, Adaptive and Collaborative) adopted by BSI are expected to create a culture fit, so as to accelerate the Bank's performance. In the future, with a harmonious culture within the SOEs and its affiliates, it is hoped that it will facilitate BSI personnel in the talent mobility process if the government needs it for the benefit of the nation and state.

During BSI's transformation period, in addition to ensuring the smooth roll-out in the office network and services, BSI has also implemented culture integration. This integration became one of the important factors toward better communication and cooperation among the merging parties and greater commitment to the organization. Hence, the internalization process of "BSI One Culture" becomes very important through the Culture Integration Activation (CIA) program.

The internalization activity involved all levels of the Bank's management, from the Board of Directors, Senior Executive Vice President, Board of Commissioners, Sharia Supervisory Board and all employees. The process runs intensely (conducted daily, weekly, or monthly) based on AKHLAK core values such as CIA Monthly Series, Taujih Pekan Ber-AKHLAK and Akhlak Is My Way.

BSI provides an open 2 (two)-way non-official communication facility between all levels of the Bank, namely through the BSI Club and BSI Muda, as a forum for millennial generations to build, form and activate relevant communities in their work units. This is expected to become a unifying force for BSI personnel in order to support the Bank's vision and mission.

The Bank has conducted an internal survey related to the internalization of BSI One Culture in 2021. As a result, the core values internalization index of AKHLAK reached 97.7% (High Implementation Index). Meanwhile, the alignment of employee personal values and current culture to "BSI One Culture" is 96.9% (High Alignment Index).

## Reward System

Management of the reward system is one of the Bank's strategies in providing financial and non-financial compensation to employees that is competitive but still within the means of the Bank's capabilities. The main theme of Bank Syariah Indonesia's reward system policy in 2021 is the harmonization of policies from legacy banks to Bank Syariah Indonesia policies as a result of the merger process.

Rewards are given by the Bank by prioritizing the principle of competitiveness and fairness based on performance and risk by considering the implementation of best practice in the banking industry. In order to maintain a competitive position in the market, the Bank regularly participates in the Annual Salary Survey in Indonesia's banking industry which is carried out by a competent independent survey agency.

The purpose of giving rewards is to maintain a competitive position in the market, and to retain and motivate employees, especially talented employees. In addition, it serves to attract the best talents in the industry needed by the Bank to achieve its business goals and maintain business continuity.

One of the financial rewards given by BSI to employees is an annual bonus which is determined based on the performance of the Bank, work units and employees. The Bank also provides annual salary adjustments that are guided by applicable government regulations, Holiday Allowances (THR), annual leave allowances, and major leave payments that are given every 3 (three) years of service period.

To continue to motivate employees in achieving business targets, the Bank also provides special incentive programs. The reward offers a competitive amount while maintaining internal equity and risk.

Non-financial rewards are given such as distribution of the Employee Stock Allocation (ESA) program. BSI also provides assistance facilities, namely scholarships for the children of employees who have died and assistance for employees who are victims of natural disasters and riots.

Other non-financial awards are also given to work units and individuals based on the best innovations that have an impact on the Bank's performance. This includes unit or individual specific achievements that have a significant impact on BSI's business, performance and reputation. This appreciation was given at the "BSI Excellence Award" event as the highest form of appreciation from the Bank.

In addition to financial and non-financial rewards, the Bank also provides other benefits to employees, such as health facilities, days off, employee loans, and other facilities according to work location and position. Health facilities are provided in the form of health insurance with broad coverage and benefits that continue to be increased to the need for special services, including critical illness and procedures that require sophisticated equipment.

## Employee Welfare

BSI has a number of welfare programs as part of the Bank's commitment to the creation of quality and productive human resources, so that they are able to provide the best performance, including:

### 1. Health

Employee health is one thing that needs to be considered because it is considered to have an important role in supporting employee performance as individuals and the company as a whole. Therefore, the Bank always strives to support the health quality of all employees by providing general medical checkup facilities and health insurance facilities to all employees as well as by involving employees in the BPJS Health program.

During the pandemic, employees get updated information to prevent the spread of COVID-19 from health experts in the "Taujih Pekan Ber-AKHLAK" forum, so that employees can be more motivated in maintaining their own health. In addition to its employees, the Bank also provides health facilities to employees' families. Every individual is expected to be able to maintain their health by implementing a healthy lifestyle as early as possible.

In addition, Bank Syariah Indonesia also has a BSI Club, which organizes regular sport events. The BSI Club is also expected to improve employee health as well as a medium for employees to exchange ideas to improve the Bank's performance.

### 2. Promotion

The Bank has a new promotion system that refers to performance appraisal and talent classification. BSI has harmonized the employee grade and promotion mechanism in the first year after the merger. Thus, the implementation of promotions in 2021 is selective for employees who have received probation (Pj) from the legacy entities.

### 3. Retirement Training

The Bank has developed a policy on training or debriefing programs for employees who will enter their retirement period so that the training can be carried out in a structured manner with clear participant criteria and a more planned time. The training was also open to employee spouses.

## Performance Evaluation

BSI implements a transparent employee performance evaluation system, with the following objectives:

1. Support the achievement of organizational goals through the achievement of employee performance.
2. Develop a positive and performance-oriented corporate culture.
3. Increase employee engagement.

The performance management process is carried out on an ongoing basis to ensure alignment, from the setting of Corporate Goals, and cascaded down to targets and objectives for work units and then to the individual level. Thus, strategic alignment from corporate to individual is maintained and there is a link between individual performance and Bank performance.

The annual performance management cycle starts from performance planning to develop employee KPIs (key performance indicators), followed by an evaluation conducted in the middle of the year (mid year review) to see the progress of the employee's KPI achievement in that period. Furthermore, it ends with a year-end performance evaluation to assess employee performance from the beginning to the end of the annual period.

In the process of managing employee performance, the Bank prioritizes the creation of 2 (two)-way communication between employees and managers in order to create a harmonious relationship by providing suggestions for improvement/feedback that can be given by managers to improve employee performance, if needed. The entire performance management process is carried out online through the personnel system (Employee Information System/SIP) so that employees can easily access and store all information about employee performance. Feedback on the year-end performance appraisal will be used as an employee development plan for the following year.

## Remuneration

In managing employee remuneration, the Bank applies the 3P principles, namely:

1. Pay for Performance: employees are compensated according to their performance.
2. Pay for Position: employees are compensated according to their position.
3. Pay for Person: employees are compensated according to their individual skills.

BSI always complies with all applicable regulations regarding remuneration to employees. The amount of remuneration given has been adjusted to the applicable regulations and is above the minimum wage standard applicable in the Bank's operational area. The Bank always strives to maintain a reasonable gap in the salary ratio of all employees.

### Employee Turnover Rate

In 2021, the number of employees who left the Bank is 604 personnel or 2.6% of the total employees of 19,449 people. The causes vary, from natural retirement, death, and resignation. The Bank implements a variety of initiatives to create an ideal working environment.

CAUSE	2021
Natural Retirement	60
Deceased	35
Resign	509
<b>Total</b>	<b>604</b>

### Competency Training & Development

BSI maintains continuing education and training programs to support the Bank's operational activities. Every employee is guaranteed by the Bank to have the same opportunity to participate in every education and training program available in accordance with the Bank's needs and development plans.

#### Training Program Recapitulation

DESCRIPTION	UNIT	TOTAL
Program	Full unit	1,079
Training Participant	Person	340,237
Average Training Days	Day	2.57
Mandays/Person	Day	7.11
Total Average Hours	Day	20.53
Man Hour	Day	3,639
Man Day	Day	455

### Human Resources Development Cost

The Bank allocates a budget of Rp120 billion for employee training programs in 2021, with actual costs of Rp82.646 billion.

### Employee Demographics

Information on employee demographics is presented in the Company Profile section.

### HR Management Plans for 2022

For 2022, in the January to June period, BSI will form a leaner organizational structure by merging the current transitional organizations. Then, in the July to December period, the Bank will carry out a leaner and more agile organizational transformation toward concise and fast business processes, as well as strengthening the competences in the wholesale, investment, and international business segments in order to achieve BSI's vision of becoming a Top 10 Global Islamic Bank.

# Information Technology



Along with continuous IT development, the Bank has transformed all traditional banking branches into bionic banking and initiated digital banking.



**P**T Bank Syariah Indonesia Tbk (“BSI”, the “Bank”) believes in the importance of the application and development of information technology (IT) in support of the achievement of the Bank’s vision, namely “To become a global Top 10 Islamic Bank based on market capitalization within 5 (five) years”. With the help of IT, BSI expects to continuously improve service excellence for customers.

In line with the continuous development of its IT capability, the Bank has transformed all traditional physical branches into the so-called ‘bionic banking’ as well as initiated the development of digital banking. The Bionic Banking initiative aim to increase the productivity and efficiency of branches with the support of IT.

Meanwhile, digital banking is intended to serve existing customers and increase customer base through digital platforms. This initiative is part of efforts to improve service quality and also in support of the Bank’s strategy in the face of competition in the digitalization of the financial industry, especially in banking.

## Profile of the Head of IT

The IT organization is led by Achmad Syafii, the Director of Information Technology & Operations. His complete profile is presented in the “Company Profile” section.

## IT Organization

The IT organization at BSI is under the IT & Operations directorate, which oversees the following support structure: IT Operations Group (IOG), IT Strategic Planning Group (ISG), IT Development Group (IDG), and CISO Office Group (CISO).

IOG carries out IT operational tasks, while strategic planning activities are carried out by the ISG. Meanwhile, IT development is carried out by IDG and information security is carried out by CISO.

The Financing Operations, Cash & Trade Operations, Customer Care, Digital Banking & E-Channel Operations work units carry out activities in daily banking operations. However, the implementation of operational IT, starting from IT planning, development, and trouble-shooting, is the responsibility of the IT Strategic Planning, IT Development, IT Operations, and CISO work units.

The details of the division of roles and responsibilities of IT organizations are described in the following table.

WORK UNIT	FUNCTION AND RESPONSIBILITY
IT Operation Group	<ol style="list-style-type: none"> <li>1. Ensure the availability of IT infrastructure and operational continuity.</li> <li>2. Implement business continuity management.</li> <li>3. Maintain network availability to manage operations.</li> </ol>
IT Strategic Planning Group	<ol style="list-style-type: none"> <li>1. Ensure the planning and implementation of IT strategic initiative projects in accordance with the Bank’s plans.</li> <li>2. Monitoring of project implementation and budgeting.</li> </ol>
IT Development Group	<ol style="list-style-type: none"> <li>1. Ensure the implementation of IT development activities in accordance with the business strategy plan and the bank’s business plan as well as in accordance with the Bank’s regulations.</li> <li>2. Ensuring the implementation of IT development includes managing functional and technical specifications, defining and designing solutions, managing developers, managing development and unit testing, providing support for application deployment/releases in accordance with IT policies and procedures</li> <li>3. Ensure the implementation of planning (design), development, system integration test and improvement of platform improvements.</li> </ol>
CISO Office Group	<ol style="list-style-type: none"> <li>1. Responsible for IT information security, including playing a role in the IT planning and development process in terms of information security.</li> <li>2. Handle information security incidents (cyber security protection, response, and recovery).</li> </ol>
Financing Operation Group	Responsible for financing administration functions, including roles related to collateral valuation, compliance review, posting and maintenance, safe keeping documents and reporting.
Cash & Trade Operation Group	<ol style="list-style-type: none"> <li>1. Ensure the availability and implementation of Bank operations, domestic &amp; international transactions, transaction reconciliation, and improvement plans to achieve prudent Bank operations and in accordance with SLA.</li> <li>2. Ensure the availability of the necessary policies and infrastructure related to business continuity management operations at the Bank.</li> <li>3. Position the work unit a strategic partner for other units to support the achievement of the Bank’s targets.</li> </ol>
Customer Care Group	<ol style="list-style-type: none"> <li>1. Responsible for the role of excellent service to customers running well in accordance with the provisions.</li> <li>2. Ensure all banking information can be received by customers.</li> </ol>
Digital Banking & E-Channel Operation Group	<ol style="list-style-type: none"> <li>1. Ensure the implementation of digital banking transactions and their reconciliation run smoothly in accordance with the provisions.</li> <li>2. Improving the quality standards of digital banking operational services, both in terms of system reliability and service to customers.</li> <li>3. Ensure the implementation of digital banking operational support for the entire BSI network.</li> </ol>



## IT Roadmap

IT planning and development at BSI is related to technology and infrastructure in order to support the Bank's strategy for the period 2021-2023. Among these strategies are those related to the core banking system and digital banking.

In support of this strategy, BSI implements the programs listed in the "7 IT Stars" (Strategic Actions and Programs) whose details are as follows:

1. Security, Risk and Fraud  
Establish and enhance perimeter security, risk management, fraud & AML, to protect customers' and banking transactions and processes.
2. Core System Modernization  
Implementation of core banking system modernization initiatives to simplify existing systems, improve core functions, and enable the next generation of core banking systems to support diverse banking products and services.
3. Infrastructure & Connectivity  
Establishment and improvement of infrastructure and connectivity tools, applications and hardware that combines various technologies to support the Bank's business.
4. Integrated Data Management and Monitoring  
Establishment and upgrading of enterprise data warehouses and big data analytics to enable data-as-a-service and information management tools that employees can use for independent monitoring and reporting.
5. Organization, Corporate Support & Internal Improvements  
Establishment and improvement of the Bank's core functions to support operations and internal processes as well as organizational improvement.

## 6. Unified Platform & Customer 360

The use of a single main platform to accommodate all workflow capabilities assisted by the improvement of the data center and integrated customer service (customer relationship) in the areas of sales, marketing and campaign management to increase engagement with customers.

## 7. Digital Expansion & Open Banking

Improvement and expansion of digital distribution network, sales, and omni-channel services, including increasing integration capabilities with various methods and strategies to enable open banking with seamless and secure connectivity, internally and externally.

In 2021, the Bank has implemented the following initiatives in connection with "7 IT Stars":

NO.	7 IT STARS	PROJECT REALIZATION
1	Security, Risk and Fraud	<ol style="list-style-type: none"> <li>1. License Software 2FA</li> <li>2. Activate Antivirus Firewall Fortigate</li> <li>3. Security device (Next Generation Firewall) DRC (2-set)</li> <li>4. Repeat order for WAF (Web Application Firewall) device (Web DRC (2-set)</li> <li>5. Upgrade ESET Endpoint Antivirus, ESET Proxy and ESET Management Server (for purposes of the merger)</li> <li>6. Refreshment DNS Server and Security</li> <li>7. Procurement of Sanction Screening application</li> <li>8. Procurement of HSM Data Center and DRC</li> <li>9. Fraud Application &amp; Mitigation System (FAMS)</li> <li>10. Refreshment Firewall Application DRC</li> <li>11. Threat Intelligence</li> <li>12. Endpoint Detection and Response</li> </ol>
2	Core system modernization	<ol style="list-style-type: none"> <li>1. Consolidation of Core Banking T24</li> <li>2. Enhancement to EXA</li> <li>3. Treasury Core System</li> <li>4. Development of Citynet Reconciliation Program</li> <li>5. Digital Value Chain</li> </ol>
3	Infrastructure & Connectivity	<ol style="list-style-type: none"> <li>1. Procurement of Router DC device for Branch Offices</li> <li>2. Procurement of Router Replication DC device for DRC</li> <li>3. Repeat order for procurement of Internet Router (Internet Communication Network Device for DRC)</li> <li>4. Procurement of SAN Switch DC Sudirman</li> <li>5. Procurement of Desktop Management</li> <li>6. Server replacement and upgrade</li> <li>7. License upgrade for server virtualization (Vmware)</li> <li>8. Upgrade storage for digital banking and support applications</li> <li>9. Procurement of licences for SQL Server Windows Server</li> <li>10. Procurement Core Switch DC 1B &amp; Core Switch DRC Phase II device</li> <li>11. Procurement of Phase 1 Communication Network Device (Core Switch) DC Ragunan</li> <li>12. Procurement of Router DC devices for ATM</li> <li>13. Critical Server, Storage, Network, License &amp; Security</li> <li>14. Infrastructure Network at Head Office and BSI Tebet Office</li> <li>15. Refreshment of network devices at branch offices</li> <li>16. License for Elastic ELK</li> </ol>
4	Integrated data management monitoring and monitoring	Real Time Data Replication
5	Organization, Corporate Support & Internal Improvements	<ol style="list-style-type: none"> <li>1. Procurement of Upgrade License for SIP</li> <li>2. Integration &amp; Enhancement to Surrounding Application</li> <li>3. Qanun Aceh (social assistance and BSI Smart)</li> </ol>

NO.	7 IT STARS	PROJECT REALIZATION
6	Unified Platform & Customer 360	<ol style="list-style-type: none"> <li>1. Swift Mandatory</li> <li>2. Acquisition Tools</li> <li>3. Online Mutual Fund Transactions</li> <li>4. Enhancement Originating System (NOS)</li> </ol>
7	Digital Expansion & Open Banking	<ol style="list-style-type: none"> <li>1. Enhancement of BSI Mobile</li> <li>2. Enhancement of Switching devices</li> <li>3. BI - Fast Payment</li> <li>4. Customer Online Onboarding – Biometric</li> <li>5. Additional Card Personalization machine</li> <li>6. BSI Smart VA</li> </ol>

## IT Governance

In this case, IT and software development within the Bank is carried out to support the completion of a project using the waterfall method, namely by dividing project work into several phases starting from requirements, design, development, testing, Release Control Board (RCB), deployment to the production environment, and eventually to the post implementation Review (PIR).

Along with the development of needs from a project, there has emerged a new project management method, namely the agile method. This method is executed by dividing the projec into sprints, with a target in each sprint.

The Bank applies the agile method to digital channel products, such as BSI Mobile, BSI Netbanking, and API. The reason for using this method is because digital products are required to continue to innovate and be faster in time to market so as to increase the value to customer. In the agile method, literacy is carried out continuously throughout the product development life cycle. In implementing the agile method, the Bank uses the Scrum framework.

## Investments in IT

Total investments in IT by BSI in 2021 amounted to Rp229.4 billion. The budget is used to fulfill the capabilities of digital banking, enterprise & surrounding application, digitization & office automation, feature enhancements in existing applications, spending on IT infrastructure and security devices in order to increase IT capacity and capability.

## IT Development and Innovation in 2021

IT development is carried out continuously every year, which is aligned with the Bank's vision and mission. The following is a list of developments and innovations that have been realized throughout 2021.

NO.	DESCRIPTION	OBJECTIVE/BENEFIT	STATUS
1	Customer Online Onboarding - Biometric Verification (E-KYC)	Accelerate the service level agreement (SLA) and improve customer experience in the process of opening BSI accounts online through BSI Mobile, thereby encouraging the acquisition of new BSI customers through digital channels.	Live
2	BSI Smart Virtual Account (VA)	Increased transactions and fee-based income through cooperation in the use of virtual accounts with government institutions, companies and other third parties.	Live
3	Treasury Core System	Improved system capability related to treasury & global market transactions.	Live
4	Threat Intelligence	This system helps the IT security team to understand the motives, targets and behavior patterns of cybercriminals including the tactics or techniques, and procedures used.	Live
5	BI-Fast Payment	Provision of SP Retail infrastructure that is safer, more efficient, available in real time 24/7 to serve payment transactions that are faster, easier, cheaper as well as safe and reliable.	Live
6	Fraud Application & Mitigation System (FAMS)	The system has fuzzy match and parameter based is also used in order to build an integrated blacklist/fraud database so as to improve the quality of screening of incoming applications for both financing products and savings products.	Live
7	Additional SIP License	Addition of Sunfish License for the need of the merger and addition of server specifications, back up employee data, data warehouse for non-active employees.	Live
8	Procurement of DC Router device at Branch Offices	Improvement in network capability at branch offices.	Live

NO.	DESCRIPTION	OBJECTIVE/BENEFIT	STATUS
9	Procurement of DC Router Replication device at DRC	Improvement in network capability at DRC.	Live
10	Procurement of Desktop Management	This procurement is required for operations that require high mobility.	Live
11	Procurement of SAN Switch DC Sudirman	Procurement needed for server and storage connectivity.	Live
12	Activate Antivirus Firewall Fortigate	Improved security capabilities of the BSI system that is able to protect against viruses, malware, spam and other types of attacks.	Live
13	Server Replacement and Upgrade	Optimizing business and operational transactions, anticipating slow processing of bulk transactions.	Live
14	Upgrade of server virtualization license (Vmware)	To facilitate the fulfillment of infrastructure needs and maintenance capacity with virtual server technology.	Live
15	Enhancement of EXA	To support the digitalization of BSI's business processes.	Live
16	License Software 2FA	For security in accessing the application.	Live
17	Procurement of HSM Data Center and DRC	Improve hardware security capabilities.	Live
18	Security device (Next Generation Firewall) DRC (2-set)	Improve server security capabilities.	Live
19	Repeat order for WAF (Web Application Firewall) DRC device (2-set)	Improve server security capabilities.	Live
20	Upgrade of ESET Endpoint Antivirus, ESET Proxy and ESET Management Server (for purposes of merger)	Improve user device security.	Live
21	Refreshment of DNS Server and Security	Improve server security capabilities.	Live
22	Procurement of Sanction Screening Application	To improve the ability of the screening process for customers and reporting.	Live
23	Refreshment of Firewall Application DRC	Improve firewall security capabilities.	Live
24	Endpoint Detection and response	Improve the security capabilities of the user's device.	Live
25	Repeat order for the procurement of Internet Router device (DRC Internet Network Communication Device)	Improving the capability of BSI's network infrastructure.	Live
26	Procurement of ATM DC Router device	Improving the capability of BSI's network infrastructure.	Live
27	Consolidation of Core Banking T24	Implementing a single core banking system T24 for the consolidation of 3 (three) banks.	Live
28	Enhancement to EXA	Single system for branch delivery system.	Live
29	Development of Citynet Reconciliation program	Automation of transaction reconciliation process at BSI.	Live
30	Digital value chain	Supply chain management transaction service system at BSI.	Live
31	Upgrade of storage for digital banking and other supporting applications	Improving the performance and capacity of BSI services.	Live
32	Procurement of Licenses for SQL Server and Windows Server	Improvement of BSI infrastructure capability.	Live
33	Procurement of Core Switch DC 1B & Core Switch DRC Fase II Devices	Improvement of BSI infrastructure capability.	Live
34	Procurement of Communication Network Device Phase 1 (Core Switch) DC Ragunan	Improve the capability of BSI's network infrastructure.	Live
35	Critical Server, Storage, Network, License & Security	Improve the performance and capacity of BSI services.	Live

NO.	DESCRIPTION	OBJECTIVE/BENEFIT	STATUS
36	Infrastructure Network at The Tower and BSI Tebet	Improvement of BSI infrastructure capability.	Live
37	License elastic ELK	Monitoring of information and security events	Live
38	Real Time Data Replication	Provide realtime data replication and implementation solutions.	Live
39	Integration & Enhancement of Surrounding Application	For the addition of consolidated media for the application surrounding the system of 3 (three) Islamic banks.	Live
40	Qanun Aceh (social assistance, BSI Smart)	Digitalization of Laku Pandai agency services through mobile-based and web-based applications. This application helps accelerate the distribution of social assistance programs in Aceh from the government.	Live
41	Swift Mandatory	Updating SWIFT capabilities in accordance with the provisions of the regulator.	Live
42	Acquisition Tools	Digitalization of the financing customer acquisition process so as to accelerate the customer financing process from acquisition to disbursement.	Live
43	Enhancement to BSI Mobile	Increased active users and fee-based digital transactions.	Live
44	Enhancement to Switching	Increased active users and fee-based digital transactions.	Live
45	Additional Card Personalization Machine	To increase income from the expansion of BSI branches.	Live
46	Online Mutual Fund Transactions	A system that functions to display and process customer portfolios, in order to carry out financial management.	Live
47	Enhancement Originating System (NOS)	Development of Nos in the customer financing process so as to speed up the financing process	Live

## IT Human Resources Development

Human resource development is needed to improve employee knowledge as well as the alignment of Information Technology strategies to support business processes and IT Strategy decision making at BSI.

In addition, training programs and human resource development are directed to create quality human resources with skills, work ability, and work loyalty. IT personnel improvement is carried out by conducting training, certification, BSMR, webinars and *taujih*.

The following is a list of IT HR development that has been realized throughout 2021.

NO.	TRAINING
1	Product Management
2	Training and Certification - IASA IT Architecture Core (CITA-F)
3	ISTQB Testing Certification
4	Togaf Framework
5	Business IT Alignment
6	Aligning IT and Business Strategy
7	Bootcamp Product Management
8	Business Process Modeling Using BPMN
9	Agile Scrum Master
10	Comptia Project
11	Digital Transformation Program
12	Implementing Governance of Enterpriza IT (IT Governance): Concepts, Strategies, Techniques and Tactics
13	IT Investment and IT Budgeting
14	Core Banking System
15	Design Thinking
16	Project Management Certification Preparation for PMP, CAPM, MPM and Project
17	API & Open Banking
18	Business Continuity Management Batch 1
19	IT Vendor Management
20	Risk Management Certification

# Risk Management



The Bank's composite risk rating in 2021 was ranked at "2 (two)" having the inherent risk predicate of "Low to Moderate", and the predicate of the quality of risk management implementation of "Satisfactory".

**F**or PT Bank Syariah Indonesia Tbk (“BSI”, “Bank”), risk management is part of compliance with laws and regulations as well as a form of application of prudential principles in conducting business activities. This policy is very important so that BSI can respond to external dynamics, namely the rapidly developing business environment.

BSI manages risk based on principles that are in line with the provisions of the regulator as well as best practice in the industry. By implementing proper risk management, BSI individually and as an affiliated entity can be protected from the impact of changes in the business environment that may cause potential losses. Thus, the implementation of risk management is also expected to create added value for all stakeholders of the Bank.

There are four pillars in the implementation of risk management at BSI, namely risk governance, risk management framework, risk management process, and internal control system. The effectiveness of the risk management implementation will be reviewed periodically.

#### A. Legal Basis for Application of Risk Management

The implementation of risk management within BSI refers to the provisions of the regulator, including:

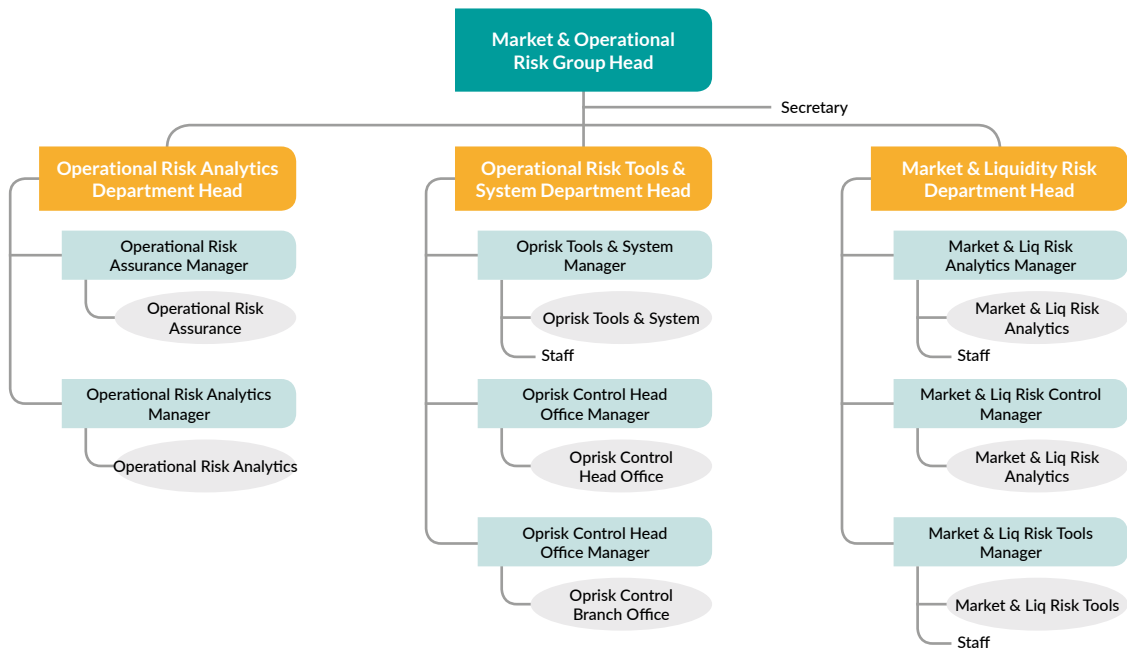
1. SEOJK No.6/SEOJK.03/2020 concerning RWA Calculation for Operations Using a Standard Approach for Commercial Banks.
2. SEOJK No.12/SEOJK.03/2018 concerning Implementation of Management and Measurement of Standard Approaches for IRRBB for Commercial Banks.
3. SEOJK No.21/SEOJK.03/2017 concerning Implementation of Management in the Use of Information Technology by Commercial Banks.
4. Financial Services Authority Regulation No. 65 /POJK.03/2016 dated December 23, 2016 concerning the Implementation of Risk Management for Sharia Commercial Banks and Sharia Business Units.
5. POJK No.38/POJK.03/2016 concerning Implementation of Management in the Use of Information Technology by Commercial Banks.

6. POJK No.57/POJK/POJK.03/2016 concerning Implementation of Management in Commercial Banks Performing Excellent Customer Service.
7. SEOJK No. 34/SEOJK.03/2015 concerning Calculation of Risk-Weighted Assets for Credit Risk Using the Standard Approach for Sharia Commercial Banks.
8. SEOJK No. 13/SEOJK.03/2015 concerning Calculation of Risk-Weighted Assets for Operational Risk Using the Basic Indicator Approach for Sharia Commercial Banks.
9. SEOJK No. 35/SEOJK.03/2015 concerning Calculation of Risk-Weighted Assets for Market Risk Using the Standard Method for Sharia Commercial Banks.
10. Financial Services Authority Regulation No. 8/POJK.03/2014 dated June 13, 2014 concerning Assessment of the Soundness of Sharia Commercial Banks and Sharia Business Units.
11. Financial Services Authority Regulation No. 21/POJK.03/2014 dated 18 November 2014 Minimum Capital Adequacy Requirement for Sharia Commercial Banks.
12. Financial Services Authority Regulation No. 17/POJK.03/2014 dated 18 November 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
13. SEOJK No. 10/SEOJK.03/2014 dated June 11, 2014 concerning Assessment of the Soundness Level of Sharia Commercial Banks and Sharia Business Units.
14. SEOJK No. 34/SEOJK.03/2016 concerning the Implementation of Risk Management for Commercial Banks.
- B. 15. Bank Indonesia Regulation No. 9/15/PBI/2007 dated November 30, 2007 concerning the Application of Risk Management in the Use of Information Technology by Commercial Banks.

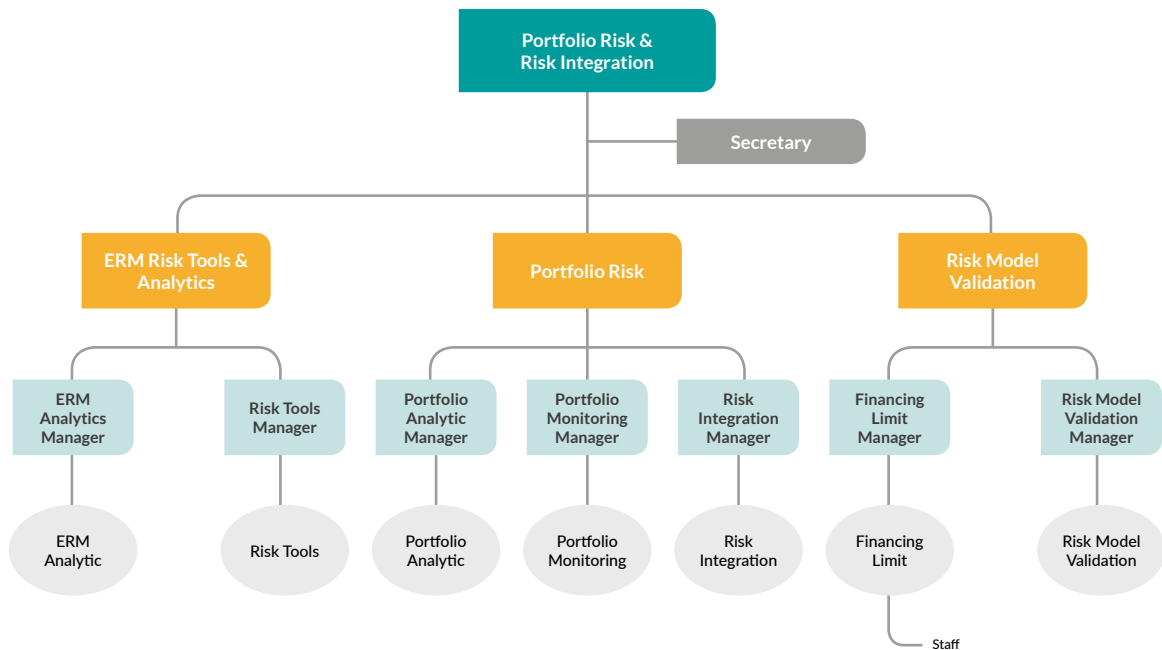
#### B. Organizational Structure of the Risk Management Unit

The Risk Management Unit at BSI is divided into 2 (two) work units, namely Market & Operational Risk Group and Portfolio Risk & Risk Integration Group. The following is the organizational structure of each of these sections.

## 1. Market & Operational Risk Group Organizational Structure



## 2. Portfolio Risk & Risk Integration Organization Structure





### 3. Profile of the Head of the Risk Management Unit

#### a. Ferry Ardiansyah Group Head Market & Operational Risk Group

Citizenship	Indonesia
Domicile	Banjarsari Rt 004/001 Banjarsari Ciawi Bogor
Age	44 years old
Place and date of birth	Jakarta, 20 September 1977
Basis of Appointment	Decree of the Board of Directors of PT Bank Syariah Indonesia Tbk No. 2021/5046-SK/HC-BSI February 1, 2021
Educational background	<ul style="list-style-type: none"> <li>• Doctor of Management &amp; Business (Dr.) – School of Business IPB University (2020)</li> <li>• Masters Degree in Management (MM.) – Master Program in Agribusiness Management, Institut Pertanian Bogor (2002)</li> <li>• S1 Agricultural Industrial Technology (S.TP) – Faculty of Agricultural Technology, Institut Pertanian Bogor (1999)</li> </ul>
Employment history	<ul style="list-style-type: none"> <li>• Market &amp; Operational Risk Group Head PT Bank Syariah Indonesia Tbk (2021-present)</li> <li>• Risk Management Division Head PT Bank BRI Syariah, Tbk. (2019-2021)</li> <li>• Corporate Planning &amp; Strategic Division Head PT Bank BRI Syariah, Tbk. (2018-2019)</li> </ul>
Affiliate Relationship	-

#### b. M. Fanny Fansyuri Group Head Portfolio Risk & Risk Integration

Citizenship	Indonesia
Domicile	Jakarta
Age	54 years old
Place and date of birth	Bandung, 14 April 1967
Basis of Appointment	Decree of the Board of Directors of PT Bank Syariah Indonesia Tbk No. 2021/5046-SK/HC-BSI February 1, 2021
Educational background	Bachelor's Degree, Faculty of Economics, Universitas Padjadjaran (1991)
Employment history	<ul style="list-style-type: none"> <li>• Portfolio Risk &amp; Risk Integration Group Head PT Bank Syariah Indonesia Tbk (2021-present)</li> <li>• Enterprise Risk Management Group Head PT Bank Syariah Mandiri (2015-2020)</li> <li>• Strategic and Performance Management Group Head PT Bank Syariah Mandiri (2014-2015)</li> </ul>
Affiliate Relationship	-

### c. Party who Appoint and Dismiss

The Head of the Risk Management Unit is appointed and dismissed by the Board of Directors with the approval of the Board of Commissioners. The appointment and dismissal are in accordance with the Standard Operating Procedures for Human Capital of PT Bank Syariah Indonesia Tbk.

### D. Duties and Responsibilities

The details of the duties and responsibilities of the Head of the Risk Management Work Unit are described in detail through the explanation below.

#### 1. Market & Operational Risk Group Head

- a. Prepare, recommend, update, and disseminate the Policy on Market, Operational and Liquidity Risk Management and its implementation provisions in accordance with regulations and best practices and socialize the policy.
- b. Implement and develop market, liquidity and operational risk management in accordance with the Bank's regulations and risk appetite, including the implementation of risk management in the field of information technology
- c. Ensuring the availability of market, liquidity and operational risk management limits in accordance with bank regulations and risk appetite
- d. Ensuring the availability of market, operational and liquidity risk studies and analysis on new bank products & activities
- e. Measure, monitor and report market, operational and liquidity risks in the application of risk management
- f. Ensuring the development of market, operational and liquidity risk methodologies and tools in accordance with best practices and applicable regulations as well as reviewing the effectiveness of the implementation of risk management tools
- g. Ensuring the adequacy of the risk management information system in the context of implementing market, liquidity and operational risk management processes

- h. Ensuring the development of risk culture and risk awareness programs
- i. Ensuring the creation of close coordination with other uker in the context of implementing risk management in the areas of market, liquidity and operational risk
- j. Ensure the availability of materials and follow-up to the decisions of the Risk Management Committee

#### 2. Portfolio & Risk Integration Group Head

- a. Prepare, recommend, update and socialize the Risk Management Policy and its implementation provisions in accordance with regulations and best practices
- b. Implement and develop risk portfolio in accordance with the Bank's regulations and risk appetite
- c. Ensuring the availability of risk studies on new bank products & activities
- d. Carry out measurement, risk monitoring, availability of risk limits in the application of risk management and development of risk culture programs
- e. Prepare and develop models, methodologies, analyzes, and validate risk measurements in accordance with best practices and applicable regulations as well as review the effectiveness of the implementation of risk management tools
- f. Perform stress testing on the financing portfolio and provide contingency plans that become a reference for crisis conditions
- g. Implement and develop portfolio management (portfolio guidelines)
- h. Implementing and developing the Bank's Risk Management Information System application
- i. Prepare, review, and report risk profile, Bank Soundness Level and Minimum Capital Adequacy Requirement
- j. Provide material and follow-up on decisions of the Risk Management Committee

## E. Composition of the Risk Management Unit

The composition of the BSI Risk Management Unit is described in the following table.

NO	POSITION	TOTAL
1	Group Head	1 People
2	Department Head	3 People
3	Team Leader	6 People
4	Officer	10 People
5	Staff	3 People
<b>Total</b>		<b>23 People</b>

### 2. Portfolio Risk & Risk Integration

NO	POSITION	TOTAL
1	Group Head	1 People
2	Department Head	3 People
3	Team Leader	5 People
4	Officer	8 People
5	Staff	2 People
<b>Total</b>		<b>19 People</b>

## F. Risk Management Certification

The Bank continues to encourage the improvement of human resources so that they are optimal in supporting the implementation of risk management. Efforts to improve the quality are among others carried out through the implementation of risk management certification as shown in the table below.

### 1. Market & Operational Risk Management

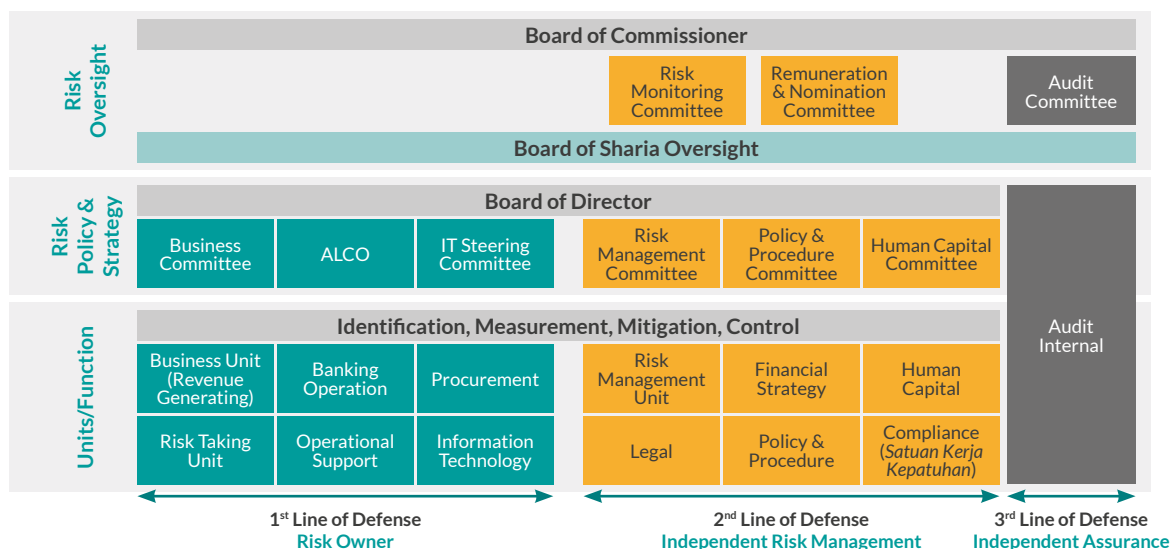
NO	POSITION	TOTAL	CERTIFICATION	CERTIFICATION AGENCY
1	Group Head	1 People	Risk Management level 5	BNSP
2	Dept Head	3 People	Risk Management level 3	BNSP
3	Team Leader	5 People	<ul style="list-style-type: none"> <li>Risk Management level 3 (2 person)</li> <li>Risk Management level 2 (3 person)</li> </ul>	BNSP
4	Officer	9 People	<ul style="list-style-type: none"> <li>Risk Management level 3 (1 person)</li> <li>Risk Management level 2 (2 person)</li> <li>Risk Management level 1 (6 person)</li> </ul>	BNSP

### 2. Portfolio Risk & Risk Integration

NO	POSITION	TOTAL	CERTIFICATION	CERTIFICATION AGENCY
1	Group Head	1 People	Risk Management level 4	BNSP
2	Dept Head	3 People	Risk Management level 3	BNSP
3	Team Leader	5 People	<ul style="list-style-type: none"> <li>Risk Management level 3 (1 person)</li> <li>Risk Management level 2 (3 person)</li> <li>Risk Management level 1 (1 person)</li> </ul>	BNSP
4	Officer	8 People	<ul style="list-style-type: none"> <li>Risk Management level 3 (4 person)</li> <li>Risk Management level 2 (1 person)</li> <li>Risk Management level 1 (3 person)</li> </ul>	BNSP

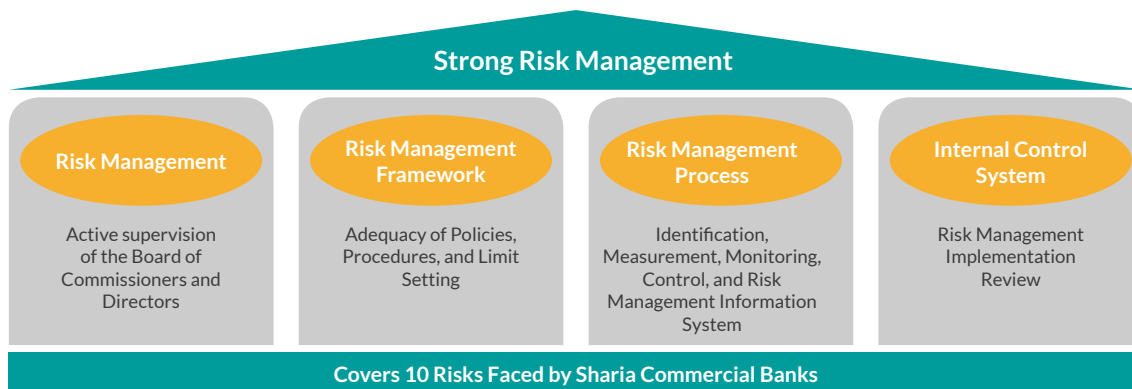
## G. Risk Governance Structure

The Bank formulates the roles and responsibilities of the Board of Directors, Board of Commissioners, committees, Risk Management Unit (SKMR), operational work unit (Risk-taking unit), Internal Audit Unit (IAU) and other supporting work units. The work unit that performs the function of internal control (IAU) and SKMR is independent of the bank's business work unit.



## H. Pillars of Risk Management Implementation

The Bank implements risk management which includes 4 (four) pillars as illustrated in the chart below.



### 1. Risk Management

Active supervision of the Board of Directors, Board of Commissioners, and Sharia Supervisory Board. The Board of Directors, Board of Commissioners and Sharia Supervisory Board are responsible for the effectiveness of risk management implementation at BSI.

The Board of Commissioners is responsible for providing approval and periodic review of risk management policies and evaluating the accountability of the Board of Directors for the implementation of risk management policies. The Board of Directors is responsible for the implementation of risk management policies and risk exposures taken by the Bank.

In carrying out its supervisory function on the implementation of risk management, the Board of Commissioners is assisted by the Risk Monitoring Committee, the Integrated Governance Committee and the Audit Committee, through coordination meetings which are regularly held by the Board of Commissioners with the Board of Directors and Bank Executive Officers.

In carrying out its supervisory function on the implementation of risk management, the Board of Commissioners is assisted by the Risk Monitoring Committee, the Integrated Governance Committee and the Audit Committee, through coordination meetings which are regularly held by the Board of Commissioners with the Board of Directors and Bank Executive Officers.

Active supervision of the Sharia Supervisory Board is carried out through periodic Sharia Supervisory Board meetings with all levels of the Bank's executives and by always maintaining constructive communication with the Board of Commissioners and Directors. The Sharia Supervisory Board evaluates risk management policies related to compliance with Sharia Principles.

## 2. Risk Management Framework

BSI has a hierarchical structure of Policies and Procedures, including:

- a. Policy
- b. Standard Procedure (Business and Operations)
- c. Product Manual
- d. Operational Technical Instructions

The Bank ensures that all activities with risk exposure have adequate policies and procedures as a reference for all work units in carrying out operational activities according to their functions and responsibilities, including setting risk limits to protect the Bank from excessive risk and violating the precautionary principle (prudential banking). These policies and procedures include:

- a. Risk Management Policies, Internal Control System Policies, Operational and Service Sector Policies and Procedures, Anti Fraud Policies, SPB Funds and Services, Service Transaction SPO, Branch Operational SPB, Customer Protection and Complaints SPO, Human Capital SPO, Goods and Services Procurement SPO, SPO APU-PPT, SPO Information Technology, SPO Business Continuous Management (BCM), SPP Operational Risk Management.
- b. Risk Management Policy, Internal Control Policy, Financing & Treasury Policies and Procedures.
- c. SPB for Corporate Financing, SPB for Commercial Financing, SPB for SME Financing, SPB for Micro Financing, SPB for Consumer Financing, SPB Portfolio Guideline, SPB Treasury and International Banking.

## 3. Risk Management Process

The Bank implements a risk management process which includes identification, measurement, monitoring and control of risks as well as an adequate risk management information system. The Bank manages ten types of risks inherent in the Bank's operations and business, namely credit risk, operational risk, liquidity risk, market risk, legal risk, compliance risk, reputation risk, strategic risk, return risk and investment risk.

- a. Risk Identification
  - Implementation of risk identification on bank products and activities, including information technology risk management
  - Risks to bank products and activities, including the implementation of Business Continuity Management
- b. Risk Measurement
  - Use of risk tools in risk measurement, including scoring, financing risk rating, Value at Risk, Liquidity Gap and Repricing Gap.
  - Measurement and determination of risk appetite
  - Implementation of stress tests on credit risk, market risk and liquidity risk
- c. Risk Monitoring
  - Monitoring of risk limits
  - Review or prepare risk reports
- d. Risk control
  - Integration of policy & risk tools into financing origination, customer on boarding, and collection systems
  - Establishment of marketing asset & tracking asset guarantee
  - Determination of risk limits
  - Implementation of Business Continuity Management (BCM)
- e. Risk Management Information System
 

In order to support the process of risk identification, measurement, monitoring and control, the Bank has developed a risk management information system. As part of the risk management information system, the Bank prepares a risk profile report on regular basis conducted by SKMR. In addition, the Bank has also developed several systems to strengthen the risk management information system:

  - Development & Implementation of Risk Management System
  - Development of the Liquidity Coverage Ratio system
  - Enhancement of NPS & Development of workflow policy applications

#### 4. Adequate internal control system

The risk control system includes the adequacy of the internal control system and the adequacy of reviews by independent parties, namely the Risk Management Unit and the Internal Audit Work Unit. The Bank establishes a risk control system for the entire implementation of the bank's operational activities.

The risk control system is carried out through:

- a. Determination of an organizational structure that describes the duties and responsibilities of each unit
- b. Determination of authority and responsibility to monitor compliance with risk management policies and procedures, including setting risk limits
- c. Determination of reporting lines and separation of functions between operational work units and work units that carry out control functions  
Provision of complete procedures to ensure bank compliance with applicable regulations
- d. Accurate and timely financial reporting and operational activities
- e. Complete documentation of the scope and findings of the audit and its follow-up.

To ensure the adequacy of the risk control system, the Bank conducts periodic reviews, namely:

- a. SKMR's review of the methods, assumptions, and variables used to measure and set risk limits
- b. Review by SKAI on the reliability of the risk management framework and the application of risk management by business units and/or support units

In order to maintain operational effectiveness and efficiency, accuracy of financial reports, and compliance with applicable rules and regulations, BSI strives to carry out internal control through inherent supervision that applies the principle of dual control, division of tasks "checks and balances" (segregation of duties), and the audit trail. Implementation at the organizational level includes the separation of the functions of the front office, middle office and back office as well as the implementation of 3 (three) organizational pillars in the financing process, namely the business unit, the risk assessment unit and the financing operation unit.

#### I. Overview of the Effectiveness of the Risk Management System

The Bank periodically evaluates the effectiveness of the risk management system. The evaluation results are used to adjust and strengthen the management of the Bank's risk management system. The evaluation includes strategy adjustments, risk management policies, quality of risk management implementation which includes risk governance, risk management framework, adequacy of risk management processes, adequacy of risk management information systems, and adequacy of risk control systems.

#### J. Statement of the Board of Directors and/or the Board of Commissioners or the Risk Monitoring Committee on the Adequacy of the Risk Management System

BSI always strives to manage risk dynamically in line with developments in internal and external conditions. The Board of Commissioners is of the view that the implementation of risk management has been going well.

The Board of Directors and the Board of Commissioners always evaluate the effectiveness of the Bank's risk management. The evaluation results are used to make efforts to strengthen risk management, including:

1. Human Resources (HR)
  - a. Improving HR competencies to support the Bank's activities through internal and external training as well as conducting internships at the parent company.
  - b. Increasing employee risk awareness, among others, through e-learning and refreshment of provisions.
  - c. Increase legal awareness for all levels of the Bank.
2. Tools and Methodology  
Strengthen and develop tools, models, and methodologies for better risk management through the development of rating, scoring, stress test and other risk models as well as the development of control testing methodologies.
3. System  
Improve IT operational system security.

## K. Risk Awareness Culture

Bank Syariah Indonesia also continues to build a strong risk awareness culture in order to support mitigating risks that might potentially disrupt the company's sustainability, including through:

- a. Risk Awareness socialization to increase employee awareness so that they always manage their respective risks, through the Risk Management Podcast.
- b. Implementation of the core values of AKHLAK in BSI's work environment which includes Amanah, Competent, Harmonious, Loyal, Adaptive and Collaborative, through weekly routine programs that are delivered by the Top Management directly to all employees.

The Bank sends officials at a certain level to take the Risk Management Competency Test (UKMR). As of December 2021, the number of employees who have obtained the Risk Management Certificate are:

CERTIFICATION	As of DECEMBER 2021
Level 1	1,567
Level 2	1,670
Level 3	212
Level 4	72
Level 5	22
<b>Total</b>	<b>3,543</b>

## L. Exposure to Capital and Disclosure of Capital Risk

Bank Syariah Indonesia calculates and monitors capital exposure in accordance with the applicable regulatory provisions. The Capital Adequacy Ratio (CAR) of Bank Syariah Indonesia in December 2021 is 22.09%. BSI has calculated the capital adequacy with the element of buffer capital. This shows that BSI has sufficient capital to anticipate and absorb losses caused by operational business activities.

## M. Main Risk Profile and Its Management

### 1. Credit Risk and Investment Risk

The Bank manages credit and investment risks comprehensively, starting from the time the financing and investment are granted until both ends.

#### a. Organization

The Bank has organizational tools for credit and investment risk management to maintain the Bank's financing activities in accordance with the prudential principle. The Bank establishes 3 organizational pillars in the financing process. The first pillar is the business unit that initiates the business. The second pillar is the risk assessment unit that performs financing risk analysis. The third pillar is the unit financing operation, which maintains that the disbursement process is carried out independently. The bank establishes a recovery unit that functions to handle non-performing financing. The unit is independent of the business unit and risk assessment unit that provides financing.

#### b. Policies, Procedures and Limits

The Bank makes financing policies and procedures to support sound financing management in accordance with prudential principles, including compliance with sharia principles. The policies and procedures in question consist of Risk Management Policies, Financing Policies, Standard Financing Business Procedures, Standard Portfolio Guideline Business Procedures, Product Manuals and Technical Operational Guidelines for each financing segment.

The Bank stipulates in house limits of BMPD, credit lines, authority to decide on financing, industrial sector portfolios and limits on securities investment portfolios. At the transactional level, the Bank sets a limit on the authority to decide on financing, including investment in securities.



**c. Risk Management Process**

The Bank manages credit risk through:

- 1) The direction of financing expansion refers to the Portfolio Guideline, which includes:
  - a) Industry Class  
Management of the Bank's financing risk begins with determining the classification of the industrial sector that will become the target market. The Bank divides the industry classification into four groups, namely attractive, neutral, selective, and alert. The Bank sets industry class for 98 industrial sectors. Financing is directed at sectors/business fields with attractive and neutral classifications.
  - b) Industry Limit  
In order to manage the concentration risk of the financing portfolio, the Bank sets a limit for the financing portfolio for each industry. The industrial sector limits are determined based on the industry class criteria of each sector.
  - c) Industry Acceptance Criteria  
The Bank establishes the Industry Acceptance Criteria as one of the processes in determining targeted customers in an industrial sector as well as to screen potential customers. Industry Acceptance Criteria are criteria for the initial selection of customers which are formulated based on the critical factors of each industrial sector which are measured quantitatively and qualitatively.
- 2) Determination of customer risk acquisition and measurement methods through the originating system, Risk Acceptance Criteria, retail financing scoring and wholesale financing risk rating.
- 3) Early warning system using watchlist tools that can provide early indication/detection of customer conditions so that the Bank can establish account strategies which include, among others, collection, recovery and restructuring activities. Included in the early

warning system are portfolio alerts aimed at monitoring the performance of the financing portfolio and compliance with risk limits set by the Bank's internal and regulators.

- 4) Implementation of stress tests on extreme but possible (plausible) conditions, either periodically or incidentally, with the aim of anticipating the worst conditions in the event of changes in external conditions such as macroeconomic conditions that may affect the Bank's financing performance.
- 5) Determination of the financing period by considering the type of financing, returns, liquidity and potential risks.
- 6) Study/Evaluate the adequacy of the limit of authority to decide on financing.
- 7) Establishment of an integrated internal control system in financing systems and procedures.

**d Risk Management Information System**

The Bank has a Management Information System that provides credit risk management data. The Bank reports credit risk exposure regularly for both internal and external parties.

**e. Risk of Concentration of Financing Management Policy**

The Bank develops and implements appropriate policies and procedures in order to identify, measure, monitor and control credit risk, including financing concentration risk. The Bank sets a limit for the risk of providing internal funds aimed at reducing the risk of financing concentration.

**f. Mechanism of Credit Risk Measurement and Control**

The purpose of measuring credit risk is to calculate the risk exposure inherent in the provision of funds so that the Bank can estimate its impact on capital. The Bank uses statistical and other methods in measuring credit risk, including scoring, financing risk rating, stress tests and other risk tools developed by the bank.

The Bank controls credit risk, among others, through portfolio management, setting concentration limits, and determining the level of authority in the approval process for the provision of funds.

**g. Definition of Accounts Due and Impaired Receivables**

Based on PSAK 60, financial assets that are past due are determined when the debtor fails to make payments on schedule.

A financial asset is considered impaired if it is proven that an adverse event occurred after the initial recognition of the financial asset and that event has an impact on the future cash flows of the financial asset that can be estimated reliably.

**h. Approach to the Establishment of Individual and Collective Allowance for Impairment Losses (CKPN)**

In accordance with PSAK 102 "Murabahah Accounting" and Indonesian Islamic Banking Accounting Guidelines (PAPSI Revision 2013), the Bank calculates individual allowance for allowances for murabahah receivables in accordance with the provisions in ISAK 102 "Impairment of Murabahah Receivables".

The Bank evaluates whether there is objective evidence that financial assets are impaired at each statement of financial position date.

A financial asset is impaired if objective evidence indicates that an adverse event has occurred after the initial recognition of the financial asset and that event has an impact on the future cash flows of the financial asset that can be estimated reliably.

First, the Bank determines whether there is objective evidence of impairment individually for financial assets that are significant, and individually or collectively for financial assets that are not individually significant.

If the Bank determines that there is no objective evidence of impairment for an individually assessed financial asset, regardless of whether the financial asset is significant or not, the Bank includes the asset in a group of financial assets

that have similar financing risk characteristics and collectively assess the group for impairment. Financial assets that are individually impaired, for which an impairment loss has been or continues to be recognized, is not included in a collective assessment of impairment.

The calculation of allowance for impairment losses on financial assets that are assessed collectively is grouped based on the same receivable risk characteristics by considering the segmentation of receivables based on past loss experience (probability of default).

**i. Statistical Methods in Calculation of CKPN**

The Bank uses the migration analysis method, which is a statistical analysis method, to assess the allowance for impairment losses on collective receivables. The Bank uses 5 (five) years of historical data in calculating the Probability of Default (PD) and Loss of Given Default (LGD).

**j. Credit Risk Measurement with Standard Approach**

- 1). The policy on the use of ratings in calculating RWA for credit risk uses a rating issued by a rating agency that is recognized by the regulator in accordance with OJK Circular Letter No.37/SEOJK.03/2016 concerning Rating Agencies and Ratings Recognized by OJK.
- 2). The portfolio category that uses the rating is in accordance with OJK Circular Letter No. 34/SEOJK.03/2015, which is based on the debtor or counterparty to the transaction.
- 3). The rating agency used is in accordance with the rating agency recognized by the regulator in accordance with OJK Circular Letter No.37/SEOJK.03/2016 concerning Rating Agencies and Ratings Recognized by OJK.
- 4). Exposures that give rise to Credit Risk due to counterparty credit risk include, among others, sharia over the counter (OTC) hedging transactions and repo or reverse repo transactions, both on Trading Book and Banking Book positions.  
The Bank currently has no counterparty credit risk exposure.

**k. Credit Risk Mitigation Disclosure Using Standard Approach**

Risk mitigation using a standard approach can use collateral, guarantees, and/or guarantees or insurance for MSME financing in accordance with SEOJK No. 34/SEOJK.03/2015 concerning Calculation of Risk-Weighted Assets for Credit Risk Using the Standard Approach for Sharia Commercial Banks. All collateral documents, guarantees, and/or guarantees or MSME financing insurance used must meet the requirements in accordance with the provisions of the legislation. The Bank has criteria for collateral fulfillment, including marketability, economic value, can be bound in accordance with applicable regulations and has legality as collateral.

**l. Asset Securitization Disclosure**

As of December 31, 2021, the Bank does not have any asset securitization exposure.

**2. Market Risk**

Market risk management aims to minimize the negative impact of market variable movements on the Bank's portfolio. The Bank is exposed to market risk from treasury and investment activities in the form of securities, money market, and forex (foreign exchange) as well as gold products because there are Banks that have gold inventories.

**a. Organization**

The Bank applies the principle of segregation of duty by separating the functions of the front office, middle office, and back office in the implementation of securities and forex transactions.

The business unit or treasury unit performs the front office function as the executor of treasury transactions. The front office functions as the first line of defense to carry out transactions.

The risk management unit performs the second line of defense function, which performs the function of reviewing risk limits, providing risk measurement tools, and monitoring market risk exposure. Operational work units that carry out back office functions by performing settlements and bookkeeping transactions.

**b. Policies, Procedures and Limits**

The Bank establishes Risk Management Policies, Treasury Policies and Standard Business Procedures for Treasury and International Banking as well as other market risk management provisions as guidelines for implementing market risk management.

The Bank sets market risk limits which include Net Open Position (NOP), Value at Risk (VaR), Open Position, Stop Loss, Treasury Transactions, and Cut Loss.

**c. Risk Management Process**

**1) Interest Rate Benchmark Risk**

The Bank is exposed to Interest Rate Benchmark Risk on the securities portfolio. The Bank manages Interest Rate Benchmark Risk by performing:

- a. Identification of Interest Rate Benchmark Risk on bank products and activities.
- b. Risk measurement by using Value at Risk (VaR) tools. VaR describes the maximum potential loss due to the movement of securities yields in normal market conditions. The Bank conducts stress tests to test the Bank's resilience in dealing with crisis conditions and prepares the necessary strategies in the event of a crisis. The Bank conducted 5 (five) market risk stress tests throughout 2021, including the impact of the spread of COVID-19 on the Bank's market risk exposure. Measurement of capital adequacy to cover risk is carried out using the Standardized Model.
- c. Risk exposure monitoring is carried out on a daily, weekly and monthly basis. Monitoring of risk exposure after legal merger to operational merger is carried out on each system used by legacy banks. Monitoring of risk exposure after the operational merger has been carried out in the bank's treasury system.
- d. Risk control is carried out through the determination of Value at Risk limits, Open Positions and Stop Loss of securities as well as through the sale or cut loss of securities. The Bank does mark to market on trading securities on a daily basis using market prices from independent sources.

## 2) Exchange Rate Risk

The Bank manages the Exchange Rate Risk by performing:

- a. Identification of Exchange Rate Risk on bank products and activities.
- b. Risk measurement uses Value at Risk (VaR) tools. The Bank maintains the Net Open Position (NOP) according to the predetermined limit. Overall PDN as of December 31, 2021 is 0.27% or still within the bank's internal limit of a maximum of 15%.

The Bank conducts stress tests to assess the Bank's resilience in dealing with crisis conditions and prepare the necessary strategies in the midst of a crisis. The Bank conducted 5 (five) market risk stress tests throughout 2021, including the impact of the spread of COVID-19 on the Bank's market risk exposure. Measurement of capital adequacy to cover risk is carried out using the Standardized Model.

- c. Risk exposure monitoring is carried out on a daily, weekly and monthly basis. Monitoring of risk exposure after the legal merger to the operational merger is carried out on each legacy bank system. Monitoring of risk exposure after the operational merger has been carried out using the bank's treasury system.
- d. Risk control is carried out by setting limits on Value at Risk, Open Positions and Stop Loss in foreign exchange as well as through squaring of foreign exchange positions.

### d. Risk Management Information System

The Bank has a Treasury core system that can provide data for measuring market risk. The Bank reports market risk management exposure regularly to internal and external parties.

### e. Management of Trading Book and Banking Book Portfolio and Valuation Methodology

Trading book market risk is the potential loss of the trading portfolio due to changes in market indicators, namely yields of securities and exchange rates. Market risk management is carried out by applying the principle of

segregation of duties between front office units (treasury), middle office units (risk management) and back office units (treasury operations). The Bank does mark to market on trading securities on a daily basis using market prices from independent sources.

Banking book market risk is the risk of declining profitability and economic value of capital due to changes in market returns and exchange rates. Banking book market risk management is carried out through a review of assets and liabilities so as to obtain maximum returns.

## 3. Liquidity Risk

The Bank manages liquidity risk to maintain the adequacy or availability of funds to meet the Bank's obligations. The Bank is exposed to Liquidity Risk from functional activities of financing, treasury and investment, as well as funding and issuance of securities.

### a. Organization

The Bank separates the functions between the treasury unit as the front office, the risk management unit as the middle office, and the operations unit as the back office.

### b. Policies, Procedures and Limits

The Bank establishes Risk Management Policies, Treasury Policies and Standard Treasury and International Banking Business Procedures. The Bank sets a liquidity risk limit which includes the Statutory Reserves (GWM), Safety Level, Core Depositors, Net Stable Funding Ratio (NSFR) and Liquidity Coverage Ratio (LCR).

The Bank has adequate liquidity. Rupiah liquidity reserves as of December 31, 2021 reached Rp41.18 trillion or above the minimum safety level of Rp5.3 trillion. Foreign currency liquidity reserves as of December 31, 2021 are USD 135.70 million or above the minimum safety level of USD 59.3 million.

The liquidity adequacy ratio or LCR as of December 31, 2021 reached 212.17% or above the minimum limit of 130%. Net stable funding ratio or NSFR as of December 31, 2021 reached 139.46% or above the minimum limit of 110%.

**c. Risk Management Process**

To manage its liquidity, the Bank:

- 1) Identify liquidity risk in bank products and activities
- 2) Place funds in high quality liquid assets as liquidity reserves
- 3) Measure liquidity ratios, cash flow projections, liquidity gaps, Liquidity Coverage Ratio (LCR), and Net Stable Funding Ratio (NSFR)
- 4) Maintaining access to the money market between Islamic banks
- 5) Performing regular liquidity risk stress tests
- 6) Monitor liquidity ratio regularly
- 7) Establish an action plan in the event of a liquidity crisis
- 8) Monitor the movement of external indicators including the USD/IDR exchange rate, yield, government securities, market yields, gold prices, Jakarta Interbank Offered Rate (JIBOR) and the latest market information.

**d. Risk Management Information System**

The Bank has a Management Information System that provides data and information for measuring liquidity risk. The Bank submits regular liquidity risk exposure reports to both internal and external parties.

**e. Liquidity Risk Mitigation Techniques including Early Warning Indicators for Problems and Emergency Funding Plans**

The Bank mitigates liquidity risk by:

1. Maintaining access to the Islamic interbank money market
2. Establish liquidity limits.
3. Conducting regular liquidity risk stress tests to determine the impact of changes in market factors and internal factors on liquidity.
4. Prepare and conduct periodic reviews of the Liquidity Contingency Plan (LCP), among others through the use of money market instruments, sale of securities, increase in the ratio of return on funds and use of loan facilities from Bank Indonesia.

**f. Mechanism of Measurement and Stress Test and Liquidity Risk Control**

The Bank measures liquidity adequacy through cash flow projections, liquidity gaps, and core fund calculations. In addition, the Bank also assesses the liquidity risk profile and measures liquidity ratios, including the Liquidity Coverage Ratio (LCR), Net Stable Funding Ratio (NSFR), the largest depositor ratio, the ratio of liquid assets to non-core deposits (AL NCD), the ratio of liquid assets to TPF (AL DPK).

To measure liquidity adequacy during a crisis according to the scenario, namely extreme but possible external events, the Bank conducts regular liquidity stress tests and establishes a contingency plan.

**4. Operational Risk**

Operational risk management aims to minimize risk exposure caused by human error, inadequate internal procedures, system failures and external events. The Bank has an operational risk management framework as described below.

**a. Organization**

The Bank manages operational risk throughout the organization and in all its business lines, both in the firstline, secondline, and thirdline units. The Bank implements segregation of duties through the separation of maker, checker, approver/authorisator functions, and dual control mechanisms in each transaction.

The Bank has a separate operational risk management function from the operational work unit. In addition, there is a supervisory organ that is tasked with ensuring the implementation of operational risk management in the Head Office and branch work units:

- 1) Regional Business Control (RBC)
  - a) RBC is a supervisory organ placed in the regional office to monitor and ensure the implementation of compliance, operational risk management and internal control at Regional, Area and Branch Offices.

- b) Organizationally, RBC is responsible to the Regional Head, but has a coordinating function (dotted line) to the Head Office Work Unit, namely the Risk Management Unit, Compliance Unit, and Internal Audit Unit.
  - 2) Decentralized Compliance & Operational Risk (DCOR)
    - a) DCOR is a supervisory organ placed in each Directorate of the Head Office to monitor and ensure the implementation of compliance, operational risk management and internal control in the Head Office work unit.
    - b) Organizationally, DCOR is responsible to the Divisional Director, but has a coordinating function (dotted line) to the Head Office Work Unit, namely the Risk Management Unit and the Compliance Unit.

#### b. Policies, Procedures and Limits

The Bank has operational risk management policies and procedures that serve as a reference in its implementation in all work units. These policies and procedures include:

- 1) Operational Risk Management Policy
- 2) Standard Operational Risk Management Control Procedure
- 3) Operational Technical Guidelines regarding Operational Risk Management Tools
- 4) Regional Business Control (RBC) Operational Technical Guidelines
- 5) Operational Technical Guidelines for Decentralized Compliance and Operational Risk (DCOR)

The Bank evaluates Policies, Standard Operational Risk Management Procedures and Operational Technical Guidelines periodically at least once a year in accordance with the needs and changes in the Bank's internal and external conditions.

The Bank sets operational transaction limits in order to implement the precautionary principle without hampering the smooth operation of the Bank's operational activities. The Bank evaluates operational risk limits on a regular basis, including:

- 1) Head Office Operational Transaction Limit, Region, Area and Branch
- 2) Electronic Channel Transaction Limits (Internet Banking, ATM, and Mobile Banking)

- 3) Limit Procurement
- 4) Custodian Limit

#### c. Business Continuity Management

The Bank implements Business Continuity Management (BCM) to ensure the continuity of the Bank's operations in the event of a disaster. In order to strengthen the implementation of BCM, in 2021 the Bank will:

- 1) Revitalization of BCM Organization
- 2) Update of BCM Standard Operating Procedure
- 3) Updating of Business Impact Analysis (BIA) and Risk Assessment (RA).
- 4) Implementation of a trial run of the Head Office Business Continuity Plan (BCP) through the Business Recovery Center (BRC)
- 5) Periodic implementation of Disaster Recovery Plan (DRP) for Information Technology (IT)
- 6) The handling of COVID-19 has been carried out in accordance with the health protocols set by the Government

#### d. Information Technology Risk Management

To anticipate the development of digitalization, the Bank develops digital-based products and services by taking into account the identification and mitigation of risks.

The Bank implements information technology risk management through:

- 1) Establishment of the Information Technology Steering Committee (IT Steering Committee)
- 2) Determination of an IT strategic plan that is in line with the strategic plan of the Bank's business activities
- 3) Establishment of a CISO (Chief Information Security Officer) group to ensure the security of the Bank's information technology implementation, including Digital Banking
- 4) Delegation of authority to appointed officials to decide and carry out IT operations
- 5) Standardization of data communication network equipment and software, management of system access authority, development of electronic banking services in terms of accessibility security and DRP

- 6) Implementation of System Integration Test (SIT) and User Acceptance Test (UAT) for each creation or development of new application systems to minimize potential application system failures
- 7) Implementation of Penetration Test (PenTest) to test the security and reliability of application systems from potential cyber crime attacks.
- 8) Implementation of the Release Control Board (RCB) to ensure that the system to be implemented meets adequate IT development standards, both from the aspect of adequacy of IT infrastructure, IT security, business processes and procedures.

**e. Risk Management Tools**

The Bank applies Operational Risk Management Tools, namely:

- 1) Risk & Control Self Assessment  
Risk & Control Self Assessment (RCSA) is a tool to identify, measure, monitor and mitigate operational risk. RCSA is carried out independently by the work unit and reviewed by DCOR/RBC.

The Bank implements RCSA in an end to end process so that potential operational risks can be identified thoroughly and early mitigation can be carried out to minimize potential operational risks. RCSA is conducted periodically every month.

- 2) Key Risk Indicators  
Key Risk Indicator (KRI) is a tool for early identification of indicators that are exposed to operational risk by setting a certain threshold. KRI monitoring is carried out by the work unit every month.
- 3) Loss Event Database  
Loss Event Database (LED) is a tool to record operational loss events experienced by the Bank. Recording is done directly when an incident occurs and is reported every month.

**4) Control Test**

Control Testing (CT) is a tool to test the adequacy of operational controls, and determine steps for continuous improvement of controls. The Bank has implemented CT in the business processes of mortgage financing, micro financing, branch operations, consumer vehicle financing, commercial financing and corporate financing. CT is carried out by RBC and DCOR through periodic onsite reviews in work units and branches

**f. Risk Management Information System**

The Bank reports the results of the implementation of operational risk management every month for both internal and external reporting to the main entity and to regulators.

- 1) Operational Risk Profile
- 2) Operational Risk Loss Control Metrics
- 3) Operational Risk Loss Incident
- 4) Report on the Implementation of the Operational Risk tools of the Work unit including:
  - a. Head Office Operational Risk Profile Report
  - b. Operational Risk Profile Report Region office

**5. Other Risks**

The Bank manages other risks which include legal risk, reputation risk, strategic risk, compliance risk, and return risk.

**a. Organization**

The Bank separates work units that play a role in managing legal risk, reputation risk, compliance risk, and strategic risk from other operational work units.

**b. Policies, Procedures and Limits**

The Bank has a Risk Management Policy and Standard Risk Management Procedure to support other risk management, including Standard Legal Control Procedures, Standard Compliance Control Procedures, Know Your Customer (KYC) Control Standard Procedures, Anti-Laundering and Prevention of Terrorism Financing, Standard Operational Protection Procedures and Customer Complaints, Standard Operating Procedures for Corporate Secretary, Standard Operating Procedures for Corporate Plans (Corporate Plan), Work Plans and Corporate Budgets (RKAP), Bank Business Plans (RBB), and Standard Operating Procedures for Performance Management.



### c. Other Risk Management Process

The Bank manages other risks through:

- 1) Handling and monitoring legal risk exposure, both criminal and non-criminal cases. Legal risk control is carried out, among others, by establishing a loss reserve to anticipate potential losses due to lawsuits. If necessary, the Bank uses the services of an external lawyer to assist in handling legal cases that contain claims for compensation
- 2) Settlement of customer complaints through Complaint Handling Management and measurement of reputation risk through Publicity Effectiveness Level (PEL), as well as monitoring of reports in the media
- 3) Evaluation of strategy performance and effectiveness through periodic and tiered performance reviews
- 4) Implementation of Compliance Information System (SIK)
- 5) Implementation of the internal sharia advisory function to review and analyze the suitability of the Bank's products/activities with Sharia principles
- 6) Review the returns on funding and financing as well as the implementation of the special ratio adjustment protocol.

### 6. Legal Risk

#### a. Organization

The Bank separates work units and establishes a work unit whose role is to manage legal risk, including providing legal advice.

#### b. Legal Risk Control Mechanism

- 1) Handling and monitoring legal risk exposure, both criminal and non-criminal cases.
- 2) Establish loss reserves to anticipate potential losses due to lawsuits. If necessary, the Bank uses the services of an external lawyer to assist in handling legal cases that contain claims for compensation.
- 3) Implementation of the Compliance Information System (SIK).
- 4) Implementation of the internal sharia advisory function to review and analyze the suitability of the Bank's products/activities with Sharia principles.

### 7. Reputational Risk

#### a. Organization

The Bank establishes a work unit whose role is to manage reputation risk.

#### b. Reputational Risk Control Policies and Mechanisms

- 1) The Bank follows up and resolves customer complaints and lawsuits that can increase reputation risk exposure
- 2) The Bank establishes a mechanism to take action to control reputational risk. Reputation risk control is carried out, among others, through:
- 3) Prevention of incidents that may pose a reputational risk, among others through:
  - a) follow-up and resolution of customer complaints and legal cases that have the potential to increase risk exposure
  - b) strengthening of external and internal communication to control potential reputation risk exposure
  - c) regular communication/education to stakeholders in order to establish a positive reputation and stakeholders
- 4) Restoration of the Bank's reputation after an event that creates reputational risk, namely all responses of the Bank to restore reputation and prevent the occurrence of reputation risk worsening
- 5) Settlement of customer complaints through Complaint Handling Management and measurement of reputation risk through Publicity Effectiveness Level (PEL), as well as monitoring of reports in the media.

#### c. Reputational Risk Management During Crisis

- 1) The Bank establishes a Communication Command Center as a formal means of coordination between work units involved in maintaining reputational risk in crisis conditions. The Communication Command Center under the coordination of the ALCO Working Group prepares and communicates preventive measures for all incoming information, mitigating so that these events do not degrade the company's reputation in the eyes of the public.

- 2) Communication Command Center works as an action unit to respond quickly to information on events both at the head office and branches, especially those that have the potential to cause reputational risk. In addition to functioning as a Rapid Response Unit, the Communication Command Center also assists field coordination.
8. Strategic Risk
    - a. **Organization**  
The Bank establishes a work unit whose role is to manage strategic risk
    - b. **Policies on Identifying and Responding to Changes in the Business Environment**
      - 1) The Bank ensures that the risk management process can minimize the possibility of negative impacts and inaccuracies in strategic decision making and failure to anticipate changes in the business environment.
      - 2) The Bank identifies strategic risk by using some information, including data from regulators/mass media and reports on relation to business targets/performance of work units.
    - c. **Mechanism of Measuring Progress of the Business Plan**
      - 1) Measurement of strategic risk aims to determine the potential for unrealized or ineffective implementation of business strategies and business plans that have been determined, especially those that have an impact on bank capital.
      - 2) The Bank uses indicators/parameters to measure strategic risk, including the suitability of the strategy with the conditions of the business environment, high-risk strategy and low-risk strategy, the bank's business position, and the achievement of the bank's business plan.
      - 3) The Bank conducts stress tests on strategy implementation to measure the negative impact of an event on the bank's business performance, both financially and non-financially.
  9. Compliance Risk
    - a. **Organization**  
The Bank establishes a work unit that is independent from other work units to manage compliance risk
    - b. **Compliance Risk Management Strategy and Effectiveness**
      - 1) Implementation of the Compliance Information System (SIK).
      - 2) Implementation of the internal sharia advisory function to review and analyze the suitability of the Bank's products/activities with Sharia principles.
    - c. **Compliance Risk Monitoring and Control Mechanism**
      - 1) The Bank monitors, records, and administers every activity exposed to compliance risk including the amount of potential loss caused by the said activity. The recording and administration can be used to anticipate potential losses in a certain period and functional activities.
      - 2) The Bank controls compliance risk, among others through a report reminder system.
  10. Rate of Return Risk  
Rate of Return Risk is the risk due to changes in the rate of return paid by the Bank to customers, due to changes in the rate of return received by the Bank from disbursing funds, which may affect the behavior of customers of the Bank's third party funds.
    - a. **Organization**  
The Asset & Liabilities Management Unit together with the working units of the ALCO Working Group members including the Market and Operational Risk Unit reviews the level of return on financing and funding on a regular basis.
    - b. **Strategy to Maintain Yield Level**
      - 1) Yield enhancement by investing bank funds in productive assets that provide optimal yields.
      - 2) Maintain positive financing growth with measurable risks.
      - 3) Maintaining the quality of the productive asset portfolio, especially financing.
      - 4) Increase the portion of low-cost funds, namely savings and current accounts to total funds

**c. Monitoring and Control Mechanism**

Return risk monitoring is carried out through:

- 1) Review the level of return on funding and financing on a regular basis.
- 2) Performance evaluation through periodic performance reviews.

Return risk control is carried out through setting a special deposit ratio ceiling and special financing price. The amount of the ratio or special price is in line with the movement of the rate of return or market rate.

**11. Investment Risk**

**a. Organization**

The Bank has a set of investment management organizations that are in line with credit risk management (see credit risk)

**b. Strategy to Maintain the Quality of Profit Sharing-Based Financing**

The strategy to maintain the quality of profit-sharing-based financing is in line with managing the quality of credit risk financing.

**c. Risk Monitoring and Control Mechanism**

- 1) The Bank monitors investment risk to determine the composition and condition of each customer or counterparty in the entire bank portfolio. The Bank uses an investment risk monitoring system/methodology, including watchlists and portfolio alerts.
- 2) The Bank controls investment risk, among others through portfolio management, determination of concentration limits, determination of the level of authority in the approval process for the provision of funds.

## N. Quantitative Disclosure

**a. Quantitative Disclosure of Bank's Capital Structure**

**Table of Capital Structure of Indonesian Islamic Banks in 2019-2021**

CAPITAL COMPONENT	2021	2020	2019
<b>CAPITAL:</b>			
- Tier 1	23,173,019	20,420,394	18,041,193
- Tier 2	1,949,750	2,076,847	2,109,432
<b>Total Capital for Credit Risk, Operational Risk, and Market Risk</b>	<b>25,122,769</b>	<b>22,497,241</b>	<b>20,150,625</b>
Risk Weighted Assets (RWA) for Credit Risk	113,643,146	101,719,501	89,060,498
Risk Weighted Assets (RWA) for Operational Risk	103,913	1,035,985	10,299,027
Risk Weighted Assets (RWA) for Market Risk	-	20,569,561	8,197,161
<b>Total RWA for credit risk, operational risk and market risk</b>	<b>113,747,059</b>	<b>123,325,047</b>	<b>107,556,686</b>

**b. Disclosure of Net Receivables by Region**

**DISCLOSURE OF RISK EXPOSURE REPORT  
PT BANK SYARIAH INDONESIA Tbk  
AS OF DECEMBER 31, 2021 AND 2020**

**A. CREDIT RISK**

**1. Net Receivables By Region**

NO.	PORTFOLIO CATEGORY				
		SUMATRA	JAKARTA	JAVA	
(1)	(2)	(3)	(4)	(5)	
1	Government Receivables	-	87,229,391	-	
2	Public Sector Entities Receivables	363	14,835,867	1,455,431	
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	
4	Bank Receivables	7,512	2,200,469	73,187	
5	Home Secured Financing	4,819,589	2,851,064	15,607,986	
6	Commercial Property Secured financing	4,821	5,316	3,368	
7	Employee/Pensioner Financing	10,626,880	722,560	5,782,799	
8	Micro-Businesses, Small Businesses, and Retail Portfolios Receivables	15,983,679	4,600,695	18,942,176	
9	Corporate Receivables	9,278,924	15,881,043	17,967,644	
10	Matured Receivables	361,901	176,709	721,922	
11	Other Assets	89,367	7,887,906	883,543	
	<b>TOTAL</b>	<b>41,173,036</b>	<b>136,391,020</b>	<b>61,438,056</b>	

NO.	PORTFOLIO CATEGORY				
		SUMATRA	JAKARTA	JAVA	
(1)	(2)	(3)	(4)	(5)	
1	Government Receivables	-	68,196,312	-	
2	Public Sector Entities Receivables	680	17,730,763	2,083,466	
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	
4	Bank Receivables	12,273	9,180,886	200,962	
5	Home Secured Financing	5,614,791	3,372,435	18,118,704	
6	Commercial Property Secured financing	34,740	29,714	367,638	
7	Employee/Pensioner Financing	11,079,647	649,364	4,766,331	
8	Micro-Businesses, Small Businesses, and Retail Portfolios Receivables	10,891,330	3,853,790	12,338,475	
9	Corporate Receivables	9,605,220	13,047,323	17,831,016	
10	Matured Receivables	140,202	154,304	309,178	
11	Other Assets	132,241	6,190,577	1,100,081	
	<b>TOTAL</b>	<b>37,511,124</b>	<b>122,405,468</b>	<b>57,115,851</b>	

**Disclosure of Net Receivables by Region:**

1. Disclosure of net claims is made for exposure to assets in the Balance Sheet, exposure in Administrative Account Transactions (TRA) and exposures that give rise to Credit Risk due to counterparty credit risk.
2. Determination of portfolio category and calculation of net receivables refers to the provisions regarding the guidelines for calculating risk-weighted assets for Credit Risk using the standard approach.
3. The division of regions is carried out based on the policies of each Bank, according to the management report. The division of the region is determined to be at least 3 (three) regions. Banks must disclose in the report the details of the net claims from each region.
4. Determination of the region is based on the project location of the debtor.

(in millions Rupiah)

DECEMBER 31, 2021						
NET RECEIVABLES BY REGION						
	KALIMANTAN	SULAWESI & MALUKU	BALI & NUSA TENGGARA	IRIAN JAYA & PAPUA	OUTSIDE INDONESIA	TOTAL
	(6)	(7)	(8)	(9)	(10)	(11)
	-	-	-	-	-	87,229,391
	-	-	-	-	-	16,291,661
	-	-	-	-	-	-
	9	8,929	-	-	-	2,290,106
	2,138,511	1,555,769	809,396	23,440	-	27,805,755
	1,670	18,580	1,492	-	-	35,247
	2,336,415	4,363,603	977,403	271,068	-	25,080,728
	2,189,482	2,955,375	2,078,908	132,909	-	46,883,224
	7,820,925	1,370,135	586,956	262,719	-	53,168,346
	76,581	97,879	29,966	1,449	-	1,466,407
	15,547	34,616	5,762	2,217	-	8,918,958
	14,579,140	10,404,886	4,489,883	693,802	-	269,169,823
DECEMBER 31, 2020						
NET RECEIVABLES BY REGION						
	KALIMANTAN	SULAWESI & MALUKU	BALI & NUSA TENGGARA	IRIAN JAYA & PAPUA	OUTSIDE INDONESIA	TOTAL
	(6)	(7)	(8)	(9)	(10)	(11)
	-	-	-	-	-	68,196,312
	280,032	26,690	-	-	-	20,121,631
	-	-	-	-	-	-
	16	16,243	-	-	-	9,410,380
	2,486,315	1,844,620	1,019,910	29,181	-	32,485,956
	18,828	39,220	5,912	-	-	496,052
	2,078,868	3,540,964	994,713	231,013	-	23,340,900
	1,415,349	1,997,371	1,365,747	119,009	-	31,981,071
	6,605,419	1,147,935	583,411	103,323	-	48,923,647
	34,371	36,838	11,090	3,232	-	689,215
	51,337	70,923	34,083	2,079	-	7,581,321
	12,970,535	8,720,804	4,014,866	487,837	-	243,226,485

c. Disclosure of Net Receivables by Remaining Contract Term

DISCLOSURE OF RISK EXPOSURE REPORT  
PT BANK SYARIAH INDONESIA Tbk  
AS OF DECEMBER 31, 2021 AND 2020

A. CREDIT RISK

2. Net Receivable By Remaining Maturity Of Contract

NO.	PORTFOLIO CATEGORY	DECEMBER 31, 2021			
		NET RECEIVABLE BY REMAINING MATURITY OF CONTRACT			
		< 1 Year	> 1 Year to 3 Year	> 3 Year to 5 Year	
(1)	(2)	(3)	(4)	(5)	
1	Government Receivables	53,095,613	22,913,022	8,235,149	
2	Public Sector Entities Receivables	7,292,916	1,160,309	1,452,584	
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	
4	Bank Receivables	2,190,383	45,114	43,060	
5	Home Secured Financing	170,640	1,486,011	2,605,810	
6	Commercial Property Secured financing	34,347	900	-	
7	Employee/Pensioner Financing	100,942	977,321	2,321,392	
8	Micro-Businesses, Small Businesses, and Retail Portfolios Receivables	6,311,049	10,940,868	8,816,359	
9	Corporate Receivables	16,488,627	6,982,779	8,322,266	
10	Matured Receivables	332,403	310,430	280,207	
11	Other Assets	2,641,803	-	-	
	<b>TOTAL</b>	<b>88,658,723</b>	<b>44,816,754</b>	<b>32,076,827</b>	

NO.	PORTFOLIO CATEGORY	DECEMBER 31, 2020			
		NET RECEIVABLE BY REMAINING MATURITY OF CONTRACT			
		< 1 Year	> 1 Year to 3 Year	> 3 Year to 5 Year	
(1)	(2)	(3)	(4)	(5)	
1	Government Receivables	46,856,581	11,518,324	8,522,815	
2	Public Sector Entities Receivables	9,419,203	3,966,094	596,827	
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	
4	Bank Receivables	9,167,085	116,742	92,157	
5	Home Secured Financing	206,949	2,011,686	3,615,962	
6	Commercial Property Secured financing	174,831	127,311	33,473	
7	Employee/Pensioner Financing	118,265	1,063,512	2,191,822	
8	Micro-Businesses, Small Businesses, and Retail Portfolios Receivables	7,374,066	9,981,032	6,885,601	
9	Corporate Receivables	13,130,742	7,321,580	8,089,635	
10	Matured Receivables	164,706	72,906	51,856	
11	Other Assets	1,423,735	-	-	
	<b>TOTAL</b>	<b>88,036,163</b>	<b>36,179,187</b>	<b>30,080,148</b>	

Disclosure of Net Receivables by Remaining Contract Term:

1. Disclosure of net claims is made for exposure to assets in the Balance Sheet, exposure in Administrative Account Transactions (TRA) and exposures that give rise to Credit Risk due to counterparty credit risk.
2. Determination of portfolio category and calculation of net receivables refers to the provisions regarding the guidelines for calculating risk-weighted assets for Credit Risk using the standard approach.
3. Mapping into the time scale is carried out based on the remaining time to maturity according to the contract for Balance Sheet, TRA and exposures that cause Credit Risk due to the failure of counterparties with contractual maturities. For balance sheet items, TRA and exposures that cause Credit Risk due to the failure of counterparties that do not have contractual maturity (non-maturity items) are entered into the non-contractual column.



(in millions Rupiah)

	> 5 Year	Non Contractual	TOTAL
	(6)	(7)	(8)
	2,985,607	-	87,229,391
	6,385,852	-	16,291,661
	-	-	-
	11,549	-	2,290,106
	23,543,294	-	27,805,755
	-	-	35,247
	21,681,073	-	25,080,728
	19,840,831	974,117	46,883,224
	21,374,674	-	53,168,346
	543,367	-	1,466,407
	-	6,277,155	8,918,958
	96,366,247	7,251,272	269,169,823

	> 5 Year	Non Contractual	TOTAL
	(6)	(7)	(8)
	1,298,592	-	68,196,312
	6,139,507	-	20,121,631
	-	-	-
	34,396	-	9,410,380
	26,651,359	-	32,485,956
	160,437	-	496,052
	19,967,301	-	23,340,900
	7,022,403	717,969	31,981,071
	20,381,690	-	48,923,647
	399,747	-	689,215
	-	6,157,586	7,581,321
	82,055,432	6,875,555	243,226,485



d. Disclosure of Net Receivables by Economic Sector

DISCLOSURE OF RISK EXPOSURE REPORT  
PT BANK SYARIAH INDONESIA Tbk  
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A. CREDIT RISK

3. Net Receivable by Economic Sector

NO.	Economic Sector				
		Government Receivables	Public Sector Entities Receivables	Multilateral Development Banks and International Institutions Receivables	
(1)	(2)	(3)	(4)	(5)	
1	Agriculture, Hunting, and Forestry	-	232,566	-	
2	Fishery	-	522	-	
3	Mining and Excavation	-	-	-	
4	Processing Industry	-	1,176,341	-	
5	Electricity, Gas, and Water	-	2,526,030	-	
6	Construction	-	7,198,478	-	
7	Large Trade and Retail	-	341,088	-	
8	Provision of Accommodation and Provision of Food and Drink	-	40,862	-	
9	Transportation, Warehousing, and Communication	-	2,075,401	-	
10	Financial Intermediary	-	1,672,732	-	
11	Real Estate, Rental Business, and Corporate Services	-	11,876	-	
12	Government Administration, Defense, and Mandatory Social Security	-	-	-	
13	Educational Services	-	-	-	
14	Health Services and Social Activities	-	-	-	
15	Community Services, Socio-Cultural, Entertainment, and Other Individuals	-	-	-	
16	Individual Services That Serve the Household	-	-	-	
17	International and Other Extra International Institution	-	-	-	
18	Activities that are not yet clear limitations	-	-	-	
19	Non Business Field	-	-	-	
20	Other	87,229,391	1,015,765	-	
	<b>Total</b>	<b>87,229,391</b>	<b>16,291,661</b>	<b>-</b>	



(in millions Rupiah)

DECEMBER 31, 2021								
Net Receivable By Economic Sector								
	Bank Receivables	Home Secured Financing	Commercial Property Secured financing	Employee/ Pensioner Financing	Micro- Businesses, Small Businesses, and Retail Portfolios Receivables	Corporate Receivables	Matured Receivables	Other Assets
	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
	-	-	-	29,367	2,334,046	6,200,695	88,162	-
	-	-	-	1,429	913,286	632,324	30,428	-
	-	-	-	84	30,896	2,373,441	7,745	-
	-	-	-	805	1,225,062	5,776,422	229,024	-
	-	-	-	189	22,856	1,196,885	34,859	-
	-	-	22,218	555	266,451	6,919,097	184,087	-
	-	-	-	9,172	7,868,778	5,790,696	259,250	-
	-	-	-	1,452	968,721	520,495	19,818	-
	-	-	-	592	316,138	2,643,362	8,696	-
	110,282	-	-	-	17,160	3,018,493	6,691	-
	-	-	11,537	952	408,686	2,677,971	16,176	-
	-	-	-	-	-	3,948	-	-
	-	-	-	100	145,722	3,468,476	4,616	-
	-	-	-	13	258,741	4,285,003	1,931	-
	-	-	-	3,773	2,106,318	777,010	45,082	-
	-	-	-	1,719	162,125	66,386	3,243	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	27,805,755	1,492	25,030,526	28,569,196	5,554,283	526,599	-
	2,179,824	-	-	-	1,269,042	1,263,359	-	8,918,958
	2,290,106	27,805,755	35,247	25,080,728	46,883,224	53,168,346	1,466,407	8,918,958

NO.	Economic Sector				
		Government Receivables	Public Sector Entities Receivables	Multilateral Development Banks and International Institutions Receivables	
(1)	(2)	(3)	(4)	(5)	
1	Agriculture, Hunting, and Forestry	-	514,569	-	
2	Fishing	-	791	-	
3	Mining and Excavation	-	-	-	
4	Processing Industry	-	2,143,447	-	
5	Electricity, Gas, and Water	-	2,145,444	-	
6	Construction	-	6,610,945	-	
7	Large Trade and Retail	-	341,088	-	
8	Provision of Accommodation and Provision of Food and Drink	-	412,925	-	
9	Transportation, Warehousing, and Communication	-	2,126,212	-	
10	Financial Intermediary	-	2,568,787	-	
11	Real Estate, Rental Business, and Corporate Services	-	815,033	-	
12	Government Administration, Defense, and Mandatory Social Security	-	-	-	
13	Educational Services	-	-	-	
14	Health Services and Social Activities	-	110,038	-	
15	Community Services, Socio-Cultural, Entertainment, and Other Individuals	-	1,560	-	
16	Individual Services That Serve the Household	-	-	-	
17	International and Other Extra International Institution	-	-	-	
18	Activities that are not yet clear limitations	-	-	-	
19	Not a field of business	-	-	-	
20	Other	68,196,312	2,330,792	-	
	<b>Total</b>	<b>68,196,312</b>	<b>20,121,631</b>	<b>-</b>	

**Disclosure of Net Receivables by Economic Sector:**

1. Disclosure of net claims is made for exposure to assets in the Balance Sheet, exposure in Administrative Account Transactions (TRA) and exposures that give rise to Credit Risk due to counterparty credit risk.
2. Determination of portfolio category and calculation of net receivables refers to the provisions regarding the guidelines for calculating risk-weighted assets for Credit Risk using the standard approach.
3. The division of economic sectors refers to the economic sectors listed in the Monetary and Financial System Stability Report (LSMK), with the addition of other sectors for the economic sector from net bills that cannot be classified in any of the existing sectors.



DECEMBER 31, 2020

Net Receivable By Economic Sector

	Bank Receivables	Home Secured Financing	Commercial Property Secured financing	Employee/ Pensioner Financing	Micro- Businesses, Small Businesses, and Retail Portfolios Receivables	Corporate Receivables	Matured Receivables	Other Assets
	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
	-	8,748	-	31,055	2,299,254	5,398,600	45,389	-
	-	81,096	-	6,974	629,732	478,096	1,686	-
	-	643	-	2,127	35,405	1,185,340	33,710	-
	-	29,525	2,399	1,787	1,334,656	5,199,115	141,588	-
	-	235	-	391	29,290	1,450,783	146,816	-
	-	6,830	223,765	241	433,846	7,272,937	7,445	-
	-	45,106	6,724	12,000	6,998,306	5,258,283	72,771	-
	-	10,784	-	2,334	754,500	463,970	4,102	-
	-	2,483	-	1,096	316,334	2,616,006	2,980	-
	245,490	3,665	-	306	64,314	3,022,922	16,178	-
	-	8,950	262,721	1,107	309,400	1,832,736	6,613	-
	-	1,241	-	10,274	3,453	813	-	-
	-	1,629	443	14,760	122,194	3,365,387	5,273	-
	-	4,698	-	2,061	166,299	3,313,402	811	-
	781	21,298	-	2,338	1,006,816	657,438	9,922	-
	-	899	-	2,101	131,467	23,808	1,073	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	32,258,126	-	23,249,948	16,697,826	6,219,938	192,858	-
	9,164,109	-	-	-	647,979	1,164,073	-	7,581,321
	9,410,380	32,485,956	496,052	23,340,900	31,981,071	48,923,647	689,215	7,581,321

e. Claims and Allowances Disclosure based on Region

DISCLOSURE OF RISK EXPOSURE REPORT  
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A. CREDIT RISK

4. Receivables and Allowance by Region

NO.	PORTFOLIO CATEGORY				
		SUMATRA	JAKARTA	JAVA	
(1)	(2)	(3)	(4)	(5)	
1	Receivable	42,238,383	138,780,247	64,147,577	
2	Receivables impaired	4,989,303	6,678,976	10,663,938	
	a. Non Overdue	4,627,402	6,502,267	9,942,016	
	b. Overdue	361,901	176,709	721,922	
3	CKPN - Individual	126,501	196,793	736,376	
4	CKPN - Collective	1,164,380	1,585,633	2,826,175	
5	Written Off Receivable	130,443	2,186,577	56,151	

NO.	PORTFOLIO CATEGORY				
		SUMATRA	JAKARTA	JAVA	
(1)	(2)	(3)	(4)	(5)	
1	Receivable	38,254,845	125,425,967	59,236,478	
2	Receivables impaired	5,903,806	4,968,128	11,748,251	
	a. Non Overdue	5,763,604	4,813,824	11,439,073	
	b. Overdue	140,202	154,304	309,178	
3	CKPN - Individual	136,013	197,587	815,359	
4	CKPN - Collective	1,116,329	898,954	2,170,660	
5	Written Off Receivable	24,660	1,491,267	69,068	



(in millions Rupiah)

DECEMBER 31, 2021						
RECEIVABLES AND ALLOWANCE BY REGION						
	KALIMANTAN	SULAWESI & MALUKU	BALI & NUSA TENGGARA	IRIAN JAYA & PAPUA	OUTSIDE INDONESIA	TOTAL
	(6)	(7)	(8)	(9)	(10)	(11)
	14,772,986	10,626,566	4,573,454	696,476	-	275,835,689
	1,573,610	1,225,078	1,008,594	31,541	-	26,171,040
	1,497,029	1,127,199	978,628	30,092	-	24,704,633
	76,581	97,879	29,966	1,449	-	1,466,407
	105,523	34,736	-	-	-	1,199,929
	308,314	274,361	134,260	36,843	-	6,329,966
	2,551	16,245	10,467	8,685	-	2,411,119

DECEMBER 31, 2020						
RECEIVABLES AND ALLOWANCE BY REGION						
	KALIMANTAN	SULAWESI & MALUKU	BALI & NUSA TENGGARA	IRIAN JAYA & PAPUA	OUTSIDE INDONESIA	TOTAL
	(6)	(7)	(8)	(9)	(10)	(11)
	13,168,950	8,830,759	4,071,596	505,377	-	249,493,972
	3,338,515	1,325,956	1,183,747	39,710	-	28,508,113
	3,304,144	1,289,118	1,172,657	36,478	-	27,818,898
	34,371	36,838	11,090	3,232	-	689,215
	34,276	31,094	2,048	13,346	-	1,229,723
	350,344	217,586	169,055	9,226	-	4,932,154
	72,867	6,072	1,009	231	-	1,665,174

f. Claims and Allowances Disclosure based on Economic Sector

DISCLOSURE OF RISK EXPOSURE REPORT  
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A. CREDIT RISK

5. Net Receivable And Allowance By Economic Sector

NO.	ECONOMIC SECTOR	DECEMBER 31, 2021			
		RECEIVABLE AND ALLOWANCE BY ECONOMIC SECTOR			
		RECEIVABLE	RECEIVABLES THAT HAVE DECREASED IN VALUE		
			NON OVERDUE	OVERDUE	
(1)	(2)	(3)	(4)	(5)	
1	Agriculture, Hunting, and Forestry	9,030,380	1,678,391	88,162	
2	Fishery	1,661,239	419,502	30,428	
3	Mining and Excavation	2,429,230	54,731	7,745	
4	Processing Industry	9,987,078	678,950	229,024	
5	Electricity, Gas, and Water	4,187,537	86,987	34,859	
6	Construction	14,953,293	4,058,521	184,087	
7	Large Trade and Retail	15,173,251	3,525,117	259,250	
8	Provision of Accommodation and Provision of Food and Drink	1,590,539	440,494	19,818	
9	Transportation, Warehousing, and Communication	5,214,681	2,188,976	8,696	
10	Financial Intermediary	5,094,126	229,189	6,691	
11	Real Estate, Rental Business, and Corporate Services	3,209,005	1,055,410	16,176	
12	Government Administration, Defense, and Mandatory Social Security	3,948	-	-	
13	Educational Services	3,648,374	987,910	4,616	
14	Health Services and Social Activities	4,642,567	623,970	1,931	
15	Community Services, Socio-Cultural, Entertainment, and Other Individuals	3,026,999	807,847	45,082	
16	Individual Services That Serve the Household	241,303	98,332	3,243	
17	International and Other Extra International Institution	-	-	-	
18	Activities that are not yet clear limitations	-	-	-	
19	Non Business field	88,314,260	7,770,306	526,599	
20	Other	103,427,879	-	-	
	<b>Total</b>	<b>275,835,689</b>	<b>24,704,633</b>	<b>1,466,407</b>	





(in millions Rupiah)

	ALLOWANCE - INDIVIDUAL	ALLOWANCE - COLLECTIVE	WRITTEN OFF RECEIVABLE
	(6)	(7)	(8)
	141,210	336,936	2,411,116
	-	93,965	-
	4,784	51,398	-
	767,714	759,022	-
	6,644	436,800	-
	25,819	1,344,811	-
	67,190	811,348	-
	2,910	68,330	-
	107,190	319,974	-
	11,874	90,587	-
	17,124	121,425	-
	-	39	-
	17,877	53,390	-
	10,306	73,140	-
	903	143,033	-
	-	12,879	-
	-	-	-
	-	-	-
	18,384	1,558,768	3
	-	54,121	-
	1,199,929	6,329,966	2,411,119

NO.	ECONOMIC SECTOR	DECEMBER 31, 2020			
		RECEIVABLE AND ALLOWANCE BY ECONOMIC SECTOR			
		RECEIVABLE	RECEIVABLES THAT HAVE DECREASED IN VALUE		
(1)	(2)		NON OVERDUE	OVERDUE	
(1)	(2)	(3)	(4)	(5)	
1	Agriculture, Hunting, and Forestry	8,534,323	3,384,350	45,389	
2	Fishery	1,227,204	426,685	1,686	
3	Mining and Excavation	1,288,548	89,383	33,710	
4	Processing Industry	10,159,313	966,414	141,588	
5	Electricity, Gas, and Water	4,044,214	143,113	146,816	
6	Construction	14,682,969	1,445,873	7,445	
7	Large Trade and Retail	13,183,184	3,992,057	72,771	
8	Provision of Accommodation and Provision of Food and Drink	1,669,077	558,014	4,102	
9	Transportation, Warehousing, and Communication	5,237,029	2,489,066	2,980	
10	Financial Intermediary	6,521,060	367,744	16,178	
11	Real Estate, Rental Business, and Corporate Services	3,361,164	1,277,028	6,613	
12	Government Administration, Defense, and Mandatory Social Security	15,904	2,143	-	
13	Educational Services	3,530,606	1,106,451	5,273	
14	Health Services and Social Activities	3,755,564	707,981	811	
15	Community Services, Socio-Cultural, Entertainment, and Other Individuals	1,739,222	735,773	9,922	
16	Individual Services That Serve the Household	163,364	84,929	1,073	
17	International and Other Extra International Institution	-	-	-	
18	Activities that are not yet clear limitations	-	-	-	
19	Non Business field	77,462,299	9,645,460	164,590	
20	Other	92,918,928	396,434	28,268	
	<b>Total</b>	<b>249.493.972</b>	<b>27.818.898</b>	<b>689.215</b>	

#### g. Allowance for Impairment Losses Movement

#### DISCLOSURE OF RISK EXPOSURE REPORT PT BANK SYARIAH INDONESIA Tbk AS OF DECEMBER 31, 2021 AND 2020

#### A. CREDIT RISK

#### 6. Allowance Mutation Details

(in millions Rupiah)

NO.	DESCRIPTION	DECEMBER 31, 2021	
		ALLOWANCE MUTATION DETAILS	
		ALLOWANCE - INDIVIDUAL	ALLOWANCE - COLLECTIVE
(1)	(2)	(3)	(4)
1	Beginning Balance Allowance	1,229,723	4,932,154
2	Provision (recovery) of Allowance in the current year (Net)		
	a. Provision of Allowance in the current year	461,685	3,186,438
	b. Recovery in the current year	-	-
3	Allowance used to write off in the current year	(505,024)	(2,011,041)
4	Other provision (recovery) in the current year	13,545	222,415
	<b>Ending Balance Allowance</b>	<b>1,199,929</b>	<b>6,329,966</b>

	ALLOWANCE - INDIVIDUAL	ALLOWANCE - COLLECTIVE	WRITTEN OFF RECEIVABLE
	(6)	(7)	(8)
	70,902	507,009	12
	9,332	55,705	-
	7,925	35,738	-
	769,465	645,735	-
	6,576	301,492	-
	3,267	562,117	-
	85,616	602,207	37
	6,014	68,857	-
	112,578	119,055	-
	77,693	149,827	-
	26,412	121,030	-
	-	263	-
	19,049	99,546	-
	5,074	165,765	-
	2,867	83,214	-
	40	11,419	-
	-	-	-
	-	-	-
	24,422	1,233,422	1,665,125
	2,491	169,753	-
	<b>1.229.723</b>	<b>4.932.154</b>	<b>1.665.174</b>

(in millions Rupiah)

NO.	DESCRIPTION	DECEMBER 31, 2020	
		ALLOWANCE MUTATION DETAILS	
		ALLOWANCE - INDIVIDUAL	ALLOWANCE - COLLECTIVE
(1)	(2)	(3)	(4)
1	Beginning Balance Allowance	907,750	2,981,148
2	Provision (recovery) of Allowance in the current year (Net)		
	a. Provision of Allowance in the current year	123,651	3,440,975
	b. Recovery in the current year	-	-
3	Allowance used to write off in the current year	(116,069)	(1,489,969)
4	Other provision (recovery) in the current year	314,391	-
	<b>Ending Balance Allowance</b>	<b>1,229,723</b>	<b>4,932,154</b>

#### h. Net Claims Disclosure based on Portfolio Category and Rating Scale

##### DISCLOSURE OF RISK EXPOSURE REPORT PT BANK SYARIAH INDONESIA Tbk AS OF DECEMBER 31, 2021 AND 2020

#### A. CREDIT RISK

##### 7. Net Receivable by Portfolio Category and Ranking Scale

NO.	PORTFOLIO CATEGORY	RATING AGENCY					
		LONG-TERM RATINGS					
		STANDARD AND POOR'S	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-	
		FITCH RATING INTERNASIONAL	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-	
		MOODY'S INVESTOR SERVICE	AAA	AA1 to AA3	A1 to A3	BAA1 to BAA3	
		FITCH RATING INDONESIA	AAA (IDN)	AA+(IDN) to AA-(IDN)	A+(IDN) to A-(IDN)	BBB+(IDN) to BBB-(IDN)	
		PEMERINGKAT EFEK INDONESIA	IDAAA	IDAA+ to IDAA-	IDA+ to IDA-	IDBBB+ to IDBBB-	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	
1	Government Receivables		90,000	-	-	37,599,151	
2	Public Sector Entities Receivables		4,458,796	2,040,000	3,285,725	1,875,693	
3	Multilateral Development Banks and International Institutions Receivables		-	-	-	-	
4	Bank Receivables		888,750	15,165	36,911	-	
5	Home Secured Financing						
6	Commercial Property Secured financing						
7	Employee/Pensioner Financing						
8	Micro-Businesses, Small Businesses, and Retail Portfolios Receivables						
9	Corporate Receivables		-	-	2,242,465	4,340	
10	Matured Receivables						
11	Other Assets						
	<b>TOTAL</b>		<b>5,437,546</b>	<b>2,055,165</b>	<b>5,565,101</b>	<b>39,479,184</b>	



(in millions Rupiah)

DECEMBER 31, 2021

## NET RECEIVABLE BY PORTFOLIO CATEGORY AND RANKING SCALE

				SHORT-TERM RATINGS				NO RANKING	TOTAL
	BB+ to BB-	B+ to B-	LESS THAN B-	A-1	A-2	A-3	LESS THAN A-3		
	BB+ to BB-	B+ to B-	LESS THAN B-	F1+ to F1	F2	F3	LESS THAN F3		
	BA1 to BA3	B1 to B3	LESS THAN B3	P-1	P-2	P-3	LESS THAN P-3		
	BB+(IDN) to BB-(IDN)	B+(IDN) to B-(IDN)	LESS THAN B-(IDN)	F1+(IDN) to F1(IDN)	F2(IDN)	F3(IDN)	LESS THAN F3(IDN)		
	ID BB+ to IDBB-	ID B+ to IDB-	LESS THAN IDB-	IDA1	IDA2	IDA3 to IDA4	LESS THAN IDA4		
	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
	-	-	-	-	-	-	-	49,540,240	87,229,391
	-	-	-	-	-	-	-	4,631,447	16,291,661
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	1,349,280	2,290,106
	-	-	-	-	-	-	-	50,921,541	53,168,346
	-	-	-	-	-	-	-	106,442,508	158,979,504

NO.	PORTFOLIO CATEGORY						
		RATING AGENCY	LONG-TERM RATINGS				
		STANDARD AND POOR'S	AAA	AA+to AA-	A+ to A-	BBB+ to BBB-	
		FITCH RATING INTERNASIONAL	AAA	AA+to AA-	A+ to A-	BBB+ to BBB-	
		MOODY'S INVESTOR SERVICE	AAA	AA1 to AA3	A1 to A3	BAA1 to BAA3	
		FITCH RATING INDONESIA	AAA (IDN)	AA+(IDN) to AA-(IDN)	A+(IDN) to A-(IDN)	BBB+(IDN) to BBB-(IDN)	
		PEMERINGKAT EFEK INDONESIA	IDAAA	IDAA+ to IDAA-	IDA+ to IDA-	IDBBB+ to IDBBB-	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	
1	Government Receivables		155,204	-	-	8,810,534	
2	Public Sector Entities Receivables		7,103,046	1,740,000	2,844,160	1,661,610	
3	Multilateral Development Banks and International Institutions Receivables		-	-	-	-	
4	Bank Receivables		4,140,816	6,472	47,872	-	
5	Home Secured Financing						
6	Commercial Property Secured financing						
7	Employee/Pensioner Financing						
8	Micro-Businesses, Small Businesses, and Retail Portfolios Receivables						
9	Corporate Receivables		216,141	270,000	2,199,112	486,370	
10	Matured Receivables						
11	Other Assets						
	<b>TOTAL</b>		<b>11,615,207</b>	<b>2,016,472</b>	<b>5,091,144</b>	<b>10,958,514</b>	



(in millions Rupiah)

DECEMBER 31, 2020

## NET RECEIVABLE BY PORTFOLIO CATEGORY AND RANKING SCALE

				SHORT-TERM RATINGS				NO RANKING	TOTAL
	BB+ to BB-	B+ to B-	LESS THAN B-	A-1	A-2	A-3	LESS THAN A-3		
	BB+ to BB-	B+ to B-	LESS THAN B-	F1+ to F1	F2	F3	LESS THAN F3		
	BA1 to BA3	B1 to B3	LESS THAN B3	P-1	P-2	P-3	LESS THAN P-3		
	BB+(IDN) to BB-(IDN)	B+(IDN) to B-(IDN)	LESS THAN B-(IDN)	F1+(IDN) to F1(IDN)	F2(IDN)	F3(IDN)	LESS THAN F3(IDN)		
	ID BB+ to IDBB-	ID B+ to IDB-	LESS THAN IDB-	IDA1	IDA2	IDA3 to IDA4	LESS THAN IDA4		
	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
	-	-	-	-	-	-	-	59,230,574	68,196,312
	-	-	-	-	-	-	-	6,772,815	20,121,631
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	5,215,220	9,410,380
	-	-	34,826	-	-	-	904	45,716,294	48,923,647
	-	-	34,826	-	-	-	904	116,934,903	146,651,970



i. Disclosure of Counterparty Credit Risk: Sharia Hedging Transactions Over The Counter

DISCLOSURE OF RISK EXPOSURE REPORT  
PT BANK SYARIAH INDONESIA Tbk  
AS OF DECEMBER 31, 2021 AND 2020

A. CREDIT RISK

8. Credit Risk of the Opposing Party

a. Sharia Hedging Transactions Over the Counter

NO.	UNDERLYING VARIABLES	Notional Value			
		≤ 1 Year	> 1 Year - ≤ 5 Year	> 5 Year	
		(3)	(4)	(5)	
(1)	(2)	(3)	(4)	(5)	
1	Sharia compliant profit rate swap	-	-	-	
2	Sharia compliant foreign currency swap	-	-	-	
3	Other	-	-	-	
	<b>TOTAL</b>	-	-	-	

NO.	UNDERLYING VARIABLES	Notional Value			
		≤ 1 Year	> 1 Year - ≤ 5 Year	> 5 Year	
		(3)	(4)	(5)	
(1)	(2)	(3)	(4)	(5)	
1	Sharia compliant profit rate swap	-	-	-	
2	Sharia compliant foreign currency swap	-	-	-	
3	Other	-	-	-	
	<b>TOTAL</b>	-	-	-	



(in millions Rupiah)

DECEMBER 31, 2021					
OTC SHARIA HEDGING TRANSACTIONS					
	Sharia Hedging Receivable	Sharia Hedging Obligations	Net Receivable Before MRK	MRK	Net Receivable After MRK
	(6)	(7)	(8)	(9)	(10)
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-

DECEMBER 31, 2020					
OTC SHARIA HEDGING TRANSACTIONS					
	Sharia Hedging Receivable	Sharia Hedging Obligations	Net Receivable Before MRK	MRK	Net Receivable After MRK
	(6)	(7)	(8)	(9)	(10)
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-

j. Disclosure of Counterparty Credit Risk: Repo Transactions

DISCLOSURE OF RISK EXPOSURE REPORT  
PT BANK SYARIAH INDONESIA Tbk  
AS OF DECEMBER 31, 2021 AND 2020

A. CREDIT RISK

8. Credit Risk of the Opposing Party

b. Repo Transactions

(in millions Rupiah)

NO.	PORTFOLIO CATEGORY	DECEMBER 31, 2021			
		Repo Transactions			
		Fair Value of SSB Repo	Repo Obligations	Net Receivables	ATMR
(1)	(2)	(3)	(4)	(5)	(6)
1	Government Receivables	-	-	-	-
2	Public Sector Entities Receivables	-	-	-	-
3	Multilateral development banks and international institutions Receivables	-	-	-	-
4	Bank Receivables	-	-	-	-
5	Micro-Businesses, Small Businesses and Retail Portfolios Receivables	-	-	-	-
6	Corporation Receivables	-	-	-	-
	<b>TOTAL</b>	-	-	-	-

NO.	PORTFOLIO CATEGORY	DECEMBER 31, 2020			
		Repo Transactions			
		Fair Value of SSB Repo	Repo Obligations	Net Receivables	ATMR
(1)	(2)	(3)	(4)	(5)	(6)
1	Government Receivables	-	-	-	-
2	Public Sector Entities Receivables	-	-	-	-
3	Multilateral development banks and international institutions Receivables	-	-	-	-
4	Bank Receivables	-	-	-	-
5	Micro-Businesses, Small Businesses and Retail Portfolios Receivables	-	-	-	-
6	Corporation Receivables	-	-	-	-
	<b>TOTAL</b>	-	-	-	-

# k. Disclosure of Counterparty Credit Risk: Reverse Repo Transactions

## DISCLOSURE OF RISK EXPOSURE REPORT PT BANK SYARIAH INDONESIA Tbk AS OF DECEMBER 31, 2021 AND 2020

### A. CREDIT RISK

#### 8. Operating Party's Credit Risk

##### c. Reverse Repo Transactions

(in millions Rupiah)

NO.	PORTFOLIO CATEGORY	DECEMBER 31, 2021			
		REVERSE REPO			
		Net Receivables	MRK value	Net Receivables After MRK	ATMR After MRK
(1)	(2)	(3)	(4)	(5)	(6)
1	Government Receivables	-	-	-	-
2	Public Sector Entities Receivables	-	-	-	-
3	Multilateral development banks and international institutions Receivables	-	-	-	-
4	Bank Receivables	-	-	-	-
5	Micro-Businesses, Small Businesses and Retail Portfolios Receivables	-	-	-	-
6	Corporation Receivables	-	-	-	-
	<b>TOTAL</b>	-	-	-	-

NO.	PORTFOLIO CATEGORY	DECEMBER 31, 2020			
		REVERSE REPO			
		Net Receivables	MRK value	Net Receivables After MRK	ATMR After MRK
(1)	(2)	(3)	(4)	(5)	(6)
1	Government Receivables	-	-	-	-
2	Public Sector Entities Receivables	-	-	-	-
3	Multilateral development banks and international institutions Receivables	-	-	-	-
4	Bank Receivables	-	-	-	-
5	Micro-Businesses, Small Businesses and Retail Portfolios Receivables	-	-	-	-
6	Corporation Receivables	-	-	-	-
	<b>TOTAL</b>	-	-	-	-

## I. Disclosure of Net Claims Based on Risk Weighted After Impact Calculation of Credit Risk Mitigation

### DISCLOSURE OF RISK EXPOSURE REPORT

PT BANK SYARIAH INDONESIA Tbk

AS OF DECEMBER 31, 2021 AND 2020

#### A. CREDIT RISK

##### 9. Net Bill By Risk Weight After Credit Risk Mitigation Impact

NO.	PORTFOLIO CATEGORY	DECEMBER 31, 2021									ATMR	
		Net Receivables After Credit Risk Mitigation Impact										
		0%	20%	25%	35%	50%	75%	100%	150%	OTHERS		
(1)	(2)	(3)	(4)	(5)	(6)	(8)	(9)	(10)	(11)	(12)	(13)	
A EXPOSURE TO FINANCIAL POSITION STATEMENTS												
1	Government Receivables	87,229,391	-	-	-	-	-	-	-	-	-	
2	Public Sector Entities Receivables	605,620	6,205,905	-	-	9,480,135	-	-	-	-	5,981,249	
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-	-	-	-	-	-	
4	Bank Receivables	8,138	2,139,454	-	-	115,718	-	-	-	-	485,750	
5	Home Secured Financing	620	7,677,574	7,385,463	12,742,096	-	-	-	-	-	7,841,614	
6	Commercial Property Secured financing	-	-	-	-	-	-	35,247	-	-	35,247	
7	Employee/ Pensioner Financing	391	-	-	-	25,080,338	-	-	-	-	12,540,169	
8	Micro-Businesses, Small Businesses, and Retail Portfolios Receivables	4,752,368	-	-	-	298,431	40,563,382	-	-	-	30,571,752	
9	Corporate Receivables	2,912,176	-	-	-	2,232,432	-	47,198,271	-	-	48,314,487	
10	Matured Receivables	156	-	-	-	-	-	1,466,252	-	-	1,466,252	
11	Other Assets	-	-	-	-	-	-	4,799,055	-	-	4,799,055	
	Total Exposure to Financial Position Statements	95,508,860	16,022,933	7,385,463	12,742,096	37,207,054	40,563,382	53,498,825	-	-	112,035,575	



(in millions Rupiah)

	CAPITAL EXPENSE	DECEMBER 31, 2020									ATMR	CAPITAL EXPENSE
		Net Receivables After Credit Risk Mitigation Impact										
		0%	20%	25%	35%	50%	75%	100%	150%	OTHERS		
	(14)	(15)	(16)	(17)	(18)	(20)	(21)	(22)	(23)	(24)	(25)	(26)
	-	68,196,312	-	-	-	-	-	-	-	-	-	-
	478,500	711,024	8,550,155	-	-	10,860,452	-	-	-	-	7,140,257	571,221
	-	-	-	-	-	-	-	-	-	-	-	-
	38,860	48,966	9,080,865	-	-	280,550	-	-	-	-	1,956,448	156,516
	627,329	789	6,875,427	6,851,057	18,758,684	-	-	-	-	-	9,653,389	772,271
	2,820	15,290	-	-	-	-	-	480,762	-	-	480,762	38,461
	1,003,214	388	-	-	-	23,340,512	-	-	-	-	11,670,256	933,620
	2,445,740	4,230,715	-	-	-	236,894	26,147,513	-	-	-	19,729,082	1,578,327
	3,865,159	2,073,000	486,141	-	-	2,199,112	-	43,308,306	35,731	-	44,558,687	3,564,695
	117,300	338	-	-	-	-	-	688,876	-	-	688,876	55,110
	383,924	-	-	-	-	-	-	4,400,582	-	-	4,400,582	352,047
	8,962,846	75,276,822	24,992,588	6,851,057	18,758,684	36,917,520	26,147,513	48,878,526	35,731		100,278,339	8,022,268

NO.	PORTFOLIO CATEGORY	DECEMBER 31, 2021									ATMR	
		Net Receivables After Credit Risk Mitigation Impact										
		0%	20%	25%	35%	50%	75%	100%	150%	OTHERS		
(1)	(2)	(3)	(4)	(5)	(6)	(8)	(9)	(10)	(11)	(12)	(13)	
B EXPOSURE TO COMMITMENT AND CONTINGENCY												
1	Government Receivables	-	-	-	-	-	-	-	-		-	
2	Public Sector Entities Receivables	-	-	-	-	-	-	-	-		-	
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-	-	-	-		-	
4	Bank Receivables	-	429	-	-	26,367	-	-	-		13,269	
5	Home Secured Financing	-	-	-	-	-	-	-	-		-	
6	Commercial Property Secured financing	-	-	-	-	-	-	-	-		-	
7	Employee/ Pensioner Financing	-	-	-	-	-	-	-	-		-	
8	Micro-Businesses, Small Businesses, and Retail Portfolios Receivables	2,615	-	-	-	-	1,266,427	-	-		949,820	
9	Corporate Receivables	5,780	-	-	-	10,033	-	809,654	-		814,671	
10	Matured Receivables	-	-	-	-	-	-	-	-		-	
	Total Exposure to Commitment and Contingency	8,395	429	-	-	36,400	1,266,427	809,654	-		1,777,760	

NO.	PORTFOLIO CATEGORY	DECEMBER 31, 2021									ATMR	
		Net Receivables After Credit Risk Mitigation Impact										
		0%	20%	25%	35%	50%	75%	100%	150%	OTHERS		
(1)	(2)	(3)	(4)	(5)	(6)	(8)	(9)	(10)	(11)	(12)	(13)	
C Exposure Due to Failure of The Opposing Party (Counterparty Credit Risk)												
1	Government Receivables	-	-	-	-	-	-	-	-	-	-	-
2	Public Sector Entities Receivables	-	-	-	-	-	-	-	-	-	-	-
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-	-	-	-	-	-	-
4	Bank Receivables	-	-	-	-	-	-	-	-	-	-	-
5	Micro-Businesses, Small Businesses, and Retail Portfolios Receivables	-	-	-	-	-	-	-	-	-	-	-
6	Corporate Receivables	-	-	-	-	-	-	-	-	-	-	-
	Total Counterparty Credit Risk Exposure	-	-	-	-	-	-	-	-	-	-	-





(in millions Rupiah)

	CAPITAL EXPENSE	DECEMBER 31, 2020									ATMR	CAPITAL EXPENSE
		Net Receivables After Credit Risk Mitigation Impact										
		0%	20%	25%	35%	50%	75%	100%	150%	OTHERS		
	(14)	(15)	(16)	(17)	(18)	(20)	(21)	(22)	(23)	(24)	(25)	(26)
	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
	1,062	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
	75,986	145,230	-	-	-	-	1,220,719	-	-	-	915,539	73,243
	65,174	34,212	-	-	-	-	-	787,144	-	-	787,144	62,972
	-	-	-	-	-	-	-	-	-	-	-	-
	142,222	179,442	-	-	-	-	1,220,719	787,144	-	-	1,702,683	136,215

(in millions Rupiah)

	CAPITAL EXPENSE	DECEMBER 31, 2020									ATMR	CAPITAL EXPENSE
		Net Receivables After Credit Risk Mitigation Impact										
		0%	20%	25%	35%	50%	75%	100%	150%	OTHERS		
	(14)	(15)	(16)	(17)	(18)	(20)	(21)	(22)	(23)	(24)	(25)	(26)
	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-

m. Disclosure of Net Claims and Credit Risk Mitigation Techniques

DISCLOSURE OF RISK EXPOSURE REPORT  
PT BANK SYARIAH INDONESIA Tbk  
AS OF DECEMBER 31, 2021 AND 2020

A. CREDIT RISK

10. Net Receivables and Credit Risk Mitigation Techniques

NO.	PORTFOLIO CATEGORY	DECEMBER 31, 2021				
		NET RECEIVABLES	RECEIVABLES BILLING AND MRK TECHNIQUE			
			THE GUARANTEED SECTION WITH			
			Collateral	Warranty	Financing Insurance	
(1)	(2)	(3)	(4)	(5)	(6)	
<b>A EXPOSURE TO FINANCIAL POSITION STATEMENTS</b>						
1	Government Receivables	87,229,391	-	-	-	
2	Public Sector Entities Receivables	16,291,661	605,620	-	-	
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	
4	Bank Receivables	2,263,310	8,138	-	-	
5	House Secured Financing	27,805,755	621	-	-	
6	Commercial Property Secured financing	35,247	-	-	-	
7	Employee/Pensioner Financing	25,080,728	391	-	-	
8	Micro-Businesses, Small Businesses, and Retail Portfolios Receivables	45,614,182	5,050,799	-	-	
9	Corporate Receivables	52,342,879	2,912,176	-	-	
10	Matured Receivables	1,466,407	156	-	-	
11	Other Assets	8,918,958	-	-	-	
	<b>Total Exposure to Financial Position Statements</b>	<b>267,048,518</b>	<b>8,577,901</b>	<b>-</b>	<b>-</b>	
<b>B EXPOSURE TO COMMITMENT AND CONTINGENCY</b>						
1	Government Receivables	-	-	-	-	
2	Public Sector Entities Receivables	-	-	-	-	
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	
4	Bank Receivables	26,796	-	-	-	
5	Home Secured Financing	-	-	-	-	
6	Commercial Property Secured financing	-	-	-	-	
7	Employee/Pensioner Financing	-	-	-	-	
8	Micro-Businesses, Small Businesses, and Retail Portfolios Receivables	1,269,042	2,615	-	-	
9	Corporate Receivables	825,467	5,780	-	-	
10	Matured Receivables	-	-	-	-	
	<b>Total Exposure to Commitment and Contingency</b>	<b>2,121,305</b>	<b>8,395</b>	<b>-</b>	<b>-</b>	
<b>C EXPOSURE DUE TO OPPONENT'S FAILURE (COUNTERPARTY CREDIT RISK)</b>						
1	Government Receivables	-	-	-	-	
2	Public Sector Entities Receivables	-	-	-	-	
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	
4	Bank Receivables	-	-	-	-	
5	Micro-Businesses, Small Businesses, and Retail Portfolios Receivables	-	-	-	-	
6	Corporate Receivables	-	-	-	-	
	<b>Total Counterparty Credit Risk Exposure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

(in millions Rupiah)

[illegible]

## n. Disclosure of Securitization Transactions

### DISCLOSURE OF RISK EXPOSURE REPORT PT BANK SYARIAH INDONESIA Tbk AS OF DECEMBER 31, 2021 AND 2020

#### A. CREDIT RISK

##### 11. Asset Securitization Transactions

NO.	SECURITIZATION EXPOSURE	DECEMBER 31, 2021			
		ASSET SECURITIZATION TRANSACTIONS			
		VALUE OF SECURITIZED ASSETS	THE VALUE OF SECURITIZED ASSETS THAT HAVE DECREASED IN VALUE		
(1)	(2)	(3)	MATURITY	NOT YET DUE	
1	Bank acts as initial creditor - Type of exposure (example: house secured financing)	-			
2	The Bank acts as a supporting credit provider:	-	-	-	
	a. First risk insurer facility - Type of exposure (example: house secured financing)	-	-	-	
	b. Second risk underwriting facility - Type of exposure (example: house secured financing)	-	-	-	
3	Bank acts as a provider of liquidity facilities - Type of exposure (example: house secured financing)	-	-	-	
4	Bank acts as a service provider - Type of exposure (example: house secured financing)	-			
5	Bank acts as custodian bank - Type of exposure (example: house secured financing)	-			
6	Banks act as financiers	-	-	-	
	a. Senior trache - Type of exposure (example: house secured financing)	-	-	-	
	b. Junior trache - Type of exposure (example: mortgage secured bills)	-	-	-	

NO.	SECURITIZATION EXPOSURE	DECEMBER 31, 2020			
		ASSET SECURITIZATION TRANSACTIONS			
		VALUE OF SECURITIZED ASSETS	THE VALUE OF SECURITIZED ASSETS THAT HAVE DECREASED IN VALUE		
(1)	(2)	(3)	MATURITY	NOT YET DUE	
1	Bank acts as initial creditor - Type of exposure (example: house secured financing)	-			
2	The Bank acts as a supporting credit provider:	-	-	-	
	a. First risk insurer facility - Type of exposure (example: house secured financing)	-	-	-	
	b. Second risk underwriting facility - Type of exposure (example: house secured financing)	-	-	-	
3	Bank acts as a provider of liquidity facilities - Type of exposure (example: house secured financing)	-	-	-	
4	Bank acts as a service provider - Type of exposure (example: house secured financing)	-			
5	Bank acts as custodian bank - Type of exposure (example: house secured financing)	-			
6	Banks act as financiers	-	-	-	
	a. Senior trache - Type of exposure (example: house secured financing)	-	-	-	
	b. Junior trache - Type of exposure (example: mortgage secured bills)	-	-	-	



(in millions Rupiah)

	PROFIT/ LOSS FROM SECURITIZATION ACTIVITIES	ATMR	CAPITAL DEDUCTION
	(6)	(7)	(8)
-			
-	-	-	-
-	-	-	-
-	-	-	
-	-	-	
-	-	-	-
-	-	-	-
-			-

	PROFIT/ LOSS FROM SECURITIZATION ACTIVITIES	ATMR	CAPITAL DEDUCTION
	(6)	(7)	(8)
-			
-	-	-	-
-	-	-	-
-	-	-	
-	-	-	
-	-	-	-
-	-	-	-
-			-

**o. Disclosure of Summary Securitization Transaction Activity Bank as Creditor**

**DISCLOSURE OF RISK EXPOSURE REPORT  
PT BANK SYARIAH INDONESIA Tbk  
AS OF DECEMBER 31, 2021 AND 2020**

**A. CREDIT RISK**

**12. Asset Securitization Transaction Which Bus Acts as the Initial Creditor**

NO.	UNDERLYING ASSET	DECEMBER 31, 2021		
		INITIAL CREDITOR ASSET SECURITIZATION TRANSACTION		
		VALUE OF SECURITIZED ASSETS	SALES GAINS/ LOSSES	
(1)	(2)	(3)	(4)	
1	Government Receivables	-	-	
2	Public Sector Entities Receivables	-	-	
3	Multilateral Development Banks and International Institutions Receivables	-	-	
4	Bank Receivables	-	-	
5	House Secured Financing	-	-	
6	Commercial Property Secured financing	-	-	
7	Employee/Pensioner Financing	-	-	
8	Micro-Businesses, Small Businesses, and Retail Portfolios Receivables	-	-	
9	Corporate Receivables	-	-	
10	Other Assets	-	-	
	TOTAL	-	-	

**p. Disclosure of RWA Calculations for Credit Risk Using a Standardized Approach**

**DISCLOSURE OF RISK EXPOSURE REPORT  
PT BANK SYARIAH INDONESIA Tbk  
AS OF DECEMBER 31, 2021 AND 2020**

**A. CREDIT RISK**

**13. Calculation of ATMR for Credit Risk Using Standard Approach**

**a. Asset Exposure in Financial Position Statement**

NO.	PORTFOLIO CATEGORY	DECEMBER 31, 2021			
		BALANCE SHEET ASSET EXPOSURE			
		NET RECEIVABLES	ATMR BEFORE MRK	ATMR AFTER MRK	
(1)	(2)	(3)	(4)	(5)	
1	Government Receivables	87,229,391	-	-	
2	Public Sector Entities Receivables	16,291,661	6,196,192	5,981,249	
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	
4	Bank Receivables	2,263,310	489,819	485,750	
5	House Secured Financing	27,805,755	7,841,752	7,841,614	
6	Commercial Property Secured financing	35,247	35,247	35,247	
7	Employee/Pensioner Financing	25,080,728	12,540,364	12,540,169	
8	Micro-Businesses, Small Businesses, and Retail Portfolios Receivables	45,614,182	34,210,636	30,571,752	
9	Corporate Receivables	52,342,879	51,226,663	48,314,487	
10	Matured Receivables	1,466,407	1,466,408	1,466,252	
11	Other Assets	8,918,958	-	4,799,055	
TOTAL		267,048,518	114,007,081	112,035,575	



(in millions Rupiah)

	DECEMBER 31, 2020	
	INITIAL CREDITOR ASSET SECURITIZATION TRANSACTION	
	VALUE OF SECURITIZED ASSETS	SALES GAINS/ LOSSES
	(5)	(6)
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-

(in millions Rupiah)

	DECEMBER 31, 2020		
	BALANCE SHEET ASSET EXPOSURE		
	NET RECEIVABLES	ATMR BEFORE MRK	ATMR AFTER MRK
	(6)	(7)	(8)
	68,196,312	-	-
	20,121,631	7,407,902	7,140,257
	-	-	-
	9,410,380	1,980,931	1,956,448
	32,485,956	9,653,591	9,653,389
	496,052	496,052	480,762
	23,340,900	11,670,450	11,670,256
	30,615,123	22,961,342	19,729,082
	48,102,290	46,631,686	44,558,687
	689,215	689,214	688,876
	7,581,321	-	4,400,582
	241,039,180	101,491,168	100,278,339



DISCLOSURE OF RISK EXPOSURE REPORT  
PT BANK SYARIAH INDONESIA Tbk  
AS OF DECEMBER 31, 2021 AND 2020

A. CREDIT RISK

13. Calculation of ATMR for Credit Risk Using Standard Approach

b. Commitment and Contingency Exposure in Commitment and Contingency Report

NO.	PORTFOLIO CATEGORY	DECEMBER 31, 2021			
		COMMITMENT AND CONTINGENCY EXPOSURE			
		NET RECEIVABLES	ATMR BEFORE MRK	ATMR AFTER MRK	
(1)	(2)	(3)	(4)	(5)	
1	Government Receivables	-	-	-	
2	Public Sector Entities Receivables	-	-	-	
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	
4	Bank Receivables	26,796	13,269	13,269	
5	House Secured Financing	-	-	-	
6	Commercial Property Secured financing	-	-	-	
7	Employee/Pensioner Financing	-	-	-	
8	Micro-Businesses, Small Businesses, and Retail Portfolios Receivables	1,269,042	951,782	949,820	
9	Corporate Receivables	825,467	820,450	814,671	
10	Matured Receivables	-	-	-	
TOTAL		2,121,305	1,785,501	1,777,760	

c. Exposure Credit Risk due to The Failure of The Opposing Party (Counterparty Credit Risk)

NO.	PORTFOLIO CATEGORY	DECEMBER 31, 2021			
		CCR CREDIT RISK EXPOSURE			
		NET RECEIVABLES	ATMR BEFORE MRK	ATMR AFTER MRK	
(1)	(2)	(3)	(4)	(5)	
1	Government Receivables	-	-	-	
2	Public Sector Entities Receivables	-	-	-	
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	
4	Bank Receivables	-	-	-	
5	Micro-Businesses, Small Businesses, and Retail Portfolios Receivables	-	-	-	
6	Corporate Receivables	-	-	-	
TOTAL		-	-	-	



(in millions Rupiah)

	DECEMBER 31, 2020		
	COMMITMENT AND CONTINGENCY EXPOSURE		
	NET RECEIVABLES	ATMR BEFORE MRK	ATMR AFTER MRK
	(6)	(7)	(8)
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	1,365,948	1,024,461	915,539
	821,357	821,357	787,144
	-	-	-
	2,187,305	1,845,818	1,702,683

(in millions Rupiah)

	DECEMBER 31, 2020		
	CCR CREDIT RISK EXPOSURE		
	NET RECEIVABLES	ATMR BEFORE MRK	ATMR AFTER MRK
	(6)	(7)	(8)
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-

DISCLOSURE OF RISK EXPOSURE REPORT  
PT BANK SYARIAH INDONESIA Tbk  
AS OF DECEMBER 31, 2021 AND 2020

A. CREDIT RISK

13. ATMR of Credit Risk Using Standard Approach

d. Exposure Credit Risk due to Settlement Failure (Settlement Risk)

NO.	PORTFOLIO CATEGORY	DECEMBER 31, 2021			
		EXPOSURE CREDIT RISK SETTLEMENT RISK			
		EXPOSURE VALUE	CAPITAL REDUCTION FACTOR	ATMR AFTER MRK	
(1)	(2)	(3)	(4)	(5)	
1	Delivery versus payment	-		-	
	a. Capital expenses 8% (5-15 days)	-		-	
	b. Capital expenses 50% (16-30 days)	-		-	
	c. Capital expenses of 75% (31-45 days)	-		-	
	d. 100% capital expense (more than 45 days)	-		-	
2	Non-delivery versus payment	-	-		
TOTAL		-	-	-	

DISCLOSURE OF RISK EXPOSURE REPORT  
PT BANK SYARIAH INDONESIA Tbk  
AS OF DECEMBER 31, 2021 AND 2020

A. CREDIT RISK

13. ATMR Calculation for Credit Risk Using a Standard Approach

e. Securitization Exposure Report

(in millions Rupiah)

NO.	TYPE OF TRANSACTION	DECEMBER 31, 2021		DECEMBER 31, 2020	
		SECURITIZATION EXPOSURE		SECURITIZATION EXPOSURE	
		CAPITAL REDUCTION FACTOR	ATMR AFTER MRK	CAPITAL REDUCTION FACTOR	ATMR AFTER MRK
(1)	(2)	(3)	(4)	(5)	(6)
1	Supporting Financing Facilities that meet the requirements	-	-	-	-
2	Supporting Financing Facilities that do not meet the requirements	-	-	-	-
3	Financing facilities that meet the requirements		-		-
4	Financing facilities that do not meet the requirements	-	-	-	-
5	Purchase of Asset-Backed Securities that meet the requirements	-	-	-	-
6	Purchase of Asset-Backed Securities that do not meet the requirements	-	-	-	-
7	Securitization exposure not covered by the Financial Services Authority Regulations on the principle of prudence in asset securitization activities for commercial banks		-		-
TOTAL		-	-	-	-

(in millions Rupiah)

DECEMBER 31, 2020			
EXPOSURE CREDIT RISK SETTLEMENT RISK			
	EXPOSURE VALUE	CAPITAL REDUCTION FACTOR	ATMR AFTER MRK
	(6)	(7)	(8)
	-		-
	-		-
	-		-
	-		-
	-		-
	-	-	-
	-	-	-

**DISCLOSURE OF RISK EXPOSURE REPORT**  
PT BANK SYARIAH INDONESIA Tbk  
AS OF DECEMBER 31, 2021 AND 2020

**A. CREDIT RISK**

**13. ATMR Calculation for Credit Risk Using Standard Approach**

**f. Credit Risk Measurement Total**

(in millions Rupiah)

	DECEMBER 31, 2021	DECEMBER 31, 2020
TOTAL CREDIT RISK ATMR	113,813,335	101,981,022
TOTAL CAPITAL REDUCTION FACTOR	-	-

**DISCLOSURE OF RISK EXPOSURE REPORT**  
PT BANK SYARIAH INDONESIA Tbk  
AS OF DECEMBER 31, 2021 AND 2020

**B. MARKET RISK**

(in millions Rupiah)

NO.	TYPES OF RISK	DECEMBER 31, 2021		DECEMBER 31, 2020	
		BANK		BANK	
		CAPITAL EXPENSE	ATMR	CAPITAL EXPENSE	ATMR
(1)	(2)	(3)	(4)	(5)	(6)
1	Interest Rate Benchmark Risk	2,985	37,312	2,574	32,173
	a. Specific Risk	-	-	-	-
	b. General Risk	2,985	37,312	2,574	32,173
2	Exchange Rate Risk	5,328	66,601	25,712	321,400
3	Equity Risk 1)				
4	Commodity Risk 1)				
<b>TOTAL</b>		<b>8,313</b>	<b>103,913</b>	<b>28,286</b>	<b>353,573</b>

Remarks: 1) : For BUS that has a subsidiary company that has the risk exposure in question

r. Rupiah Maturity Profile Disclosure

DISCLOSURE OF RISK EXPOSURE REPORT  
PT BANK SYARIAH INDONESIA Tbk  
AS OF DECEMBER 31, 2021 AND 2020

C. LIQUIDITY RISK

1. RUPIAH MATURITY PROFILE DISCLOSURE

NO.	DESCRIPTION	BALANCE	DECEMBER 31, 2021			
			MATURITY *)			
			≤ 1 MONTH	> 1 MONTH TO 3 MONTHS	> 3 MONTHS TO 6 MONTHS	
(1)	(2)	(3)	(4)	(5)	(6)	
<b>I STATEMENT OF FINANCIAL POSITION</b>						
<b>A. Assets</b>		<b>257,921,977</b>	<b>6,719,780</b>	<b>3,798,257</b>	<b>2,620,957</b>	
1. Cash		4,032,230	4,032,230	-	-	
2. Placements With Bank Indonesia		19,997,470	-	-	-	
3. Placements With Other Banks		561,799	-	-	-	
4. Investments In Marketable Securities		66,958,932	-	-	-	
5. Receivables:		-				
a. Murabahah Receivables (gross)		101,050,824	393,279	269,410	604,968	
b. Salam Receivables		-	-	-	-	
c. Receivables istishna'		359	-	-	-	
d. Receivables qardh		7,951,117	1,894,804	3,375,280	1,534,569	
6. Financing with profit sharing scheme :		-				
a. Mudharabah Financing		1,628,437	32,298	149,239	405,855	
b. Musyarakah Financing		54,377,076	-	-	44,363	
7. Financing rent		1,001,567	5,003	4,328	31,202	
8. Other Assets		362,166	362,166	-	-	
<b>B. Liabilities</b>		<b>233,467,740</b>	<b>138,798,892</b>	<b>95,220</b>	<b>81,040</b>	
1. Third Party Funds						
a. Wadiah Demand Deposits		20,059,039	20,059,039	-	-	
b. Mudharabah Time Deposits		94,363,263	360,403	89,793	79,919	
c. Wadiah Savings Deposits		34,824,777	34,824,777	-	-	
d. Mudharabah Savings Deposits		64,284,010	64,284,010	-	-	
e. Other		12,942,306	12,942,306	-	-	
2. Liabilities to Bank Indonesia		-	-	-	-	
3. Liabilities to Other Banks		1,195,887	693,183	4,530	499	
4. Securities Issued		1,375,000	1,375,000	-	-	
5. Received Financing		-	-	-	-	
6. Other Liabilities		4,423,458	4,260,174	897	622	
<b>II COMMITMENT AND CONTINGENCY REPORTS</b>						
1. Commitment obligations		2,008,487	-	-	-	
2. Contingency obligations		1,127,770	-	-	-	
<b>DIFFERENCE (A-B)</b>		<b>24,454,237</b>	<b>(132,079,112)</b>	<b>3,703,037</b>	<b>2,539,917</b>	



(in millions Rupiah)

			BALANCE	DECEMBER 31, 2020				
				MATURITY *)				
	> 6 MONTHS TO 12 MONTHS	>12 MONTHS		≤ 1 MONTH	> 1 MONTH TO 3 MONTHS	> 3 MONTHS TO 6 MONTHS	> 6 MONTHS TO 12 MONTHS	>12 MONTHS
	(7)	(8)	(3)	(4)	(5)	(6)	(7)	(8)
	33,917,801	210,865,182	224,277,979	36,535,760	16,231,691	14,591,523	9,111,278	147,807,727
	-	-	2,959,922	2,959,922	-	-	-	-
	19,997,470	-	16,195,526	9,537,087	1,978,516	3,179,923	1,500,000	-
	549,605	12,194	1,624,699	1,624,699	-	-	-	-
	10,526,635	56,432,297	48,613,723	15,837,167	3,573,079	6,752,839	548,000	21,902,638
	1,815,544	97,967,623	89,438,045	356,099	550,835	667,236	2,075,938	85,787,937
	-	-	-	-	-	-	-	-
	-	359	637	112	-	11	-	514
	144,797	1,001,667	9,270,400	2,335,938	4,334,564	1,408,318	277,688	913,892
	329,414	711,631	2,670,982	41,966	274,112	294,066	932,500	1,128,338
	528,055	53,804,658	51,319,335	3,181,452	5,515,226	2,283,956	3,742,754	36,595,947
	26,281	934,753	1,525,085	1,693	5,359	5,174	34,398	1,478,461
	-	-	659,625	659,625	-	-	-	-
	13,701,540	80,791,048	202,242,054	177,031,439	14,624,116	4,133,709	6,451,748	1,042
	-	-	21,242,916	21,242,916	-	-	-	-
	13,516,526	80,316,622	80,353,678	55,486,387	14,462,227	4,009,711	6,394,551	802
	-	-	29,458,369	29,458,369	-	-	-	-
	-	-	58,336,415	58,336,415	-	-	-	-
	-	-	4,953,829	4,953,829	-	-	-	-
	-	-	-	-	-	-	-	-
	182,955	314,720	1,222,342	1,114,323	29,058	21,764	57,197	-
	-	-	2,030,000	2,030,000	-	-	-	-
	-	-	-	-	-	-	-	-
	2,059	159,706	4,644,505	4,409,200	132,831	102,234	-	240
	-	2,008,487	1,946,681	33,278	-	-	1,588	1,911,816
	24,954	1,102,816	1,715,516	427,469	333,416	179,834	272,978	501,819
	20,216,261	130,074,134	22,035,925	(140,495,679)	1,607,575	10,457,814	2,659,530	147,806,685

s. Foreign Exchange Maturity Profile Disclosure

DISCLOSURE OF RISK EXPOSURE REPORT  
PT BANK SYARIAH INDONESIA Tbk  
AS OF DECEMBER 31, 2021 AND 2020

C. LIQUIDITY RISK

2. FOREIGN EXCHANGE MATURITY PROFILE DISCLOSURE REPORT

NO.	DESCRIPTION	BALANCE	DECEMBER 31, 2021			
			MATURITY *)			
			≤ 1 MONTH	> 1 MONTH TO 3 MONTHS	> 3 MONTHS TO 6 MONTHS	
(1)	(2)	(3)	(4)	(5)	(6)	
<b>I STATEMENT OF FINANCIAL POSITION</b>						
<b>A. Assets</b>		<b>7.367.104</b>	<b>264.667</b>	<b>545.806</b>	<b>746.882</b>	
1. Cash		87.673	87.673	-	-	
2. Placements With Bank Indonesia		566.110	-	-	-	
3. Placements With Other Banks		1.161.990	-	-	-	
4. Investments In Marketable Securities		773.213	-	-	-	
5. Receivables:						
a. Murabahah Receivables (gross)		131.076	-	-	-	
b. Salam Receivables		-	-	-	-	
c. Receivables istishna'		-	-	-	-	
d. Receivables qardh		1.468.114	175.426	545.806	746.882	
6. Financing with profit sharing scheme :						
a. Mudharabah Financing		-	-	-	-	
b. Musyarakah Financing		3.177.360	-	-	-	
7. Financing rent		1.568	1.568	-	-	
8. Other Assets		-	-	-	-	
<b>B. Liabilities</b>		<b>6.807.407</b>	<b>2.993.911</b>	<b>491</b>	<b>463</b>	
1. Third Party Funds						
a. Wadiah Demand Deposits		2.352.575	2.352.575	-	-	
b. Mudharabah Time Deposits		3.820.519	7.023	491	463	
c. Wadiah Savings Deposits		11.499	11.499	-	-	
d. Mudharabah Savings Deposits		254.357	254.357	-	-	
e. Other		339.013	339.013	-	-	
2. Liabilities to Bank Indonesia		-	-	-	-	
3. Liabilities to Other Banks		-	-	-	-	
4. Securities Issued		-	-	-	-	
5. Received Financing		-	-	-	-	
6. Other Liabilities		29.444	29.444	-	-	
<b>II COMMITMENT AND CONTINGENCY REPORTS</b>						
1. Commitment obligations		1.119.394	-	-	-	
2. Contingency obligations		559.697	-	-	-	
<b>DIFFERENCE (A-B)</b>		<b>559.697</b>	<b>(2.729.244)</b>	<b>545.315</b>	<b>746.419</b>	



(in millions Rupiah)

			BALANCE	DECEMBER 31, 2020				
				MATURITY *)				
	> 6 MONTHS TO 12 MONTHS	>12 MONTHS		≤ 1 MONTH	> 1 MONTH TO 3 MONTHS	> 3 MONTHS TO 6 MONTHS	> 6 MONTHS TO 12 MONTHS	>12 MONTHS
	(7)	(8)	(3)	(4)	(5)	(6)	(7)	(8)
	1.514.312	4.295.437	15.303.545	12.644.915	93.842	166.219	3.732	2.394.837
	-	-	220.817	220.817	-	-	-	-
	352.322	213.788	5.332.407	5.332.407	-	-	-	-
	1.161.990	-	7.090.093	7.090.093	-	-	-	-
	-	773.213	596.771	-	87.411	-	-	509.360
			-					
	-	131.076	261	-	-	-	-	261
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	10.455	1.598	6.431	1.035	281	1.110
			-					
	-	-	-	-	-	-	-	-
	-	3.177.360	2.029.198	-	-	165.184	-	1.864.014
	-	-	23.543	-	-	-	3.451	20.092
	-	-	-	-	-	-	-	-
	225.886	3.586.656	15.596.325	14.877.155	502.012	91.230	125.928	-
	-	-	9.579.697	9.579.697	-	-	-	-
	225.886	3.586.656	5.315.618	4.596.448	502.012	91.230	125.928	-
	-	-	122.601	122.601	-	-	-	-
	-	-	148.979	148.979	-	-	-	-
	-	-	394.055	394.055	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	35.375	35.375	-	-	-	-
	-	3.926	8.736	8.039	697	-	-	-
	-	532.659	297.737	20.098	-	148.931	50.418	78.291
	1.288.426	708.781	(292.780)	(2.232.240)	(408.170)	74.989	(122.196)	2.394.837

t. Quantitative Disclosures of Operational Risk

DISCLOSURE OF RISK EXPOSURE REPORT  
PT BANK SYARIAH INDONESIA Tbk  
AS OF DECEMBER 31, 2021 AND 2020

D. OPERATIONAL RISK

NO.	APPROACH USED	DECEMBER 31, 2021			
		"GROSS INCOME (AVERAGE OF THE LAST 3 YEARS)"	CAPITAL EXPENSE	ATMR	
(1)	(2)	(3)			
1	Standard indicator approach	-	-	-	
TOTAL					

O. Risk Profile

The risk profile is the result of an assessment of the inherent risk and quality of risk management implementation in the Bank's operational activities. The risk profile assessment aims to provide information to all stakeholders regarding business risk conditions and potential losses faced by the Bank in the future within a certain period. Risk assessment is carried out independently (self-assessment).

The composite rating of the Bank's risk profile as of December 31, 2021 is 2 with the inherent risk predicate of Low to Moderate, and the predicate of the quality of risk management implementation is Satisfactory.

NO.	RISK	INHERENT RISK	QUALITY OF RISK MANAGEMENT	NET RISK
1.	Credit Risk	Low to Moderate	Satisfactory	2
2.	Market Risk	Low	Satisfactory	1
3.	Liquidity Risk	Low	Satisfactory	1
4.	Operational Risk	Moderate	Satisfactory	2
5.	Legal Risk	Low to Moderate	Satisfactory	2
6.	Reputational Risk	Low to Moderate	Satisfactory	2
7.	Strategic Risk	Low to Moderate	Satisfactory	2
8.	Compliance Risk	Low to Moderate	Satisfactory	2
9.	Investment Risk	Moderate	Satisfactory	2
10.	Rate of Return Risk	Low to Moderate	Satisfactory	2
	Composite Risk	Low to Moderate	Satisfactory	2

(in millions Rupiah)

DECEMBER 31, 2020			
	"GROSS INCOME (AVERAGE OF THE LAST 3 YEARS)"	CAPITAL EXPENSE	ATMR
	(6)		
	10,970,433	1,645,565	20,569,561

In 2021, the Regulator issued several regulations that affect the Bank's activities, namely:

1. Financial Services Authority Regulation Number 12/POJK.03/2021 concerning Commercial Banks
2. Financial Services Authority Regulation No. 13/POJK.03/2021 concerning the Operation of Commercial Bank Products
3. Financial Services Authority Regulation No. 17/POJK.03/2021 concerning the Second Amendment to Financial Authority Regulation No. 11/POJK.03/2020 concerning National Economic Stimulus as a Countercyclical Policy due to the Impact of the Spread of the 2019 Coronavirus Disease
4. Financial Services Authority Regulation No. 26/POJK.03/2021 concerning the Maximum Limit for Fund Distribution and Large Funds for Sharia Commercial Banks
5. Bank Indonesia Regulation Number 23/5/PBI/2021 concerning Monitoring System for Foreign Exchange Transactions against Rupiah
6. Bank Indonesia Regulation Number 23/6/PBI/2021 concerning Payment Service Providers
7. Bank Indonesia Regulation No. 23/10/PBI/2021 concerning the Money Market.
8. Bank Indonesia Regulation No. 23/13/PBI/2021 concerning Macroprudential Inclusive Financing Ratio for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units.
9. Bank Indonesia Regulation Number 23/16/PBI/2021 concerning the Third Amendment to Bank Indonesia Regulation Number 20/3/PBI/2018 concerning Statutory Reserves in Rupiah and Foreign Exchange for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units
10. Bank Indonesia Regulation Number 23/17/PBI/2021 concerning the Third Amendment to Bank Indonesia Regulation Number 20/4/PBI/2018 concerning Macroprudential Intermediation Ratios and Macroprudential Liquidity Buffers for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units
11. Financial Services Authority Circular Letter No. 3/SEOJK.03/2021 concerning Reporting and Requests for Debtor Information through the Financial Information Service System
12. Financial Services Authority Circular Letter No. 14/SEOJK.03/2021 concerning Business Plans for Sharia Commercial Banks and Sharia Business Units
13. Financial Services Authority Circular Letter Number 16/SEOJK.04/2021 concerning the Form and Content of the Annual Report of Issuers or Public Companies
14. Financial Services Authority Circular Letter Number 19/SEOJK.04/2021 concerning Stimulus Policy and Relaxation of Provisions Related to Investment Management in Maintaining Capital Market Performance and Stability Due to the Spread of Corona Virus Disease 2019.
15. Financial Services Authority Circular Letter No. 24/SEOJK.03/2021 concerning Calculation of Risk-weighted Assets for Credit Risk Using the Standard Approach for Commercial Banks
16. Regulation of Members of the Board of Governors of Bank Indonesia (PADG) Number 23/8/PADG/2021 concerning Amendments to PADG Number 21/18/PADG/2019 concerning Implementation of Quick Response Code National Standards for Payments.
17. Regulation of Members of the Board of Governors Number 23/11/PADG/2021 concerning Monitoring System for Foreign Exchange Transactions against Rupiah

18. Regulation of Members of the Board of Governors Number 23/17/PADG/2021 concerning Procedures for Implementing Bank Indonesia Consumer Protection
19. Regulation of Members of the Board of Governors No. 23/25/PADG/2021 concerning the Implementation of Bank Indonesia-Fast payment (BI-FAST)
20. Regulation of Members of the Board of Governors Number 23/26/PADG/2021 concerning the Third Amendment to Regulation of Members of the Board of Governors Number 21/25/PADG/2019 concerning Loan to Value Ratio for Property Loans, Financing to Value Ratio for Property Financing, and Down Payments for Credit or Motor Vehicle Financing (PADG Third Amendment LTV/FTV and Down Payment).
21. Regulation of Members of the Board of Governors Number 23/27/PADG/2021 concerning the Seventh Amendment to Regulation of Members of the Board of Governors Number 20/10/PADG/2018 concerning Statutory Reserves in Rupiah and Foreign Exchange for Conventional Commercial Banks, Sharia Commercial Banks, and Units Sharia Business
22. Regulation of Members of the Board of Governors Number 23/28/PADG/2021 concerning Amendments to Regulation of Members of the Board of Governors Number 21/4/PADG/2019 concerning Reporting of Foreign Exchange Traffic Activities in the Form of Foreign Debt and Risk Participation Transactions
23. Regulation of Members of the Board of Governors Number 23/29/PADG/2021 concerning the Fourth Amendment to Regulation of Members of the Board of Governors Number 20/15/PADG/2018 concerning Implementation of Instant Fund Settlement Through the Bank Indonesia-Real Time Gross Settlement System
24. Regulation of Members of the Board of Governors Number 23/30/PADG/2021 concerning the Second Amendment to Regulation of Members of the

- Board of Governors Number 22/22/PADG/2020 concerning Instruments of Open Market Operations
25. Regulation of Members of the Board of Governors Number 23/31/PADG/2021 concerning Fourth Amendment to Regulation of Members of the Board of Governors Number 21/22/PADG/2019 concerning Macroprudential Intermediation Ratios and Macroprudential Liquidity Buffers for Conventional Commercial Banks, Sharia Commercial Banks, and Business Units Sharia
26. Regulation of the Deposit Insurance Corporation (PLPS) Number 1 of 2021 concerning Resolution Plans for Commercial Banks.

The Bank anticipates the issuance of new regulations by updating the Bank's procedures, policies, and limits in accordance with the latest regulations and aligning the Bank's reporting system mechanism with the regulator's reporting system.

Anticipating the enactment of the provisions regarding the Macroprudential Inclusive Financing Ratio (RPIM), BSI began to identify and determine the distribution strategy of Macroprudential Inclusive Financing financing. This is to meet the requirements of the RPIM ratio which is set in stages starting in 2022 by the regulator

## P. Risk Management Development Plan

The development of risk management is aligned with the development of the Bank's business, internal and external conditions including the existence of new regulations. The risk management development plans to be carried out in 2022 include:

1. Organization  
Strengthening the DCOR and RBC organizations through the establishment of Senior Operational Risk Head organ
2. Tools and Methodology  
Development and strengthening of risk tools and methodologies through, among others:
  - a. Development of portfolio guideline methodology, CKPN, stress test.
  - b. Portfolio implementation & Risk Integration system
  - c. Implementation of operational risk, market risk & Liquidity risk management system
  - d. Implementation of the wholesale financing rating system and the new Scoring Model
  - e. Implementation of Anti Fraud Management System
  - f. Development of Pipeline Management System on Wholesale Alliance Integrated System

## Q. Consolidation and Integration of Risk Management with the Parent Company

The Bank consolidates the implementation of risk management with the parent company which is the main entity in order to synergize and integrate the implementation of risk management between the subsidiary company and the parent company (Bank Mandiri). Consolidation and integration are aimed at strengthening risk management internally and complying with regulatory requirements.

The consolidation and integration of risk management implementation includes the consolidation of accounting systems and risk management information systems, synchronization of the bank's policy architecture and operational procedures as well as risk management tools and methodologies. The Bank and its parent company regularly hold an Integrated Risk Management Forum and Annual Integrated Risk and Governance Conference, as well as consultation/sharing forums and other discussions as needed.



# CORPORATE GOVERNANCE

The implementation of GCG is able to create alignment between the Bank's and Stakeholders' objectives

The implementation of GCG at BSI creates a good alignment between the Bank's and Stakeholders' objectives, thereby creating a conducive business climate







# Corporate Governance



As a manifestation of the commitment to implement GCG, BSI has carried out an independent assessment for the implementation of integrated governance.

## BASIS OF GCG IMPLEMENTATION

PT Bank Syariah Indonesia Tbk (“BSI”, “Bank”) is committed to implement the principles of Good Corporate Governance (GCG) in a sustainable manner within the Bank. BSI believes that, through the implementation of GCG principles, the Bank will run a sound banking system and comply with applicable laws and regulations, particularly in the sharia sector.

The implementation of GCG also creates a well-established alignment between the Bank’s and the Stakeholders’ objectives. This will create a conducive business climate, so that BSI is able to achieve the targeted business goals on an ongoing basis. For this reason, the implementation of GCG must be carried out in a directed and planned manner in accordance with applicable regulations, in sustainable way and to involve all elements of the company.

The application of GCG principles within BSI refers to the laws and regulations, including:

### A. Basis

1. Al-Qur’an and Al-Hadith.
2. Law No. 40 of 2007 concerning Limited Liability Companies and all its amendments.
3. Law No. 21 of 2008 concerning Islamic Banking and all its amendments.
4. Bank Indonesia Regulation No.11/3/PBI/2009 dated 29 January 2009 concerning Islamic Commercial Banks and all its amendments.
5. Bank Indonesia Regulation No.11/33/PBI/2009 dated 7 December 2009 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units and all its amendments.
6. Financial Services Authority Regulation No. 27/POJK.03/2016 Year 2016 concerning Fit and Proper Test for the Main Parties of Financial Services Institutions.
7. Financial Services Authority Regulation No. 5/POJK.03/2016 concerning the Bank’s Business Plan.
8. Financial Services Authority Regulation No. 18/POJK.03/2014 concerning the Implementation of Integrated Governance for Financial Conglomerates and all amendments thereto.
9. Financial Services Authority Regulation No. 8/POJK.03/2014 concerning Assessment of Soundness Level of Islamic Commercial Banks and Sharia Business Units and any of its amendments.
10. Financial Services Authority Regulation No. 6/POJK.03/2015 concerning Report Transparency and publication of Sharia Commercial Banks and Sharia Business Units with all the amendments
11. Financial Services Authority Regulation No. 65/POJK.03/2016 concerning the Implementation of Risk Management for Sharia Commercial Banks and Sharia Business Units with all changes and implementation regulations as well as all amendments.
12. Financial Services Authority Regulation No. 32/POJK.03/2016 concerning Amendments to POJK No. 6/POJK.03/2015 concerning Transparency and Publication of Reports of Sharia Commercial Banks and Sharia Business Units with all the amendments
13. Financial Services Authority Regulation No. 10/POJK.04/2017 concerning Amendments to POJK No. 32/POJK.04/2014 concerning the plan and implementation of the General Meeting of Shareholders of a Public Company and all its amendments.
14. Financial Services Authority Regulation No. 46 / POJK.03/2017 concerning the Implementation of the Compliance Function of Commercial Banks and all its amendments.
15. Financial Services Authority Regulation No. 39/POJK.03/2019 concerning the Implementation of Anti-Fraud Strategy for Commercial Banks and all the amendments.
16. Bank Indonesia Circular Letter No.11/9/DPbS dated 7 April 2009 concerning Islamic Commercial Banks and all its amendments.
17. Bank Indonesia Circular Letter No.12/13/DPbS dated 30 April 2010 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units and all its amendments.
18. Financial Services Authority Circular Letter No. 39/SEOJK.03/2016 concerning Fit and Proper Test for Prospective Controlling Shareholders, Candidates for Members of the Board of Directors, and Candidates for Members of the Bank’s Board of Commissioners.
19. Financial Services Authority Circular Letter No.10/SEOJK.03/2014 concerning Assessment of Soundness Level of Sharia Commercial Banks and Sharia Business Units and all its amendments.
20. Financial Services Authority Circular Letter No. 10/SEOJK.03/2017 concerning Report Transparency and Publication of Sharia Commercial Banks and Sharia Business Units and all amendments.
21. Fatwa of Sharia Council Association (DSN).
22. Articles of Association.
23. Risk Management Policy.
24. Internal Control System Policy.
25. Guidelines for Integrated Governance of Bank Mandiri and Subsidiaries.

## B. Principles

### 1. Transparency

- a. Disclosing information in a timely, adequate, clear, accurate and comparable manner and can be accessed by interested parties (stakeholders).
- b. Have a written Company Policy that is communicated to stakeholders who are entitled to obtain information about the policy.
- c. Applying openness principle and taking into account all applicable laws and job confidentiality.

### 2. Accountability

- a. Business targets and strategies must be accounted for to stakeholders.
- b. Clear duties and responsibilities for each member of the Board of Commissioners, Sharia Supervisory Board, and Board of Directors and all the subordinate levels that are in line with the vision, mission, corporate values, business goals and strategies of the Company.
- c. Each member of the Board of Commissioners, Sharia Supervisory Board, and the Board of Directors with all the subordinate levels have competence in accordance with their responsibilities and understand their role in the implementation of Good Corporate Governance.
- d. A check and balance system is implemented in the management of the company.
- e. Performance based on agreed measures that are consistent with company values, business goals and strategies as well as a reward and punishment system.

### 3. Responsibility

In carrying out its operations, Banks are required to be responsible by adhering to the prudential principle and ensuring compliance with sharia principles, applicable laws and regulations as well as having a concern for the environment and carrying out social responsibilities fairly.

### 4. Professional

- a. Avoiding unreasonable domination by stakeholders and not being influenced by unilateral interests and free from conflicts of interest.
- b. Make decisions objectively and free from any pressure from any party.

### 5. Fairness and Equality

- a. Paying attention to the interests of all stakeholders based on the principles of equality and fairness (equal treatment).
- b. Provide opportunities for all stakeholders to provide input and express opinions for the benefit of the Bank.
- c. Have adequate competence to support the implementation of duties and responsibilities.

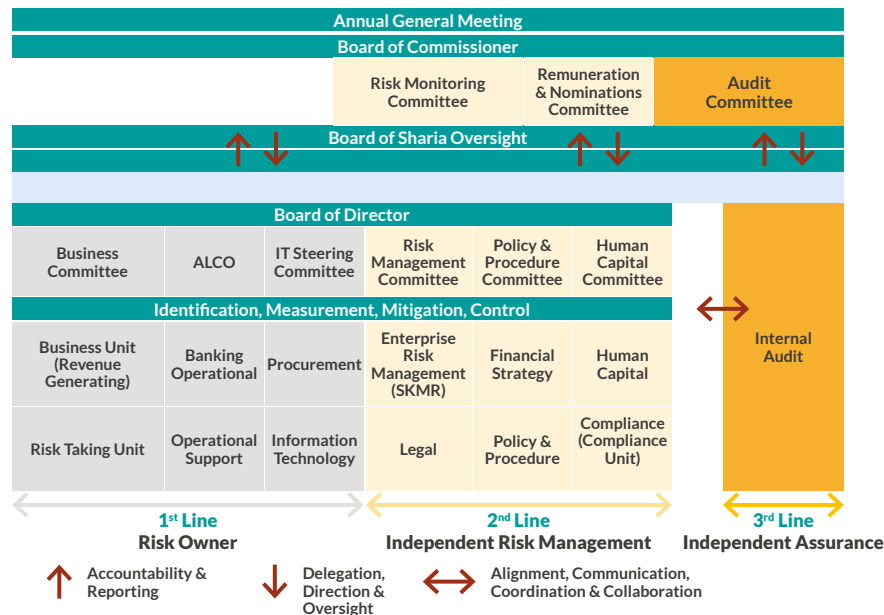
The five principles mentioned above are abbreviated as TARProF. For these five principles, the Sharia principles applied by the Bank are inspired by the noble qualities of the Prophet Muhammad in *muamalah*, namely honesty (*shiddiq*), education to the community (*tabligh*), trust (*amanah*), and professional management (*fathanah*).

## GOVERNANCE STRUCTURE

Determination of the governance structure at BSI, among others, refers to Law Number 40 of 2007 concerning Limited Liability Companies and Bank Indonesia Regulation Number 11/33/PBI/2009 concerning Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.

### Good Corporate Governance Structure

"BSI uses the Three Lines Model to help organizations identify effective structures and processes to enable the achievement of objectives, and facilitate strong governance and risk management."



BSI's GCG structure is broadly divided into Main Organs and Supporting Organs, which are supported by policies and procedures. The organizational structure of the Bank's Governance is as follows:

- General Meeting of Shareholders (GMS);
- Board of Commissioners;
- Sharia Supervisory Board;
- Board of Directors;
- Committees under the Coordination of the Board of Commissioners; and
- Committees under the Coordination of the Board of Directors.

The Main Organs of BSI are as follows:

#### General Meeting of Shareholders (GMS)

The General Meeting of Shareholders is a forum for Shareholders to discuss and make strategic and important decisions, which are related to BSI's business interests and are based on the articles of association and laws and regulations.

#### Board of Commissioners

The Board of Commissioners is an organ that collectively has the duty and responsibility to carry out the supervisory function of the execution of the Company's management and to ensure the fulfillment of the interests of stakeholders based on the principles of good governance.

#### Sharia Supervisory Board

Is the Bank's organ in charge of providing advice and suggestions to the Board of Directors and supervising the Bank's activities in accordance with sharia principles.

#### Board of Directors

The Board of Directors is an organ that collectively has the duty and responsibility for the management of the Company in accordance with the directions and objectives that have been set, and acts on behalf of the Company in matters inside and outside the court.

The implementation of good Bank Governance and Integrated Governance, among others, is manifested in:

- Implementation of the duties and responsibilities of the Board of Commissioners and the Board of Directors;
- Completeness and implementation of the duties of the Committees and functions that carry out the Bank's internal control;
- Implementation of the duties and responsibilities of the Sharia Supervisory Board;
- Implementation of compliance, internal audit and external audit functions;
- Transparency of the Bank's financial and non-financial conditions; and
- Implementation of risk management function.

## SHAREHOLDERS

### Shareholders' Rights

All Shareholders have the same rights in obtaining information related to the Company. BSI also provides equal treatment to all Shareholders in providing information needed by investors or Shareholders so that there is no inside information that is only known to the Majority Shareholders.

In accordance with the prevailing laws and regulations, in general, Shareholders have the right to:

1. Attend and vote in the GMS.
2. Receive payment of dividends and the remaining assets resulting from the liquidation.
3. Exercise other rights under the law.
4. Transfer of rights to shares in accordance with the Articles of Association.

### Information on Major and Controlling Shareholders

BSI is a subsidiary of 3 (three) state-owned banks. The Bank's majority shareholders are PT Bank Mandiri Tbk (Persero), PT Bank Negara Indonesia (Persero) Tbk and PT Bank Rakyat Indonesia Tbk (Persero), all three of are owned by the Government of Indonesia.

Bank Syariah Indonesia divides the GMS into 2 (two) types, namely the Annual GMS and the Extraordinary GMS (EGMS). The Annual GMS is held every year, no later than 6 (six) months after the Bank's Financial Year is closed/ends. The EGMS is held from time to time based on the need to discuss and decide on the agenda of the meeting.

### Shareholders' Rights related to GMS

Referring to the Articles of Association of Bank Syariah Indonesia, laws and regulations and best practices, Shareholders have the following rights:

1. Shareholders either alone or represented by a power of attorney are entitled to attend the GMS.
2. Shareholders may be represented by other Shareholders or third parties with a power of attorney with due observance of the existing laws and regulations.
3. In the GMS, each share gives the owner the right to cast 1 (one) vote.
4. Shareholders who are entitled to attend the GMS are shareholders whose names are recorded 1 (one) working day prior to the invitation to the GMS in the Company's Shareholders Register



## GENERAL MEETING OF SHAREHOLDERS

In accordance with Law no. 40 of 2007 concerning Limited Liability Companies, the General Meeting of Shareholders (GMS) has powers that are not given to the Board of Directors or the Board of Commissioners within the limits determined by the law or the articles of association. The GMS is a forum for Shareholders to exercise their rights, exercise authority, express opinions, cast votes and request information on strategic decision making or the management of the Company.

5. In the event of an rectification of the summons, the Shareholders who are entitled to attend the GMS are the Shareholders whose names are recorded 1 (one) working day prior to the rectification of the invitation to the GMS in the register of Shareholders of the Company
6. Propose the agenda of the GMS in accordance with applicable regulations.
7. Obtain the publication of the GMS material at the latest 28 (twenty eight) days before the GMS is held.

8. Get the opportunity to ask questions and/or express opinions in each discussion on the agenda of the GMS.
9. Get the same treatment from BSI
10. Nominate candidates for the Board of Commissioners and/or the Board of Directors.
11. Appoint one or more members of the Board of Directors and/or Board of Commissioners to increase the number of existing members of the Board of Directors and/or Board of Commissioners or replace the dismissed members of the Board of Directors and/or Board of Commissioners in accordance with applicable regulations.
12. Dismiss members of the Board of Directors and Board of Commissioners at any time before the end of their term of office through the GMS.
13. Obtain dividend payments in accordance with applicable procedures and regulations.
14. To exercise other rights and/or authorities based on the Articles of Association of BSI and the prevailing laws and regulations, including the right to participate in the authorization of additional capital, changes to the company's articles of association, and the transfer of all or part of the assets resulting in the sale of the company.

### GMS Implementation Procedure

The implementation of the GMS, among others, refers to the Regulation of the Financial Services Authority (OJK) Number 15/POJK.04/2020 concerning the Planning and Organizing of the General Meeting of Shareholders. The regulation states that the GMS may be held at the request of 1 (one) or more shareholders who together represent 1/10 (one tenth) or more of the total number of shares with voting rights, unless the articles of association specify a smaller amount.

In accordance with these regulations, the procedures or processes for holding the GMS include:

#### a. Notification

The Board of Directors is required to submit notification of the meeting agenda and registered letter from the Shareholders to the Financial Services Authority (OJK) no later than 5 (five) working days after the announcement.

#### b. Announcement

The Board of Directors submits the announcement of the GMS to the Shareholders no later than 15 (fifteen) days from the date of the request for implementation. Submission of announcements shall at least contain:

1. Criteria/provision for shareholders who are entitled to attend the GMS;
2. Criteria/provisions for shareholders who are entitled to propose meeting agendas;
3. The date of the GMS implementation; and
4. Date of invitation for GMS.

#### c. Invitation

Invitation to the GMS to Shareholders no later than 21 days before the date of implementation. The call must contain at least:

1. The date of the GMS;
2. The time of day of the GMS;
3. The venue where the GMS is held;
4. Criteria/Provisions for shareholders who are entitled to attend the GMS;
5. The agenda of the meeting includes an explanation of each item on the agenda;
6. Information stating that materials related to the agenda of the meeting are available to shareholders from the date of the invitation to the GMS until the GMS is held; and
7. Information that shareholders can provide power of attorney through the e-GMS.

#### d. Implementation

The GMS is led by members of the Board of Commissioners who are appointed by the Board of Commissioners.

#### e. Minutes of meetings

1. Minutes of the GMS are submitted to the public no later than 2 (two) working days after the GMS is held.
2. Minutes of the GMS are submitted to OJK no later than 30 days after the GMS is held. The information submitted should at least contain:
  - a) The date of the GMS, the venue location of the GMS, the time of the GMS, and the agenda of the GMS;
  - b) Members of the Board of Directors and members of the Board of Commissioners who are present at the GMS;
  - c) The number of shares with valid voting rights present at the GMS and the percentage of the total shares with valid voting rights;
  - d) Whether or not there is an opportunity for shareholders to ask questions and/or express opinions regarding the agenda of the meeting;
  - e) The number of shareholders who ask questions and/or express opinions regarding the agenda of the meeting, if the shareholders are given the opportunity;
  - f) GMS decision-making mechanism;
  - g) Voting results which include the number of votes in favor, disagree, and abstention for each agenda item of the meeting, if the decision is made by voting;
  - h) GMS resolutions; and
  - i) Payment of cash dividends to entitled shareholders, if there is a decision of the GMS related to the distribution of cash dividends.



## IMPLEMENTATION OF THE 2021 GMS

In 2021, the Bank held 2 (two) GMS, namely, the Annual GMS on 6 May 2021 and the EGMS on 24 August 2021.

### Annual GMS

#### GMS Implementation Series

PROCESS	REALIZATION DATE	REMARKS
Notifiaction	23 March 2021	Submitted to OJK through letter Number 01/719-3/DIR-CSG dated 23 March 2021 regarding Submission of the Agenda for the Annual GMS for the 2020 Financial Year of PT Bank Syariah Indonesia Tbk.
Announcement	30 March 2021	<ul style="list-style-type: none"> <li>Announcement of the AGMS was submitted through the Company's website, the Indonesia Stock Exchange website and the KSEI website.</li> <li>Proof of the announcement was submitted to OJK and the Indonesia Stock Exchange in the form of letter number 01/148-3/CSG on 30 March 2021.</li> </ul>
Invitation	14 April 2021	<ul style="list-style-type: none"> <li>The invitation to the AGMS was submitted through the Company's website, the Indonesia Stock Exchange website and the KSEI website. Evidence of the summons/invitation was submitted to OJK and the Indonesia Stock Exchange in the form of letter number 01/183-3/CSG on 14 April 2021</li> <li>At the time of the summon/invitation, BSI has submitted the Annual Reports of the 3 Merger Participating Banks</li> </ul>
Implementation Date	6 May 2021	
Delivery of Minutes of Deed		
Summary of the Minutes of Deed	10 May 2021	The summary of the minutes was submitted through the Company's website, the Indonesia Stock Exchange website and the KSEI website on 10 May 2021
Minutes of Deed	03 May 2021	The minutes of deed was submitted by letter number 01/1251-3/DIR-CSG and 01/1150-3/DIR-CSG to OJK on 03 June 2021

ANNOUNCEMENT	INVITATION	IMPLEMENTATION	SUBMISSION OF GMS RESULTS
30 March 2021	14 April 2021	6 May 2021	6 May 2021

### Agenda

The agenda for discussion at the Annual GMS was as follows:

1. Approval of the Annual Reports and Reports of the Supervisory Duties of the Board of Commissioners, as well as Ratification of Financial Statements for the financial year ending on 31 December 2020 from the three Merger Participating Banks, namely Bank Syariah Mandiri, BNI Syariah, and BRI Syariah, including the submission of an Accountability Report on the Realization of the Use of Proceeds The Company's Initial Public Offering (IPO) ending on 31 December 2020.
2. Approval of the use of the Company's Net Profit for the 2020 Fiscal Year.
3. Determination of remuneration (salary/honorarium, allowances, facilities, and other benefits) for the Board of Directors, Board of Commissioners and Sharia Supervisory Board of the Company for the 2021 Fiscal Year, as has been appointed based on Deed No. 38 dated 14 January 2021 drawn up by and before Jose Dima Satria, S.H., M.Kn., Notary in Jakarta, and the determination of Tantien to the Board of Commissioners and Board of Directors and Bonuses for the Sharia Supervisory Board from the three Merger Participating Banks for the financial year ending 31 December 2020.
4. Approval for the appointment of a Public Accounting Firm and a Public Accountant to audit the Company's Financial Statements for the 2021 Financial Year.
5. Approval of Changes in the Composition of the Sharia Supervisory Board in accordance with the recommendation of the MUI National Sharia Council.
6. Approval of the Amendment to the Company's Articles of Association.



### List of GMS Participants

At the Annual GMS on 6 May 2021, the participants present were:

#### Board of Directors:

President Director	: Hery Gunardi
Vice President Director I	: Ngatari
Vice President Director II	: Abdullah Firman Wibowo
Compliance & Human Capital Director	: Tribuana Tunggadewi
Finance & Strategy Director	: Ade Cahyo Nugroho
Wholesale & Transaction Banking Director	: Kusman Yandi*
Retail Banking Director	: Kokok Alun Akbar*
Sales & Distribution Director	: Anton Sukarna*
Information Technology Director	: Achmad Syafi*
Risk Management Director	: Tiwul Widyastuti*

#### Board of Commissioners:

Chairman of the Board of Commissioner and Independent Commissioner	: Mulya Effendi Siregar
Independent Commissioner	: Bangun S. Kusmulyono
Independent Commissioner	: Komaruddin Hidayat
Independent Commissioner	: Eko Suwardi
Independent Commissioner	: Muhammad Arief Rosyid Hasan
Commissioner	: Suyanto*
Commissioner	: Masduki Baidlowi*
Commissioner	: Imam Budi Sarjito*
Commissioner	: Sutanto*

#### Sharia Supervisory Board:

Chairman	: Mohamad Hidayat
Member	: Didin Hafidhuddin
Member	: Oni Sahrani*

\* Attended the Meeting via video teleconference in the Board of Directors Meeting Room Wisma Mandiri I 3<sup>rd</sup> Floor.

### Shareholders Attendance

The Annual GMS was attended by the Shareholders and/or the Proxy of Shareholders totaling 39,711,464,410 shares. The valid voting rights for the number of shares are equivalent to 96.7835592% of the total voting rights issued by the Company, namely 41,031,208,943 shares, taking into account the Company's Shareholders Register as of 13 April 2021 at 16.15 WIB.

### Decision Making Mechanism

Meeting decisions are made by deliberation to reach consensus. If deliberation to reach consensus is not successful, a vote will be held. For the agenda 1, 2, 3, 4, and 5 of the Meeting, in accordance with Article 16 paragraph 2 letter a number (3) of the Company's Articles of Association, the resolution of the GMS is valid if it is approved by more than 1/2 (one half) of the entire shares with voting rights that are present or represented at the GMS, unless the Law and/or Articles of Association of the Company determine that the decision is valid if it is approved by a larger number of decision quorums. For the 6<sup>th</sup> agenda of the Meeting, in accordance with Article 16 paragraph 2 letter b number (2) of the Company's Articles of Association, the resolutions of the GMS are valid if approved by the other shareholders and/or their legal representatives, who together represent more than 2/3 (two thirds) of all shares with voting rights present at the GMS.

### Opportunity to Submit Responses and Voting Results in Meetings

In the GMS, the Shareholders or their proxies have been given the opportunity to ask questions and/or express opinions regarding the agenda of the meeting and/or the proposed resolutions, but none of the shareholders or their proxies raised questions and/or opinions (responses) in the meeting.

### Independent Party in Vote Counting

BSI uses independent parties, namely Notaries Ashoya Ratam, S.H., M.Kn and PT Datindo Entrycom in calculating and/or validating votes. The electronic voting is carried out through the KSEI eASY system provided by the Indonesian Central Securities Depository.

### Agenda, Decision and Realization

#### Agenda 1:

Approval of the Annual Reports and Reports on the Supervisory Duties of the Board of Commissioners, as well as Ratification of Financial Statements for the financial year ending 31 December 2020 from the three Merger Participating Banks, namely Bank Syariah Mandiri, BNI Syariah, and BRISyariah, including the submission of an Accountability Report on the Realization of the Use of Proceeds from the Public Offering Initial Shares (IPO) of the Company ending on 31 December, 2020.

#### Decision:

1. Approved the Annual Report including the Report on the Duties and Supervision of the Board of Commissioners for the financial year ending 31 December 2020, on:
  - PT Bank BRISyariah Tbk.;
  - PT Bank Syariah Mandiri, as the Merger Participating Bank which has ended by law on the Merger Effective Date; and
  - PT Bank BNI Syariah, as the Merger Participating Bank which has ended by law on the Merger Effective Date.
2. Receive the Accountability Report on the Realization of the Use of Proceeds from the Initial Public Offering (IPO) of PT Bank BRISyariah Tbk., which ends on 31 December 2020.
3. To ratify the Financial Statements for the financial year ended 31 December 2020 which have been audited by:
  - Purwantono, Sungkoro, & Surja Public Accounting Firm (a member firm of the Global Ernst & Young network), as per its report Number: 00019/2.1032/AU.1/07/1681-1/1/I/2021 dated 26 January 2021, with an opinion "present fairly, in all material respects", for PT Bank BRISyariah Tbk.
  - Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Partners (PwC), as reported in its report Number: 00012/2.1025/AU.4/07/0229-3/1/I/2021 Dated 18 January 2021, with the opinion "present fairly, in all material respects" for PT Bank Syariah Mandiri, as the Merger Participating Bank which has ended by law on the effective date of the merger.

- Purwantono, Sungkoro, & Surja Public Accounting Firm (a member firm of the Global Ernst & Young network), as per its report Number: 00013/2.1032/AU.1/07/1681/1/1/I/2021 dated 20 January 2021, with an opinion "present fairly, in all material respects", for PT Bank BNI Syariah, as the Merger Participating Bank which has expired by law on the effective date of the merger.
4. Upon the approval of the Annual Report including the Supervisory Report of the Board of Commissioners for the financial year ending on 31 December 2020 and the ratification of the Financial Statements for the financial year ending on 31 December 2020, the Meeting agreed to grant full release and discharge of responsibilities (volledig). acquit et de charge) against:
    - All members of the Board of Directors, Board of Commissioners and Sharia Supervisory Board of PT Bank BRISyariah Tbk. which has been honorably dismissed at the General Meeting of Shareholders of PT Bank BRISyariah Tbk., dated 15 December 2020 as stated in the Deed of Minutes of the Extraordinary General Meeting of Shareholders of PT Bank BRISyariah Tbk., Number 92 dated 15 December 2020 which was last restated in the Deed of Statement of Meeting Resolutions on Changes to the Articles of Association Change of Name PT Bank BRISyariah Tbk Number 38 dated 14 January 2021, all of which were drawn up by and before Jose Dima Satria, Bachelor of Law, Master of Notary Law, Notary in Jakarta and has received approval from the Minister of Law and Human Rights of the Republic of Indonesia in his letter Number: AHU-AH. 01.03-0061498 dated 1 February 2021, in connection with the management and supervision of PT Bank BRISyariah Tbk. which has been carried out during the financial year ending 31 December 2020, to the extent that such action is not a criminal act and is reflected in the Annual Report and Financial Statements of PT Bank BRISyariah Tbk.;
    - All members of the Board of Directors, Board of Commissioners and Sharia Supervisory Board of PT Bank Syariah Mandiri which have ended by law as of the effectiveness of the Merger into the Company, in connection with the management and supervision of PT Bank Syariah Mandiri which has been carried out during the financial year ending on 31 December 2020, as long as the action is not a criminal act and is reflected in the Annual Report and Financial Report of PT Bank Syariah Mandiri; and

- All members of the Board of Directors, Board of Commissioners and Sharia Supervisory Board of PT Bank BNI Syariah which have ended by law as of the effectiveness of the Merger into the Company, in connection with the management and supervision of PT Bank BNI Syariah which has been carried out during the financial year ending on 31 December 2020, as long as the action is not a criminal act and is reflected in the Annual Report and Financial Report of PT Bank BNI Syariah.
5. Full release and discharge of responsibility (*volledig acquit et de charge*) is also granted to:
- Putu Rahwidhiyasa who served as Director of PT Bank Syariah Mandiri from 1 January 2020 to 12 February 2020.
  - Bambang Widiyanto who served as Independent Commissioner of PT Bank Syariah Mandiri 1 from January 2020 to 13 October 2020.
  - Toni Eko Boy Subari who served as President Director of PT Bank Syariah Mandiri from 1 January 2020 to 21 October, 2020.

#### Vote Calculation Results:

Disagree Votes	:	0	=	0 %
Abstain Votes	:	2,300	=	0.0000058 %
Agree Votes	:	39,711,462,110	=	99.9999942 %
Total Agree Votes	:	39,711,464,410	=	100.0000000 %

**Realization:** It has been realized.

#### Agenda 2:

Approval for the use of the Company's Net Profit for the 2020 Fiscal Year.

#### Decision:

1. The net profit of BRIS for the financial year 2020 of IDR 248,054,169,851,- (two hundred forty eight billion fifty four million one hundred sixty nine thousand eight hundred and fifty one Rupiah), was used as follows:
  - For Establishment of (Mandatory) Reserve Requirement in the amount of 20% of Net Profit for Financial Year 2020 or in the amount of Rp49,610,833,970,- (forty nine billion six hundred ten million eight hundred thirty three thousand nine hundred and seventy rupiah).
  - After deducting the Mandatory Reserves, the nominal amount of Rp198,443,335,881,- (one hundred ninety-eight billion four hundred forty-three million three hundred thirty-five thousand eight hundred and eighty-one rupiahs) was determined as Retained Earnings.
2. The net profit of BSM for the financial year 2020 of Rp1,434,487,932,284,- (one trillion four hundred thirty-four billion four hundred eighty-seven million nine hundred thirty-two thousand two hundred and eighty-four Rupiah), was used as follows:
  - a. Approved and determined the use of BSM's net profit for the financial year ending on 31 December 2020, in the amount of Rp1,434,487,932,284,- (one trillion four hundred thirty-four billion four hundred eighty-seven million nine hundred thirty-two thousand two hundred and eighty four Rupiah), which are as follows:
    - A total of 2.13% of BSM's Net Profit or Rp30,599,349,000,- (thirty billion five hundred ninety-nine million three hundred forty-nine thousand rupiah) was set aside as mandatory reserve for BSM;
    - A total of 97.87% of BSM's Net Profit or Rp1,403,888,583,284,- (one trillion four hundred three billion eight hundred eighty-eight million five hundred eighty-three thousand two hundred and eighty-four rupiah) is determined as BSM's retained earnings.
  - b. Granted authority and power to the Board of Directors of the Company to regulate the procedures for the allocation of BSM's net profit above, in accordance with the prevailing laws and regulations.
  - c. With respect to the net profit of BNIS for the fiscal year 2020 of Rp505,106,545,043,- (five hundred five billion one hundred six million five hundred forty-five thousand and forty-three rupiah), it is proposed to be used as follows:
    - Establishment of Mandatory Reserves in the amount of Rp101,021,309,009,- (one hundred and one billion twenty-one million three hundred nine thousand and nine Rupiah) million or 20% of Net Profit for Fiscal Year 2020. Thus, the total mandatory reserves after this reserve would be Rp555,037,030,380,- (five hundred fifty five billion thirty seven million thirty mothers three hundred eighty Rupiah) or equivalent to 19.00% of the total issued and paid-up capital of BNIS as of 31 December 2020.

- Not distributing dividends to registered shareholders prior to the effective implementation of the merger.
- The Company's remaining Net Profit After Tax (Earning After Tax) for Fiscal Year 2020 BNIS, amounting to Rp404,085,236,034,- (four hundred four billion eighty-five million two hundred thirty-six thousand and thirty-four rupiah) is determined as retained earnings."

#### Vote Calculation Results:

Disagree Votes	:	0	=	0 %
Abstain Votes	:	2,300	=	0.0000058 %
Agree Votes	:	39,711,462,110	=	99.9999942 %
Total Agree Votes	:	39,711,464,410	=	100.0000000 %

**Realization:** It has been realized.

#### Agenda 3:

Determination of Remuneration (salary/honorarium, allowances, facilities, and other benefits) for the Board of Directors, Board of Commissioners and Sharia Supervisory Board of the Company for the 2021 Fiscal Year, as appointed based on Deed No. 38 dated 14 January 2021 drawn up by and before Jose Dima Satria, S.H., M.Kn., Notary in Jakarta, and the determination of Tantiem to the Board of Commissioners and Board of Directors as well as Bonuses for the Sharia Supervisory Board from the three Merger Participating Banks for the financial year ending on 31 December 2020.

#### Decision:

1. Approved the granting of authority and power of attorney to the Board of Commissioners of the Company, with prior approval from PT Bank Mandiri (Persero) Tbk, to:
  - a. Establish bonuses for the performance of members of the Board of Directors and Board of Commissioners, as well as bonuses for members of the Sharia Supervisory Board of PT Bank Syariah Mandiri for the financial year ending 31 December 2020.
  - b. Determine the salaries of the members of the Board of Directors and the honorarium for the members of the Board of Commissioners and the Sharia Supervisory Board of PT Bank Syariah Mandiri, and the provision of facilities, benefits and/or other allowances for the period 1 January 2021 until the effective date of the merger.
2. Approved the granting of authority and power of attorney to the Board of Commissioners of the Company, with prior approval from PT Bank Negara Indonesia (Persero) Tbk. to:
  - a. Establish bonuses for the performance of members of the Board of Directors and Board of Commissioners, as well as bonuses for members of the Sharia Supervisory Board of PT Bank BNI Syariah for the financial year ending 31 December 2020.

- b. Determine the salaries of members of the Board of Directors and the honorarium of members of the Board of Commissioners and the Sharia Supervisory Board of PT Bank BNI Syariah, and the provision of facilities, benefits and/or other allowances for the period 1 January 2021 until the effective date of the merger.
3. Approved the granting of authority and power of attorney to the Board of Commissioners of the Company, with prior approval from PT Bank Rakyat Indonesia (Persero) Tbk. to:
    - a. Establish bonuses for the performance of members of the Board of Directors and Board of Commissioners, as well as bonuses for members of the Sharia Supervisory Board of PT Bank BRI Syariah Tbk. for the financial year ended 31 December 2020.
    - b. Determine the salaries of members of the Board of Directors and the honorarium of members of the Board of Commissioners and the Sharia Supervisory Board of PT Bank BRI Syariah Tbk., and the provision of facilities, benefits and/or other allowances for the period 1 January 2021 until the effective date of the merger.
  4. Approved the granting of authority and power to the Board of Commissioners of the Company with prior approval of PT Bank Mandiri (Persero) Tbk as the Majority Controlling Shareholder and acknowledged by PT Bank Rakyat Indonesia (Persero) Tbk, and PT Bank Negara Indonesia (Persero) Tbk, as the Other Controlling Shareholder to determine the salaries of the members of the Board of Directors and the honorarium for the members of the Board of Commissioners and the Sharia Supervisory Board, and the provision of facilities, benefits and/or other allowances for the period from the effective date of the merger until the end of the 2021 financial year.

#### Vote Calculation Results:

Disagree Votes	:	32,845,400	=	0.0827101 %
Abstain Votes	:	4,100	=	0.0000103 %
Agree Votes	:	39,678,614,910	=	99.9172796 %
Total Agree Votes	:	39,678,619,010	=	99.9172899 %

**Realization:** It has been realized.

#### Agenda 4:

Approval for the appointment of a Public Accounting Firm and a Public Accountant to audit the Company's Financial Statements for the 2021 Financial Year.

#### Decision:

1. Appointed the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Partners (PricewaterhouseCoopers) and Public Accountant M. Jusuf Wibisana to audit the Company's Financial Statements for the financial year ending 31 December 2021.
2. Granting authority and power to the Board of Commissioners to determine the honorarium and other requirements for the appointed Public Accounting Firm and Public Accountant, as well as appointing a substitute Public Accounting Firm and/or Public Accountant in the case of the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Partners (PricewaterhouseCoopers) and/or Public Accountant M. Jusuf Wibisana, for whatever reason was unable to complete the audit process of the Company's Financial Statements for the financial year ending on 31 December 2021. If there is a change in the Public Accounting Firm and/or Public Accountant, the Board of Commissioners shall report to the Shareholders Controlling Shares.

#### Vote Calculation Results:

Disagree Votes	:	17,269.300	=	0.0434869 %
Abstain Votes	:	3,000	=	0.0000076 %
Agree Votes	:	39,694,192,110	=	99.9565055 %
Total Agree Votes	:	39,694,195,110	=	99.9565131 %

**Realization:** It has been realized.

#### Agenda 5:

Approval of Changes in the Composition of the Sharia Supervisory Board in accordance with the recommendation of the MUI National Sharia Council.

#### Decision:

1. Honorably dismissed Mohamad Hidayat from his position as Chairman of the Company's Sharia Supervisory Board.
2. Honorably dismissed Hasanudin from his position as Member of the Company's Sharia Supervisory Board.
3. Approved the appointment of Mohamad Hidayat as Member of the Company's Sharia Supervisory Board.
4. Approved the appointment of Hasanudin as Chairman of the Company's Sharia Supervisory Board.
5. To declare the composition of the Company's Sharia Supervisory Board to be as follows:
 

Chairman	:	Dr. KH. Hasanudin, M.Ag
Member	:	Dr. H. Mohamad Hidayat
Member	:	Dr. H. Oni Sahroni, MA
Member	:	Prof. DR. KH. Didin Hafidhuiddin, M.Sc
6. The change in the composition of the Sharia Supervisory Board is effective as of the closing of the Meeting, and will end at the close of the Annual GMS to be held in 2024, without prejudice to the right of the GMS to dismiss it at any time.

#### Vote Calculation Results:

Disagree Votes	:	163,961,800	=	0.4128828 %
Abstain Votes	:	3,400	=	0.0000086 %
Agree Votes	:	39,547,499,210	=	99.5871087 %
Total Agree Votes	:	39,547,502,610	=	99.5871172 %

**Realization:** It has been realized.

#### Agenda 6:

Approval of the Amendment to the Company's Articles of Association.

#### Decision:

1. Approved the amendment of Article 1 paragraph (1) of the Company's Articles of Association, in connection with the change of the address of the Company's Head Office from the previously resided in Central Jakarta Administrative City and with the address Jalan Abdul Muis Number 2-4 to be located in South Jakarta Administrative City and with the address The Tower Building Jalan Gatot Subroto Lot 12, as follows:

#### Prior:

This Limited Liability Company is named PT Bank Syariah Indonesia Tbk., resided and headquartered in Central Jakarta, hereinafter referred to in this Articles of Association as the "Company."

#### To Become:

This Limited Liability Company is named PT Bank Syariah Indonesia Tbk., resided and headquartered in South Jakarta, hereinafter referred to in this Articles of Association as the "Company."

2. The amendment to Article 1 paragraph (1) above, is effective as of the Approval Date of the Minister of Law and Human Rights of the Republic of Indonesia, having previously obtained approval for the change of head office address from the Financial Services Authority.
3. Approved the granting of power of attorney to the Board of Directors of the Company with substitution rights to declare the decision on this agenda, including:
  - To state one or more decisions made in the agenda of this Meeting in one or more Notary deed either simultaneously or separately, and
  - To Submit a request for approval and/or notify the competent authority.

#### Vote Calculation Results:

Disagree Votes	:	163,961,800	=	0.4128828 %
Abstain Votes	:	3,300	=	0.0000083 %
Agree Votes	:	39,547,499,310	=	99.5871089 %
Total Agree Votes	:	39,547,502,610	=	99.5871172 %

**Realization:** It has been realized

#### Extraordinary GMS

##### GMS Implementation Series

ANNOUNCEMENT	INVITATION	IMPLEMENTATION	SUBMISSION OF GMS RESULTS
16 July 2021	2 August 2021	24 August 2021	24 August 2021

#### Agenda

Changes in the Composition of the Company's Board of Commissioners.

### List of GMS Participants

The participants who attended the Extraordinary GMS which was held on August 24 were:

#### Direksi:

President Director	: Hery Gunardi
Vice President Director I	: Ngatari*
Vice President Director II	: Abdullah Firman Wibowo*
Compliance & Human Capital Director	: Tribuana Tunggadewi
Finance & Strategy Director	: Ade Cahyo Nugroho
Wholesale & Transaction Banking Director	: Kusman Yandi*
Retail Banking Director	: Kokok Alun Akbar*
Sales & Distribution Director	: Anton Sukarna*
Information Technology Director	: Achmad Syafi*
Risk Management Director	: Tiwul Widayastuti*

#### Board of Commissioners:

President Commissioner and Independent Commissioner	: Mulya Effendi Siregar*
Independent Commissioner	: Bangun S. Kusmulyono*
Independent Commissioner	: Komaruddin Hidayat*
Independent Commissioner	: Eko Suwardi
Independent Commissioner	: Muhammad Arief Rosyid Hasan
Commissioner	: Suyanto*
Commissioner	: Masduki Baidlowi*
Commissioner	: Imam Budi Sarjito*
Commissioner	: Sutanto*

#### Sharia Supervisory Board:

Chairman	: Dr. KH. Hasanudin, M.Ag*
Member	: Dr. H. Mohamad Hidayat*
Member	: Dr. H. Oni Sahroni, MA*
Member	: Prof. DR. KH. Didin Hafidhuddin, M.Sc*

\* attend the meeting via video teleconferencing media

### Shareholders Attendance

The meeting was attended by a total of 38,945,927,134 shares or 94.6924346% of the total shares with voting rights issued by the Company which totaled 41,128,868,743 shares with regard to the Company's Shareholders Register as of 30 July 2021 issued by PT Datindo Entrycom as The Company's Securities Administration Bureau.

### Decision Making Mechanism

Meeting decisions are made by deliberation to reach consensus. If deliberation to reach consensus is not reached, a vote will be held. Decision-making through voting must be carried out with due observance of Article 16 paragraph 2 letter a number (3) of the Company's Articles of Association, GMS resolutions are valid if approved by more than 1/2 (one half) of all shares with voting rights present or represented at the GMS, unless the Law and/or Articles of Association of the Company determine that the decision is valid if it is approved by a larger number of decision quorums.

### Opportunity to Submit Responses and Voting Results in Meetings

In the GMS, the Shareholders or their proxies have been given the opportunity to ask questions and/or express opinions regarding the agenda of the meeting and/or proposed decisions. After the Notary has completed validation in the agenda, there were 1 (one) question and 1 (one) opinion from the shareholders.

### Independent Party

BSI used independent parties, namely Notary Ashoya Ratam, S.H., M.Kn and PT Datindo Entrycom in calculating and/or validating votes. Electronic voting is carried out through the eASY.KSEI system provided by the Indonesian Central Securities Depository.



## Agenda, Decision and Realization

### Agenda 1:

Changes in the Composition of the Company's Board of Commissioners.

#### Decision:

1. Honorably dismissed Mulya Effendi Siregar as the Chairman of the Board of Commissioner and Independent Commissioner of the Company starting from the closing date of the Meeting with gratitude for Mr Siregar's contribution of efforts and thoughts given during his tenure as President Commissioner and Independent Commissioner of the Company.
2. Respectfully dismissed Eko Suwardi as the Company's Independent Commissioner starting from the closing date of the Meeting with gratitude for the contribution of efforts and thoughts given during his tenure as the Company's Independent Commissioner.
3. Appointed Adiwarman Azwar Karim as Chairman of the Board of Commissioners and Independent Commissioner of the Company starting from the closing date of the Meeting and will end at the closing of the third Annual GMS since his appointment, which will be held in 2024, but without prejudice to the right of the GMS to dismiss at any time in accordance with the Articles of Association Company.

Adiwarman Azwar Karim can only carry out his duties as Chairman of the Board of Commissioners and Independent Commissioner of the Company after obtaining approval from the Financial Services Authority for the Fit and Proper Test.

4. Appointed Muhammad Zainul Majdi as Deputy Chairman of the Board of Commissioners of the Company concurrently as Independent Commissioner of the Company as of the closing date of the Meeting and will end at the closing of the third Annual GMS since his appointment, which will be held in 2024, but without prejudice to the right of the GMS to dismiss at any time in accordance with Company's Articles of Association.

Muhammad Zainul Majdi can only carry out his duties as Deputy Chairman of the Board of Commissioners and Independent Commissioner of the Company after obtaining approval from the Financial Services Authority for the Fit and Proper Test.

5. Granting authority and power to the Board of Directors of the Company, to follow up on the decisions of the Meeting regarding reporting to regulators and other relevant agencies.

Starting from the closing date of the Meeting, the composition of the Company's management will be as follows :

#### BOARD OF COMMISSIONERS:

Chairman of the Board of Commissioners	: Adiwarman Azwar Karim
and Independent Commissioner	
Deputy President Commissioner	
and Independent Commissioner	: Muhammad Zainul Majdi
Independent Commissioner	: Komaruddin Hidayat
Independent Commissioner	: Bangun S. Kusmulyono
Independent Commissioner	: Muhammad Arief Rosyid Hasan
Commissioner	: Suyanto
Commissioner	: Masduki Baidlowi
Commissioner	: Imam Budi Sarjito
Commissioner	: Sutanto

#### BOARD OF DIRECTORS:

President Director	: Hery Gunardi
Vice President Director I	: Ngatari
Vice President Director II	: Abdullah Firman Wibowo
Compliance & Human Capital Director	: Tribuana Tunggadewi
Finance & Strategy Director	: Ade Cahyo Nugroho
Wholesale & Transaction Banking Director	: Kusman Yandi
Retail Banking Director	: Kokok Alun Akbar
Sales & Distribution Director	: Anton Sukarna
Information Technology Director	: Achmad Syafii
Risk Management Director	: Tiwul Widyastuti

#### Vote Calculation Results:

Disagree Votes	:	132,495,085	=	0.3402027 %
Abstain Votes	:	162,984,700	=	0.4184897 %
Agree Votes	:	38,650,447,349	=	99.2413076 %
Total Agree Votes	:	38,813,432,049	=	99.6597973 %

#### Realization:

Has been realized.

### Recapitulation of Attendance

The following is a recapitulation of the attendance of the Board of Commissioners, the Board of Directors and the Sharia Supervisory Board at the GMS which was held in 2021.

NO.	NAME	POSITION	ATTENDANCE
1	Adiwarman Azwar Karim	President Commissioner	100%
2	Muhammad Zainul Majdi	Vice President Commissioner	100%
3	Suyanto	Commissioner	100%
4	Masduki Baidlowi	Commissioner	100%
5	Imam Budi Sardjito	Commissioner	100%
6	Sutanto	Commissioner	100%
7	Bangun Sarwito Kusmulyono	Independent Commissioner	100%
8	M. Arief Rosyid Hasan	Independent Commissioner	100%
9	Komaruddin Hidayat	Independent Commissioner	100%
10	Hery Gunardi	President Director	100%
11	Ngatari	Vice President Director 1	100%
12	Abdullah Firman Wibowo	Vice President Director 2	100%
13	Kusman Yandi	Director	100%
14	Kokok Alun Akbar	Director	100%
15	Anton Sukarna	Director	100%
16	Achmad Syafii	Director	100%
17	Tiwul Widyastuti	Director	100%
18	Tribuana Tunggadewi	Director	100%
19	Ade Cahyo Nugroho	Director	100%
20	Dr. KH. Hasanudin, M.Ag	Chairman of Sharia Supervisory Board	50%
21	Dr. H. Mohamad Hidayat	Member of Sharia Supervisory Board	100%
22	Dr. H. Oni Sahroni, MA	Member of Sharia Supervisory Board	100%
23	Prof. DR. KH. Didin Hafidhuddin, M.Sc	Member of Sharia Supervisory Board	100%

## PREVIOUS GMS

In 2020, the Bank held a GMS for 3 (three) times: AGMS on 28 February 2020, EGMS on 5 November 2020, and EGMS on 15 December 2020. The following are the decisions and their realization.

### Annual GMS

28 February 2020

### Independent Party

BRI Syariah used independent parties, namely Notary Fathia Helmi, S.H and PT Datindo Entrycom in calculating and/or validating votes.

### Agenda, Decision and Realization

#### Agenda 1

##### Decision:

1. Approved and properly accepted the Company's Annual Report including the Report on the Supervisory Duties of the Company's Board of Commissioners for the 2019 Fiscal Year.
2. To ratify the Company's Financial Statements consisting of the Company's Balance Sheet and Profit/Loss Report for the 2019 Financial Year which has been audited by the Purwantono, Sungkoro & Surja Public Accounting Firm with the opinion "fair in all material respects" as stated in its report dated 3 February 2020 No. 00045/2.1032/AU.1/07/0240-1/1/II/2020.
3. Received an Accountability Report on the Realization of the Use of Proceeds from the Company's Initial Public Offering (IPO).
4. Provided discharge and release of responsibilities (acquit et de charge) to all members of the Board of Directors and Board of Commissioners for the 2019 period for their management and supervision actions that have been carried out during the 2019 Financial Year, as long as these actions are reflected in the Independent Auditor Report mentioned above, except for a criminal act.

##### Vote Calculation Results:

Disagree Vote	:	0	=	0 %
Abstain Vote	:	0	=	0 %
Agree Votes	:	7,614,830,115	=	100 %
Total Agree Votes	:	7,614,830,115	=	100 %

**Realization:** It has been realized.

#### Agenda 2

1. Approved the Bank's Net Profit for the 2019 Fiscal Year of Rp74,015,918,727, the payment of *Zakat* of 2.5% of the Company's Net Profit for the 2019 Fiscal Year or Rp1,850,397,968 was charged in the 2020 Fiscal Year.
2. Approved the use of the Bank's Net Profit for the 2019 Financial Year of Rp74,015,918,727, with the following distribution:
  - a. Provision for the Bank's reserves in accordance with Article 70 of Law no. 40 of 2007 concerning Limited Liability Companies of 20% of the 2019 Fiscal Year Net Profit or Rp14,803,183,745.
  - b. The remaining 80% of the 2019 Fiscal Year Net Profit or Rp59,212,734,982 is designated as the Bank's Retained Earnings.

##### Vote Calculation Results:

Disagree Vote	:	0	=	0 %
Abstain Vote	:	0	=	0 %
Agree Votes	:	7,614,830,115	=	100 %
Total Agree Votes	:	7,614,830,115	=	100 %

**Realization:** It has been realized.

### Agenda 3

Approved the granting of authority and power to the Board of Commissioners of the Bank with prior approval from the Controlling Shareholder (Bank BRI) to determine the amount of Tantiem for the 2019 Financial Year and determine remuneration (salary/honorarium, facilities, allowances, and/or other benefits) for Members of the Board of Directors and the Bank's Board of Commissioners for the 2020 Financial Year, taking into account the Bank's financial condition.

#### Vote Calculation Results:

Disagree Vote	:	0	=	0 %
Abstain Vote	:	0	=	0 %
Agree Votes	:	7,614,830,115	=	100 %
Total Agree Votes	:	7,614,830,115	=	100 %

**Realization:** It has been realized.

### Agenda 4

1. Granting authority and power to the Board of Commissioners of the Bank to appoint a Public Accounting Firm that would conduct an audit of the Bank's Financial Statements for the Financial Year 2020 and granting power and authority to the Board of Directors of the Company to determine service fees and other requirements required in connection with the appointment of the Office The Public Accountant is for the purposes and interests of the Company.
2. Granting authority to the Bank's Board of Commissioners to appoint a substitute Public Accountant Firm that has obtained recognition and is registered with the Financial Services Authority (OJK) and Bank Indonesia to carry out audits of the Bank's books for Fiscal Year 2020 and grant power and authority to the Bank's Board of Directors to determine service fees and other necessary requirements in connection with the appointment of the appointed Public Accounting Firm, in the event that there is a replacement for the Public Accounting Firm.

#### Vote Calculation Results:

Disagree Votes	:	1,850,000	=	0.0242947 %
Abstain Vote	:	0	=	0 %
Agree Votes	:	7,612,980,115	=	99.9757053 %
Total Agree Votes	:	7,614,830,115	=	100 %

**Realization:** It has been realized.

### Extraordinary GMS

5 November 2020

### Independent Party

BRI Syariah used independent parties, namely Notary Fathia Helmi, S.H and PT Datindo Entrycom in calculating and/or validating votes.

### Agenda, Decision and Realization

### Agenda 1

#### Decision:

Approved changes to the composition of the Bank's Management as follows:

1. Honorably dismissed Mr. Parman Nataatmadja as the Bank's President Commissioner, dated 23-09-2020 accompanied by appreciation for the contribution of efforts, thoughts and other contributions given during his tenure as Chairman of the Board of Commissioners.
2. Rescinded the decision to appoint Mrs. Ernie Tisnawati Sule as the Bank's Independent Commissioner as stated in the minutes of the Bank's Annual GMS with deed number 64, dated 29-04-2019 (twenty-ninth of April two thousand and nineteen) made before Fathiah Helmi, Bachelor of Law, Notary in Jakarta. The cancellation of the decision was effective as of 12 August 2020.

3. With this change, the composition of the Board of Commissioners and Board of Directors of the Bank is as follows:

**Board of Commissioners**

President Commissioner	: -
Independent Commissioner	: Eko Suwandi
Independent Commissioner	: -
Commissioner	: Sutanto

**Board of Directors**

President Director	: Ngatari
Commercial Business Director	: Kokok Alun Akbar
Retail Business Director	: Fidri Arnaldy
Operations Director	: Fahmi Subandi
Compliance Director	: Yana Soeprianan

4. Granting power and authority to the Board of Directors with substitution rights to take all necessary actions related to the resolutions of the Meeting agenda in accordance with applicable regulations, including to declare in a separate Notary Deed and notify the composition of the Board of Commissioners and Board of Directors to the Ministry of Law and Human Rights.

**Vote Calculation Results:**

Disagree Votes	:	9,463,900	=	0.01114028 %
Abstain Votes	:	41,400	=	0.0004873 %
Agree Votes	:	7,524,445,115	=	99.9944876 %
Total Agree Votes	:	7,533,950,415	=	100 %

**Realization:** Has been realized

**Extraordinary GMS**

15 December 2020

**Independent Party**

BRI Syariah used independent parties, namely Notary Jose Dima Satria, S.H., M.Kn and PT Datindo Entrycom in calculating and/or validating votes.

**Agenda, Decision, and Realization**

**Agenda 1**

**Decision:**

1. Approved the merger of PT Bank Syariah Mandiri ("BSM") and PT Bank BNI Syariah ("BNIS") with the Company (where the Company will become the Merged Bank).
2. Approved the granting of power and authority to the Board of Directors of the Company with substitution rights, to take any and all actions related to matters relating to the Merger with due observance of the Bank's Articles of Association ("AD") and the prevailing laws and regulations.
3. Ratify and approve all and every action that has been and will be taken by the Board of Directors and/or Board of Commissioners of the Bank without any exceptions in relation to matters relating to the Merger with due observance of the Bank's Article of Associations and applicable laws and regulations.

**Vote Calculation Results:**

Disagree Vote	:	0	=	0 %
Abstain Vote	:	0	=	0 %
Agree Votes	:	8,495,209,972	=	100 %
Total Agree Votes	:	8,495,209,972	=	100 %

**Realization:** Has been realized

## Agenda 2

### Decision:

1. Approved the Merger Plan along with all amendments or additions that have been prepared and published/announced jointly by the Company, BSM and BNIS.
2. Ratify and approve all and every action that has been and would be taken by the Board of Directors and/or Board of Commissioners of the Company without exception in relation to matters relating to the Merger Plan and all its amendments or additions by taking into account the Bank's AD and laws and regulations applicable.

### Vote Calculation Results:

Disagree Votes	:	9,463,900	=	0.1114028 %
Abstain Votes	:	41,400	=	0.0004873 %
Agree Votes	:	8,485,704,672	=	99.8881099 %
Total Agree Votes	:	8,495,209,972	=	100 %

**Realization:** Has been realized

## Agenda 3

### Decision:

1. Approved the concept of the Deed of Merger between the Company and BSM and BNIS, which was made based on the provisions of the applicable laws and regulations and had been prepared jointly by the Company, BSM and BNIS.
2. Granting authority and power with substitution rights, either partially or wholly to the Board of Directors of the Company to sign the Deed of Merger along with all its amendments or additions (if any) as well as other related documents, including setting the time for the signing of the Deed of Merger; as well as to carry out all necessary actions in connection with the concept of the Deed of Merger, including to appear before a Notary; to apply for approval and/or make notification to the authorized party/official to obtain approval from OJK; to obtain approval and/or receipt of notification, including from the Minister of Law and Human Rights of the Republic of Indonesia ("Menkumham"); meeting the ministry, government agency or other party; provide, obtain and/or receive any information and/or documents; create, request to make, initialize and/or sign any documents, including any amendments, changes, variations and additions to such documents; and to carry out any other actions that may be required without any exceptions.

### Vote Calculation Results:

Disagree Votes	:	9,463,900	=	0.1114028 %
Abstain Votes	:	41,400	=	0.0004873 %
Agree Votes	:	8,485,704,672	=	99.8881099 %
Total Agree Votes	:	8,495,209,972	=	100 %

**Realization:** Has been realized

## Agenda 4

### Decision:

1. Approved changes and adjustments to all articles of the Company's Articles of Association, as well as to restate all of the Company's Articles of Association in accordance with the proposed amendments to the Company's Articles of Association, including but not limited to.
  - a. Changed the Company's name to PT BANK SYARIAH INDONESIA Tbk. thus amending Article 1 of the Company's Articles of Association;
  - b. Increase the Authorized Capital of the Company to Rp40,000,000,000.00 (forty trillion Rupiah) which is divided into 80,000,000,000 (eighty billion) shares with a nominal value of each share of Rp500.00 (five hundred Rupiah), thereby amending Article 4 paragraph 1 of the Company's Articles of Association;
  - c. Increased the Company's Paid-Up and Issued Capital to Rp20,515,604,471,500.00 (twenty trillion five hundred fifteen billion six hundred four million four hundred seventy one thousand five hundred Rupiah) which is divided into 41,031,208,943 (forty one billion thirty one million two hundred eight thousand nine hundred forty three) shares, thereby amending Article 4 paragraph 2 of the Company's Articles of Association;
  - d. Amended and readjusted all articles of the articles of association in accordance with the prevailing laws and regulations, as well as to restate the entire Articles of Association of the Company in accordance with the proposed amendments to the Articles of Association of the Company.
2. Approved the granting of power of attorney to the Board of Directors of the Company with substitution rights to declare the decisions of this Meeting, including to (i) state one or more decisions decided at the Meeting in one or more Notary deed either simultaneously or separately; (ii) draw up and restate all of the Company's Articles of Association in the Notary Deed; (iii) making, compiling, correcting, changing and/or modifying (including by adding and/or subtracting) the sentences and/or words used in the relevant Notary deed, and signing the deeds; (iv) submit notification and/or application for approval of the amendment to the Company's Articles of Association to the relevant competent authorities regarding one or more decisions contained in the Meeting; and (v) take other necessary and/or required actions in order to implement and resolve the matters mentioned above and to achieve the aims and objectives of the decisions taken by the Shareholders based on and as stated in the Meeting, including actions that are authorized to the recipient of the power of attorney and resolve everything related to any or all of these matters, including, but not limited to, appearing before or meeting a Notary or other parties; provide, obtain and/or receive any information and/or documents; nor create, request to make, initialize and/or sign any document, without exception.
3. Approved the granting of power of attorney to the Board of Commissioners of the Company with substitution rights to declare the results of the implementation of the stock option program for Management and Employees (MESOP) as decided in the Statement of Resolutions of the Extraordinary GMS of PT Bank BRI Syariah dated 8 January 2018 Number 8, made before Fathiah Helmi, S.H, Notary in Jakarta

### Vote Calculation Results:

Disagree Vote	:	0	=	0 %
Abstain Vote	:	0	=	0 %
Agree Votes	:	8,495,209,972	=	100 %
Total Agree Votes	:	8,495,209,972	=	100 %

**Realization:** Has been realized



## Agenda 5

### Decision:

1. Approved the dismissal of all members of the Board of Directors, Board of Commissioners, and Sharia Supervisory Board of the Company effective on the effective date of the merger, which acquit et de charge of the relevant members of the Board of Directors and Board of Commissioners would be given at the Annual General Meeting of Shareholders which ratify the Company's Annual Report for Fiscal Year 2020.
2. Approved the appointment of members of the Board of Directors, Board of Commissioners and Sharia Supervisory Board of the Company as the Merged Bank, as follows:

#### Board of Directors

President Director	: Hery Gunardi
Vice President Director 1	: Ngatari
Vice President Director 2	: Abdullah Firman Wibowo
Wholesale & Transaction Banking Director	: Kusman Yandi
Retail Banking Director	: Kokok Alun Akbar
Sales & Distribution Director	: Anton Sukarna
Information Technology Director	: Achmad Syafi
Risk Management Director	: Tiwul Widyastuti
Compliance & Human Capital Director	: Tribuana Tunggadewi
Finance & Strategy Director	: Ade Cahyo Nugroho

#### Board of Commissioners

President Commissioners	
and Independent Commissioner	: Mulya E. Siregar
Independent Commissioner	: Suyanto
Commissioner	: Masduki Baidlowi
Commissioner	: Imam Budi Sarjito,
Commissioner	: Sutanto
Independent Commissioner	: Bangun Sarwito Kusmulyono
Independent Commissioner	: M. Arief Rosyid Hasan
Independent Commissioner	: Komaruddin Hidayat
Independent Commissioner	: Eko Suwandi

which the appointment of the members of the Board of Directors and the Board of Commissioners will be effective on the Effective Date of the Merger and after obtaining approval/passing the fit & proper test conducted by the OJK, and will end at the closing of the Company's Annual GMS held in in 2024, without prejudice to the right of the GMS to dismiss at any time

#### Sharia Supervisory Board

Chairman	: Dr. H. Mohamad Hidayat
Member	: Dr. H. Oni Sahroni, MA
Member	: Dr. KH. Hasanudin, M.Ag
Member	: Prof. DR. KH. Didin Hafidhuddin, M.Sc

3. Approved in the event that the Board of Directors and/or Board of Commissioners of the Company as the Merged Bank is later declared disapproved/declared not to have passed the fit & proper test conducted by the OJK, then the appointment of Members of the Board of Directors and/or Board of Commissioners of the Company as the Merged Bank is deemed to have never been effective, and therefore the Company does not need the approval of the General Meeting of Shareholders of the Company to cancel the appointments that have been made by the Company previously.
4. Approved in the event that the Sharia Supervisory Board of the Company as the Merged Bank does not then obtain a recommendation from the National Sharia Council of the Indonesian Ulema Council or does not obtain approval from the results of interviews conducted by the OJK, then the appointment of the Members of the Sharia Supervisory Board of the Company as the Merged Bank is deemed to have never been effective, and therefore the Company does not require the approval of the General Meeting of Shareholders of the Company to cancel the appointments that have been made by the Company previously.
5. Approved the granting of power of attorney to the Board of Directors of the Company with substitution rights to state the decisions of this agenda, including to (i) state one or more decisions made in the agenda of this Meeting in one or more Notary deed either simultaneously or separately; (ii) take other necessary and/or required actions in order to implement and resolve the matters mentioned above and to achieve the goals and objectives

of the decisions taken by the Shareholders based on and as stated in the Meeting, including actions that are authorized to the recipient of the power of attorney and resolve everything related to any or all of these matters, including, but not limited to, appearing before or meeting a Notary or other parties; provide, obtain and/or receive any information and/or documents; nor create, request to make, initialize and/or sign any document, without exception.

#### Vote Calculation Results:

Disagree Votes	:	9,463,900	=	0.1114028 %
Abstain Vote	:	41,500	=	0.0004885 %
Agree Votes	:	8,485,704,572	=	99.8881087 %
Total Agree Votes	:	8,495,209,972	=	100 %

**Realization:** Has been realized

#### Attendance Recapitulation

NO.	NAME	POSITION	ATTENDANCE
1	Parman Nataatmadja	President Commissioner	100%
2	Eko Suwardi	Independent Commissioner	100%
3	Ernie Tisnawati Sule	Independent Commissioner	100%
4	Sutanto	Commissioner	100%
5	Ngatari	President Director	100%
6	Kokok Alun Akbar	Director	100%
7	Fidri Arnaldy	Director	100%
8	Fahmi Subandi	Director	100%
9	Yana Soeprianan	Director	100%
10	Prof. DR. KH. Didin Hafidhuddin, M.Sc	Chairman of Sharia Supervisory Board	100%
11	M. Gunawan Yasni	Member of Sharia Supervisory Board	100%

## BOARD OF COMMISSIONERS

The Board of Commissioners is a corporate organ that is collectively performed and responsible for supervising and providing advice to the Board of Directors, including ensuring that Bank Syariah Indonesia implements GCG at all levels and ranks of the organization. The Board of Commissioners is appointed by the GMS by first following the fit and proper test process in accordance with the applicable laws and regulations of the Financial Services Authority.

The authorities and responsibilities of the Board of Commissioners are clear as mandated by the articles of association and applicable laws and regulations. In addition, the Board of Commissioners also has guidelines and work procedures that are evaluated and updated regularly.

The Board of Commissioners is responsible to the General Meeting of Shareholders (GMS). This accountability is the embodiment of oversight accountability for the management of the company in the context of implementing GCG principles.

The Board of Commissioners has adequate understanding and competence, so that they can deal with problems that arise in the Bank's business activities, make decisions independently, encourage the improvement of the Bank's performance, and can effectively review and provide constructive advice on the performance of the Board of Directors.



### Duties and Responsibilities

In accordance with the Articles of Association and the Rules of Conduct of the Board of Commissioners as well as the existing laws and regulations, the Board of Commissioners has the following duties:

1. Supervise the management of the Bank by the Board of Directors and provide advice to the Board of Directors including on work plans, development of the Bank, implementation of the Articles of Association and decisions of the GMS and/or Extraordinary GMS and the prevailing laws and regulations.
2. Carry out duties, authorities and responsibilities in accordance with the articles of association and resolutions of the GMS effectively and efficiently as well as maintaining the effectiveness of communication between the Board of Commissioners and the Board of Directors, External Auditors and Banking Sector or Capital Market Supervisory Authorities.
3. Maintain the interest of the Bank by taking into account the interests of the Shareholders and being responsible to the GMS.
4. Researching and reviewing the annual report prepared by the Board of Directors and sign the annual report.
5. Offer opinions and suggestions on the annual Bank Business Plan proposed by the Board of Directors and ratify in accordance with the Articles of Association.
6. Monitor the development of the Bank's activities.
7. Provide opinions and suggestions to Shareholders regarding issues deemed important to the management of the Bank.
8. Report immediately to the GMS if there are indications of a decline in the Bank's performance accompanied by suggestions on corrective steps that must be taken.
9. Notify Bank Indonesia no later than 7 (seven) working days after the discovery of: (a) violations of laws and regulations in the field of finance and banking; and (b) a condition that may jeopardize the business continuity of the Bank.
10. Propose the appointment of a Public Accountant who will conduct an examination of the Bank's bookkeepings to the GMS
11. Perform other supervisory duties as determined by the GMS.
12. Provide responses to the Board of Directors' periodic reports.
13. Mandatory to establish committees and ensure that these committees have carried out their duties effectively in accordance with the prevailing laws and regulations.
14. Review and approve policies which according to the prevailing laws and regulations require the approval of the Board of Commissioners.

### Rights and Authorities

1. The Board of Commissioners is authorized to give written approval to the decisions of the Board of Directors for the following actions:
  - a. Buy, sell, rent or in other ways obtain or release rights to immovable property, including buildings and land rights as well as companies that exceed a certain amount determined by the Board of Commissioners;
  - b. Borrow or lend money on behalf of the Company that exceeds the limit on the rupiah value from time to time as determined by the Board of Commissioners, provided that taking money from a loan account or debt that has been made is not considered a loan for the purposes of this provision;
  - c. Hypothetical, pledge or in other ways insure the Company's assets that exceed the limit on the value of the rupiah which is determined from time to time by the Board of Commissioners;
  - d. Commit the Company as guarantor (*borg or avalist*) which exceeds the limit on the value of the rupiah which is determined from time to time by the Board of Commissioners;
  - e. Register/List the Company's shares in the Capital Market;
  - f. Not collecting, transferring or relinquishing the right to collect bad debts that have been written off, provided that from time to time the GMS determines the amount of write-offs that can be used, either to write off bad debts that have been written off or write off the difference between principal value with the value of transfer or disposal of rights to bad debts that have been written off.
2. The Board of Commissioners at any time during office hours has the right to enter buildings and courtyards or other places used or controlled by the Bank and has the right to examine all bookkeepings, letters, and other evidence, examine and match the condition of cash and others and has the right to know all actions that have been carried out by the Board of Directors.
3. Actions in the case as referred to in paragraph (2), must be carried out in the capacity of the Board of Commissioners and must be reported in the meeting of the Board of Commissioners regarding these actions.
4. If deemed necessary, the Board of Commissioners has the right to request assistance from experts in carrying out their duties for a limited period of time at the expense of the Bank.
5. Each Commissioner has the right to request an explanation of all matters from the Board of Directors and from all levels below them. The Board of Directors is obliged to provide an explanation.

6. Each Commissioner has the right to attend meetings held by the Board of Directors or the units under it without participating in making decisions.
  7. The Board of Commissioners with a majority vote at any time has the right to temporarily dismiss one or more members of the Board of Directors, if they are proven to have acted contrary to the Articles of Association or proven to have neglected their obligations or there are urgent reasons for the Bank.
  8. The temporary dismissal must be notified in writing to the person concerned along with the reasons that led to the action
  9. Within 30 days after the date of temporary suspension, the Board of Commissioners is required to summon the GMS which will decide whether the member of the Board of Directors will be dismissed permanently or returned to his position, in which he is given the opportunity to attend and defend himself.
- Ever caused a company that obtained a permit, approval, or registration from the OJK to fail to fulfill the obligation to submit an annual report and/or financial report to the OJK.
  4. Have a commitment to comply with the laws and regulations.
  5. Have knowledge and/or expertise in the areas required by the Company
  6. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of the Issuer or Public Company within the last 6 (six) months, except for reappointment as Independent Commissioner of the Issuer or Public Company in the next period
  7. Fulfill other requirements in accordance with applicable laws and regulations.

#### **Term of Office of the Board of Commissioners**

Members of the Board of Commissioners are appointed by the GMS for a period starting from the closing of the GMS that appointed them or as otherwise determined by the GMS and ends at the closing of the 3<sup>rd</sup> (third) Annual GMS after their appointment. However, this does not reduce the right of the GMS to dismiss members of the Board of Commissioners before their term of office ends by stating the reasons. The dismissal is effective as of the closing of the GMS, unless otherwise determined by the GMS.

#### **Criteria for Members of the Board of Commissioners**

Parties who can be appointed as members of the Board of Commissioners are individuals who meet the requirements at the time of appointment and during their tenure :

1. Have good character, morals and integrity
2. Able to carry out legal actions
3. Within 5 (five) years prior to the appointment and while serving:
  - a. Never declared bankrupt
  - b. Never been a member of the Board of Directors and/or a member of the Board of Commissioners who was found guilty of causing a company to be declared bankrupt
  - c. Never been convicted of a criminal act that was detrimental to state finances and/or related to the financial sector; and
  - d. Never been a member of the Board of Directors and/or a member of the Board of Commissioners who during his tenure
    - Has ever missed holding an annual GMS
    - His responsibilities as members of the Board of Directors and/or members of the Board of Commissioners have ever been denied by the GMS or have not provided accountability as members of the Board of Directors and/or members of the Board of Commissioners to the GMS; and

#### **Nomination and Selection Process for the Board of Commissioners**

Policies in the process and election of the Board of Commissioners refer to the prevailing laws and regulations. Among them are Law Number 40 of Year 2017 concerning Limited Liability Companies, Law No. 21 of 2008 concerning Sharia Banking, Financial Services Authority Regulation Number 27/POJK.03/2016 concerning Fit and Proper Test for Main Parties in Financial Service Institutions, as well as other regulations, including those from Bank Indonesia.

The nomination process and the selection of the Board of Commissioners is carried out through the recommendation of members of the Board of Directors to the GMS by taking into account the recommendations of the Board of Commissioners and the Remuneration and Nomination Committee. Prior to the discussion regarding the appointment and dismissal of the Board of Commissioners at the GMS, information on the profiles of candidates for new and re-appointed members of the Board of Commissioners are provided.

#### **Board Charter of the Board of Commissioners**

The Board of Commissioners has guidelines and work rules in accordance with the regulations of Bank Indonesia/ Financial Services Authority. These guidelines have been updated regularly. These regulations are contained in the Decree of the Board of Commissioners of PT Bank Syariah Indonesia Tbk. Number: KEP.KOM/001/2021.

With this guideline, it is expected that the implementation of the duties of the Board of Commissioners will be more directed and effective and can be used as a tool for assessing the performance of the Board of Commissioners. The guidelines regulate various aspects regarding the Board of Commissioners, including the one regarding:

The Code of Conduct for the Board of Commissioners of PT Bank Syariah Indonesia Tbk includes:

1. General Terms
2. Structure of the Board of Commissioners
3. Duties of the Board of Commissioners
4. Obligations of the Board of Commissioners
5. Rights and Authorities of the Board of Commissioners
6. The Bank's Confidential Information and Conflict of Interest
7. Committees and other supporting institutions
8. Meeting Type and Quorum
9. Guest Participants of the Board of Commissioners Meeting
10. Meeting Chair
11. Meeting Material
12. Meeting Resolutions
13. Minutes of Meeting
14. Meetings Implementation
15. Secretary to the Board of Commissioners
16. Division of Routine Tasks
17. Commissioner Working Hours
18. Document Signing
19. Business Trip
20. Continuing Education
21. Performance Evaluation of the Board of Commissioners
22. Change/Amendment
23. Closing

#### Composition and Basis of Appointment of the Board of Commissioners

The Board of Commissioners is appointed by the GMS by first following the fit and proper test stage in accordance with the applicable laws and regulations of the Financial Services Authority. The Board of Commissioners has the expertise to be able to carry out the mandated responsibilities.

Until the end of the 2021 financial year, the composition of the BSI Board of Commissioners is:

#### Composition of Board of Commissioners

NAME	POSITION	BASIS OF APPOINTMENT	EFFECTIVE DATE	TERMS OF OFFICE
Adiwarman Azwar Karim	President Commissioner and Independent Commissioner	EGMS dated 24 August 2021	7 February 2021	2021-2024
Muhammad Zainul Majdi	Vice President Commissioner	EGMS dated 24 August 2021	7 February 2021	2021-2024
Suyanto	Commissioner	EGMS dated 15 December 2020	1 February 2021	2021-2024
Masduki Baidlowi	Commissioner	EGMS dated 15 December 2020	1 February 2021	2021-2024
Imam Budi Sarjito	Commissioner	EGMS dated 15 December 2020	1 February 2021	2021-2024
Sutanto	Commissioner	EGMS dated 15 December 2020	1 February 2021	2021-2024
Bangun Sarwito Kusmulyono	Independent Commissioner	EGMS dated 15 December 2020	1 February 2021	2021-2024
M. Arief Rosyid Hasan	Independent Commissioner	EGMS dated 15 December 2020	1 February 2021	2021-2024
Komaruddin Hidayat	Independent Commissioner	EGMS dated 15 December 2020	1 February 2021	2021-2024

### New Board of Commissioners Orientation Program

Considering the diverse backgrounds of the members of the Board of Commissioners, BSI always conducts an introduction program for new members of the Board of Commissioners. Through this program, members of the Board of Commissioners can get to know each other and work together as a solid, comprehensive and effective team as a means of providing an introduction to the condition of Indonesian Islamic Banks in general.

In line with the Board Manual, the Board of Commissioners introduction program includes:

1. Introduction to the Corporation regarding Corporate Strategy
2. Sharia Banking Training
3. Public Company GCG Training

### Mechanism of Resignation and Dismissal of the Board of Commissioners

Based on the Articles of Association of Bank Syariah Indonesia, the Board of Commissioners has the right to resign from their position, with the following conditions:

1. A member of the Board of Commissioners has the right to resign from his position before his term of office ends by notifying in writing of his intention to the Company no later than 30 (thirty) days.
2. If up to the date requested by the member of the Board of Commissioners or within 30 (thirty) calendar days after receipt of the resignation letter there is no decision from the GMS, then the member of the Board of Commissioners resigns from the date requested above or by the lapse of 30 (thirty) calendar days from the date the resignation letter is received by the Company.

3. The Company is required to hold a GMS to decide on the resignation of the relevant member of the Board of Commissioners within a period of no later than 90 (ninety) calendar days after receipt of the resignation letter.
4. The Company is obliged to disclose information to the public and submit it to the OJK no later than 2 (two) working days after the receipt of the request for resignation of the Board of Commissioners as the results of the GMS as referred to in point b of this paragraph.
5. Before the resignation becomes effective, the member of the Board of Commissioners is still obliged to complete his duties and responsibilities in accordance with these Articles of Association and the prevailing laws and regulations.
6. The member of the Board of Commissioners who resigns as mentioned above can still be held accountable as a member of the Board of Commissioners from the appointment in question until the date of approval of his resignation at the GMS.
7. Exemption from the responsibilities of members of the Board of Commissioners who resign is given after the Annual GMS releases him.

### Division of Supervisory Duties of the Board of Commissioners

In order for the role of the Board of Commissioners to run effectively, the Bank divides duties among members of the Board of Commissioners by considering the division of duties of the Board of Directors. The division of duties is intended so that the implementation of the duties of each member of the Board of Commissioners technically in the area of their expertise can run smoothly, effectively and efficiently, according to their respective responsibilities and authorities. Thus, there is clarity of roles, both collectively and individually.

### Division of Duties of the Board of Commissioners

NAME	POSITION	TERMS OF OFFICE	WORK AREA
Mulya Effendi Siregar*	President Commissioner and Independent Commissioner	2021	- Audit Committee - Remuneration and Nomination Committee - Risk Monitoring Committee
Adiwarman Azwar Karim**	President Commissioner and Independent Commissioner	2021-2024	- Audit Committee - Remuneration and Nomination Committee - Risk Monitoring Committee
Muhammad Zainul Majdi**	Vice President Commissioner and Independent Commissioner	2021-2024	- Audit Committee - Remuneration and Nomination Committee
Suyanto	Commissioner	2021-2024	- Audit Committee - Remuneration and Nomination Committee
Masduki Baidlowi	Commissioner	2021-2024	- Remuneration and Nomination Committee - Risk Monitoring Committee
Imam Budi Sarjito	Commissioner	2021-2024	- Audit Committee - Remuneration and Nomination Committee
Sutanto	Commissioner	2021-2024	- Remuneration and Nomination Committee - Risk Monitoring Committee
Eko Suwardi*	Independent Commissioner	2021	- Audit Committee - Remuneration and Nomination Committee

NAME	POSITION	TERMS OF OFFICE	WORK AREA
Bangun Sarwito Kusmulyono	Independent Commissioner	2021-2024	- Remuneration and Nomination Committee - Risk Monitoring Committee
M. Arief Rosyid Hasan	Independent Commissioner	2021-2024	- Audit Committee - Remuneration and Nomination Committee
Komaruddin Hidayat	Independent Commissioner	2021-2024	- Remuneration and Nomination Committee - Risk Monitoring Committee

\* No longer effective as a Member of the Company's Board of Commissioners as of 24 August 2021 based on the results of the EGMS of PT Bank Syariah Indonesia Tbk.

\*\* Effective since 7 February 2022

### Board of Commissioners Affiliated Relations

The criteria for affiliation with members of the Board of Commissioners include:

1. Affiliated relationship between members of the Board of Commissioners and other members of the Board of Commissioners;
2. Affiliated relationship between members of the Board of Commissioners and members of the Board of Directors; and
3. Affiliated relationship between members of the Board of Commissioners and the Major and/or Controlling Shareholders.

### Board of Commissioners Affiliated Relationship

NAME	POSITION	FINANCIAL RELATIONSHIP WITH			FAMILY RELATIONSHIP WITH		
		BOARD OF COMMISSIONERS	BOARD OF DIRECTORS	CONTROLLING SHAREHOLDERS	BOARD OF COMMISSIONERS	BOARD OF DIRECTORS	CONTROLLING SHAREHOLDERS
Mulya Effendi Siregar*	President Commissioner and Independent Commissioner	x	x	x	x	x	x
Adiwarman Azwar Karim	President Commissioner and Independent Commissioner	x	x	x	x	x	x
Muhammad Zainul Majdi	Vice President Commissioner and Independent Commissioner	x	x	x	x	x	x
Suyanto	Commissioner	x	x	x	x	x	x
Masduki Baidlowi	Commissioner	x	x	x	x	x	x
Imam Budi Sarjito	Commissioner	x	x	x	x	x	x
Sutanto	Commissioner	x	x	x	x	x	x
Eko Suwardi*	Independent Commissioner	x	x	x	x	x	x
Bangun Sarwito Kusmulyono	Independent Commissioner	x	x	x	x	x	x
M. Arief Rosyid Hasan	Independent Commissioner	x	x	x	x	x	x
Komaruddin Hidayat	Independent Commissioner	x	x	x	x	x	x

√: Yes, x: No

\* No longer effective as a Member of the Company's Board of Commissioners as of 24 August 2021 based on the results of the EGMS of PT Bank Syariah Indonesia Tbk.

\*\* Effective since 7 February 2022

### Concurrent Position of Board of Commissioners

#### Policy

The Bank has internal regulations governing the policy of concurrent positions of the Board of Commissioners. In these guidelines, members of the Board of Commissioners can only hold concurrent positions as:

1. Members of the Board of Commissioners, Directors, or Executive Officers in 1 (one) non-financial institution/company;
2. A member of the Board of Commissioners or Board of Directors who carries out the supervisory function in 1 (one) non-Bank financial institution subsidiary company owned by the Bank;
3. Members of the Board of Commissioners, Board of Directors, or Executive Officers in 1 (one) company that is a shareholder of the Bank;



4. Officials at a maximum of 3 (three) non-profit institutions; or
5. Other concurrent positions of the Board of Commissioners as stipulated in the prevailing laws and regulations from time to time.

None of the members of the Board of Commissioners has violated the policies for concurrent positions. Concurrent positions by members of the Board of Commissioners are currently still allowed by policies for concurrent positions.

#### Concurrent Positions of the Board of Commissioners

NAME	POSITION	CONCURRENT POSITION IN COMPANIES/INSTITUTIONS	NAME OF INSTITUTION
Mulya Effendi Siregar*	President Commissioner and Independent Commissioner	Plenary Member	National Sharia Council of the Indonesian Ulema Council
Adiwarman Azwar Karim**	President Commissioner and Independent Commissioner	None	None
Muhammad Zainul Majdi**	Vice President Commissioner and Independent Commissioner	Rector (Chancellor)	Islamic Institute (IAI) Hamzanwadi
Suyanto	Commissioner	Special Staff of Head of BIN	State Intelligence Service
Masduki Baidlowi	Commissioner	Head of Information & Communication	Spokesperson of the Vice President
Imam Budi Sarjito	Commissioner	None	None
Sutanto	Commissioner	None	None
Eko Suwardi*	Independent Commissioner	Dean of Faculty of Economics and Business	Universitas Gadjah Mada
Bangun Sarwito Kusmulyono	Independent Commissioner	None	None
M. Arief Rosyid Hasan	Independent Commissioner	Commissioner	PT Merial Health
Komaruddin Hidayat	Independent Commissioner	Rector (Chancellor)	Indonesia International Islamic University

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\*\* Effective since 7 February 2022

#### Conflict of Interest Management

Conflict of Interest is a condition in which members of the Board of Directors of the Bank in carrying out their duties and obligations have interests outside the interests of the service, whether concerning personal interests, family, or the interests of other parties that allow the members of the Board of Directors to lose their objectivity, with the scope that the Bank's Officials has/must:

- a. Obligation to avoid activities that may cause a conflict of interest
- b. Act respectfully and responsibly and free from influence that allows loss of objectivity in carrying out duties or causes the Bank to lose business and/or reputation
- c. Be prohibited to misuse the Bank's corporate identity. Corporate identity can only be used for the benefit of the Bank and with the permission of the Bank

Banks are required to have a conflict of interest management policy, which at least contains:

- a. Identification, mitigation, and management of conflicts of interest including those originating from transactions with affiliated parties and intra-group transactions;
- b. Prohibition for members of the Board of Directors and members of the Board of Commissioners to take actions that may harm or reduce the Bank's profits; and
- c. Obligation to disclose if there is a conflict of interest in every decision making

#### Share Ownership of the Board of Commissioners Reporting Policy

In accordance with Financial Services Authority Regulation number 11/POJK.04/2017 concerning Ownership Report or Any Change in Share Ownership of a Public Company, the submission of a report on ownership and any change in ownership of shares must be made no later than 3 (three) days after the occurrence of ownership or change in ownership of the Company.

### Share Ownership of the Board of Commissioners

NAME	POSITION	SHARE OWNERSHIP (SHARES)			
		BANK SYARIAH INDONESIA	OTHER BANK	NON BANK FINANCIAL INSTITUTION	OTHER COMPANY
Mulya Effendi Siregar*	President Commissioner and Independent Commissioner	-	-	-	-
Adiwarman Azwar Karim**	President Commissioner and Independent Commissioner	-	-	-	-
Muhammad Zainul Majdi**	Vice President Commissioner and Independent Commissioner	-	-	-	-
Suyanto	Commissioner	-	-	-	-
Masduki Baidlowi	Commissioner	-	-	-	-
Imam Budi Sardjito	Commissioner	-	-	-	-
Sutanto	Commissioner	1,500,000	-	-	-
Eko Suwardi*	Independent Commissioner	-	-	-	-
Bangun Sarwito Kusmulyono	Independent Commissioner	-	-	-	-
M. Arief Rosyid Hasan	Independent Commissioner	-	-	-	-
Komaruddin Hidayat	Independent Commissioner	-	-	-	-

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### INDEPENDENT COMMISSIONER

Independent Commissioner is a member of the Board of Commissioners who has no financial, management, share ownership and/or family relationship with members of the Board of Directors, other members of the Board of Commissioners and/or controlling shareholder. In addition, s/he does not have a relationship with the Bank that may affect the person concerned's ability to act independently.

Referring to Financial Services Authority Regulation Number 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks and Financial Services Authority Circular Letter Number 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks, the number of Independent Commissioners is at least 50% of the total members of the Board of Commissioners. Until the end of the 2021 financial year, the number of Independent Commissioners of BSI is 5 (five) out of 9 (nine) members of the Board of Commissioners.

#### Independent Commissioner Independent Criteria

In accordance with the Financial Services Authority Regulation Number 33/POJK.04/2014 the criteria regarding Independent Commissioners which are also used by the Bank are as follows:

CRITERIA	MULYA EFFENDI SIREGAR*	ADIWARMAN AZWAR KARIM	MUHAMMAD ZAINUL MAJDI	EKO SUWARDI*	BANGUN SARWITO KUSMULYONO	M. ARIEF ROSYID HASAN	KOMARUDDIN HIDAYAT
Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of the Issuer or Public Company within the last 6 (six) months, except for reappointment as Independent Commissioner of the Issuer or Public Company in the following period	✓	✓	✓	✓	✓	✓	✓
Does not own shares either directly or indirectly in the Issuer or Public Company	✓	✓	✓	✓	✓	✓	✓

CRITERIA	MULYA EFFENDI SIREGAR*	ADIWARMAN AZWAR KARIM	MUHAMMAD ZAINUL MAJDI	EKO SUWARDI*	BANGUN SARWITO KUSMULYONO	M. ARIEF ROSYID HASAN	KOMARUDDIN HIDAYAT
Has no affiliation with the Issuer or Public Company, members of the Board of Commissioners, members of the Board of Directors, or major shareholder of the Issuer or Public Company.	√	√	√	√	√	√	√
Has no business relationship either directly or indirectly related to the Company's business activities.	√	√	√	√	√	√	√

√: yes, x: no

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### Statement of Independent Commissioner

All members of the Independent Commissioner have fulfilled the independence aspect as stated in Article 25 of the Financial Services Authority Regulation Number 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies.

### Board of Commissioners Meeting

#### Policy

In accordance with the Code of Conduct of the Board of Commissioners of PT Bank Syariah Indonesia, Tbk, the policies of the Board of Commissioners Meeting are as follows:

1. Meetings of the Board of Commissioners are held at least 1 (one) time in 1 (one) month.
2. The meeting of the Board of Commissioners as referred to in paragraph 1 letter a is valid and has the right to make binding decisions if attended by more than 1/2 (one half) of the total number of Commissioners, with the minutes of meeting signed by all Commissioners present in the meeting and who received the power of attorney.
3. A Commissioner may be represented at a meeting only by another Commissioner based on a written power of attorney specifically given for that purpose.
4. The written power of attorney of the Commissioner who is not present to the other Commissioners is counted as attendance
5. A Commissioner may only receive power of attorney from 1 (one) other Commissioner.
6. The physical absence of the Board of Commissioners in the Board of Commissioners Meeting as referred to in paragraph 1 is a maximum of 3 (three) times in a row in a year, unless there has been prior agreement regarding the role and involvement in the supervisory function of the Board of Commissioners.
7. The Board of Commissioners meeting is chaired by the Chairman of the Board of Commissioners, and in the event that the Chairman of the Board of Commissioners is absent or unable to attend, the Board of Commissioners Meeting is chaired by a member of the Board of Commissioners specially appointed by the Chairman of the Board of Commissioners for this purpose and if the Chairman of the Board of Commissioners does not make an appointment, the meeting is chaired by Commissioners appointed by other Commissioners.
8. Resolutions of the Board of Commissioners' Meetings are taken by deliberation and consensus from the participants who present at the Meeting. In the event that deliberation and consensus cannot be carried out, the decision is taken by majority vote (voting).

### Meeting Frequency and Attendance

Details of the attendance rate of the Board of Commissioners' meetings throughout 2021, both internal and joint meetings as well as attendance at the GMS are presented in the table below:

Name	Internal Meeting of the Board of Commissioners			Joint Meetings Board of Commissioners and Board of Directors			Joint Meetings Board of Commissioners, Sharia Supervisory Board and Board of Directors			Attendance at GMS		
	Number of Meetings	Total Attendance	%	Number of Meetings	Total Attendance	%	Number of Meetings	Total Attendance	%	Number of Meetings	Total Attendance	%
Mulya Effendi Siregar*	12	12	100	7	7	100	1	1	100	2	2	100
Adiwarman Azwar Karim	7	7	100	5	5	100	1	1	0	0	0	0
Muhammad Zainul Majdi	7	7	100	5	5	100	1	1	0	0	0	0
Suyanto	21	21	100	10	10	100	2	2	100	2	2	100

Name	Internal Meeting of the Board of Commissioners			Joint Meetings Board of Commissioners and Board of Directors			Joint Meetings Board of Commissioners, Sharia Supervisory Board and Board of Directors			Attendance at GMS		
	Number of Meetings	Total Attendance	%	Number of Meetings	Total Attendance	%	Number of Meetings	Total Attendance	%	Number of Meetings	Total Attendance	%
Masduki Baidlowi	21	20	95	10	10	100	2	2	100	2	2	100
Imam Budi Sarjito	21	21	100	10	10	100	2	2	100	2	2	100
Sutanto	21	21	100	10	10	100	2	2	100	2	2	100
Eko Suwardi*	12	12	100	7	7	100	1	1	100	2	2	100
Bangun Sarwito Kusmulyono	21	21	100	10	10	100	2	2	100	2	2	100
M. Arief Rosyid Hasan	21	21	100	10	10	100	2	2	100	2	2	100
Komaruddin Hidayat	21	21	100	10	10	100	2	2	100	2	2	100

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### Meeting Agenda of the Board of Commissioners

DATE	AGENDA
4 February 2021	Determination of Composition of Committee Members
4 February 2021	a. BSI Organizational Structure b. Fulfillment of HR in KP and BSI Network
18 February 2021	Performance Evaluation of Mandiri Syariah for the period 31 January 2021
22 February 2021	Update on Members of the Annual GMS and Proposed Members of the Audit Committee of BSI
24 February 2021	Annual Audit Plan 2021
24 February 2021	PWC Audit Results 2020
10 March 2021	Operational Integration Progress Report (IMO) Information Technology & Operation Stream
10 March 2021	Operational Integration Progress Report (IMO) Human Capital & Culture Stream
25 March 2021	BSI Performance Evaluation for the period of 28 February 2021
22 April 2021	Appointment of the Chairman of the GMS
22 April 2021	BSI Performance Evaluation for the period 31 March 2021
27 May 2021	BSI Performance Evaluation for the period of 30 April 2021
18 June 2021	BSI Performance Evaluation As of 31 May 2021
22 July 2021	BSI Performance Evaluation for the period of 30 June 2021
2 August 2021	Preparation for the EGMS 24 August 2021
26 August 2021	a. Discussion on the Composition of Committee Members b. EBSI Performance Evaluation 30 July 2021
23 September 2021	BSI Performance Evaluation for the period 31 August 2021
28 October 2021	Performance Evaluation 30 September 2021 BSI
10 November 2021	RBB proposal for 2022-2024
25 November 2021	BSI Performance Evaluation October 2021
23 December 2021	BSI Performance Evaluation November 2021

### Meeting Agenda of the Board of Commissioners and Directors

DATE	AGENDA
18 February 2021	Performance Evaluation of Mandiri Syariah for the period January 31, 2021
25 March 2021	BSI Performance Evaluation for the period of 28 February 2021
22 April 2021	BSI Performance Evaluation for the period 31 March 2021
27 May 2021	BSI Performance Evaluation for the period of 30 April 2021
22 July 2021	BSI Performance Evaluation for the period of 30 June 2021
26 August 2021	BSI Performance Evaluation 30 July 2021
23 September 2021	BSI Performance Evaluation for the period 31 August 2021
28 October 2021	Performance Evaluation 30 September 2021 PT BSI Tbk
10 November 2021	RBB proposal for 2022-2024
25 November 2021	BSI Performance Evaluation October 2021
23 December 2021	BSI Performance Evaluation November 2021

### Procedure and Frequency of Providing Advice

Providing advice from the Board of Commissioners to the Board of Directors is carried out both formally in meetings and informally. The meeting referred to in the mechanism for providing such advice is, namely:

1. Committee meetings under the supervision of the Board of Commissioners, consisting of Audit Committee Meetings, Risk Monitoring Committee Meetings, and Remuneration and Nomination Committee Meetings.
2. Meetings of the Board of Commissioners, consisting of:
  - a. Board of Commissioners meeting is an internal meeting of the Board of Commissioners and/or by inviting the Director of the relevant field.
  - b. Meeting of the Board of Commissioners with the Board of Directors is a meeting of the Board of Commissioners together with the Board of Directors.
  - c. Meeting of the Board of Commissioners with the Board of Directors and the Sharia Supervisory Board.

Providing advice to the Board of Directors is also carried out through a disposition letter to the Board of Directors, evaluating and providing direction to the Board of Directors both quarterly and annually on the Compliance Report and the results of the GCG assessment. As for supervision, the Board of Commissioners can routinely make visits to branches.

### Implementation of the Duties of the Board of Commissioners

Based on the Articles of Association of PT Bank Syariah Indonesia Tbk, the Board of Commissioners is assigned to supervise management policies, the general course of management, both regarding the Company and the Company's business carried out by the Board of Directors. The BoC provides advice to the Board of Directors including supervision of the implementation of the Company's long-term plans, the Company's workplan and the Articles of Association and the resolutions of the GMS, as well as compliance to the applicable laws and regulations, are in the interests of the Company and in accordance with the goals and objectives of the Company.

### Recapitulation of Directions and Recommendations of the Board of Commissioners

NO	TOPIC	SUGGESTIONS/INPUT FROM BOARD OF COMMISSIONERS
1	Performance	<p>The Board of Commissioners appreciates the achievement of PT Bank Syariah Indonesia's financial performance as of 30 November 2021, including significant achievements in:</p> <ol style="list-style-type: none"> <li>a Bottom line financial performance, namely the acquisition of Net Profit After Tax of Rp2,780 billion (104.21% of the November 2021 target)</li> <li>b Cash Coverage grew (delta growth) YoY grew by IDR 845 billion (43.64%).</li> <li>c The quality of financing is well controlled even during the COVID pandemic, with a Gross NPF of 3.00% negative growth but has reached 100.29% the target of 30 November 2021 at 3.01%</li> <li>d Financing grew (YoY) 6.34% by Rp9,931 Billion to Rp165,642 Billion (100.95% of November 2021 target)</li> <li>e Margin/Profit Sharing from Non-Financing Activities (Placements in Securities) which grew 10.56% (YoY) by Rp265 billion to Rp2,719 billion as of 30 November 2021</li> <li>f Fee Based Income (FBI) which grew negatively (YoY) by IDR 159 B (- 5.70%) to IDR 2,634 B (104.42% from November 2021 target)</li> </ol> <p>It is expected that this positive growth can continue in the following months.</p>
2	Financing	<p>The Board of Commissioners requests the Board of Directors and SEVP to do the following:</p> <ol style="list-style-type: none"> <li>a Bankwide financing grew positively YtD and MtM. For growth in the Wholesale segment YtD was still negative, it is hoped that by the end of December 2021 at least zero growth can be achieved with the available pipeline, meaning that the Wholesale financing position is the same as the position as of December 2020.</li> <li>b Accelerating recovery of SME financing through improving business processes, increased competence, and adjusted RAC</li> <li>c For vehicle/OTO financing, it is necessary to ensure the alignment of RAC between BSI- MUF and MTF in order to obtain quality prospective customers for both parties.</li> <li>d Achievement of Ratio and RPIM every month to be submitted in the monthly performance report.</li> </ol>
3	Third Party Funds	<p>The Board of Commissioners requests the Board of Directors and SEVP as follows:</p> <ol style="list-style-type: none"> <li>a The performance of DPK achievement must be maintained so that it does not decrease before the end of 2021.</li> <li>b To evaluate the decline in <i>Wadiah</i> Funds in the last three months, especially the decline in <i>Wadiah</i> Current Accounts, while <i>Wadiah</i> Savings continues to increase sustainably.</li> <li>c Towards the end of the year, it is anticipated that many withdrawals of funds from large customers to reduce financing exposure elsewhere.</li> </ol>

## Recapitulation of Directions and Recommendations of the Board of Commissioners

NO	TOPIC	SUGGESTIONS/INPUT FROM BOARD OF COMMISSIONERS
4	NPF	<p>The Board of Commissioners requests the Board of Directors and SEVP as follows:</p> <ul style="list-style-type: none"> <li>a To achieve a reduction in FaR (exclude/include COVID), it is necessary to: <ul style="list-style-type: none"> <li>1) Special monitoring of Col 2 of the retail segment because most of the customers are customers of the COVID-19 restructuring program, although in the last three months the Col 2 of the Retail segment has continued to improve.</li> <li>2) For the Wholesale segment, although the NPF as of November 2021 has dropped to 4.85% (below 5%), the effectiveness of monitoring the quality of financing by using Watchlist Tools continues to be optimized, especially for customers affected by COVID and Non-Leading Sector Customers.</li> </ul> </li> </ul>
5	Improvement of Mobile Banking Performance	<p>The Board of Commissioners requests the Board of Directors and SEVP as follows:</p> <ul style="list-style-type: none"> <li>a Optimizing the use of customer mobile banking.</li> <li>b There is a need for education and providing incentives to customers to increase the volume and FBI of mobile banking transactions</li> <li>c Increase partnerships with key actors in the economic/financial ecosystem, especially those who have high traction to develop transaction features that become customer preferences.</li> <li>d Islamic ecosystems (Islamic boarding schools, mosques, ziswaf, etc.) are not only attractive to Islamic financial service institutions, but also non-Islamic financial services, so BSI needs to accelerate the penetration of services to the Islamic ecosystem to all its customers.</li> <li>e Prepare a strategy to anticipate the decline FBI from reducing interbank transfer rates and/or there are low rates from fintech</li> </ul>
6	Write Off	<p>The Board of Commissioners requests the Board of Directors and SEVP as follows:</p> <ul style="list-style-type: none"> <li>a The establishment of allowance is carried out mainly to anticipate the decline in the quality of ex restructuring COVID financing, it is recommended that its adequacy continues to be a concern in line with the development of its quality from time to time.</li> <li>b Ex WO recovery needs to continue to be pursued as optimally as possible, especially from the Wholesale segment which until November 2021 has only reached Rp210 billion or 63.85% of the target set at Rp329 billion.</li> <li>c In accordance with the recommendation of KAP, management must pay attention the fulfillment of procedures and completeness of documentation in establishing the Allowance for Impairment Losses</li> <li>d The FBI's earnings must be optimized, especially from the Collection Ex WO Wholesale segment, which is still growing negatively on a YoY basis.</li> </ul>

## Board of Commissioners Competency Development Policy

Continuing Education in accordance with the rules of the Board of Commissioners of PT Bank Syariah Indonesia Tbk are:

1. Continuing education plans for all Commissioners and members of the supporting Committees are contained in the Work Program Plan of the Board of Commissioners;
2. In the event that continuing education is carried out outside the work program that has been previously determined, it must be submitted at the Board of Commissioners' Meeting to obtain the approval of the Meeting;
3. Commissioners and members of the Supporting Committee who have carried out continuing education must submit a report on the results of their education in the Board of Commissioners Meeting or in the supporting Committee meeting.
4. Other matters relating to accommodation/facilities and protocols during continuing education refer to the applicable internal Bank regulations.

## Realization of Competency Development

It is presented in detail in the "Company Profile" chapter in this Annual Report.

## Performance Assessment of Board of Commissioners

### A. Performance Assessment of the Board of Commissioners Based on the GMS

Performance appraisal of the Board of Commissioners is carried out through self-assessment. The results are reported and accounted for in the GMS.

### Procedure for the Implementation of the Board of Commissioners' Performance Appraisal

The procedure for evaluating the performance of the Board of Commissioners carried out through the GMS is as follows:

1. The Board of Commissioners submits the performance report of the Board of Commissioners to be evaluated by the Shareholders at the GMS.

2. The performance of the Board of Commissioners is determined based on the indicators that have been determined in accordance with the duties and responsibilities of the Board of Commissioners.
3. The results of the evaluation of the performance of each Member of the Board of Commissioners in a self-assessment are one of the basis for consideration for Shareholders to dismiss and/or reappoint the relevant Member of the Board of Commissioners. The results of the performance evaluation are a means of assessing and increasing the effectiveness of the Board of Commissioners.

#### Party Conducting Performance Appraisal

The Board of Commissioners conducts an independent assessment of the performance of the Board of Commissioners during 2021 (self-assessment).

#### Criteria and Results of the Board of Commissioners' Performance Assessment

NO.	INDICATORS	WEIGHT	ACHIEVEMENTS
1	The Board of Commissioners holds the Board of Commissioners' Meeting on a regular basis at least 4 (four) times in 1 (one) year	10%	100%
2	The Board of Commissioners holds regular meetings with the Board of Directors at least 4 (four) times in 1 (one) year.	10%	100%
3	The Board of Commissioners holds regular meetings with Sharia Supervisory Board (DPS) at least 2 (two) times in 1 (one) year.	10%	100%
4	The Board of Commissioners must increase knowledge, skills, and abilities through participation in seminars/trainings in accordance with their field of duty at least 1 (one) time in 1 (one) year	10%	100%
5	The Board of Commissioners visits branches/regions in order to carry out the supervisory function at least 2 (two) times in 1 (one) year.	10%	100%
6	The Board of Commissioners evaluates the performance of Bank Syariah Indonesia on a regular basis, at least 4 (four) times in 1 (one) year.	10%	100%
7	The Board of Commissioners prepares and submits a Supervision Report on the Bank's Business Plan to the Regulator on a regular basis 2 (two) times in 1 (one) year.	10%	100%
8	The Board of Commissioners reviews, evaluates and gives approval to matters that must be approved by the Board of Commissioners based on the prevailing laws and regulations and the Company's Articles of Association.	10%	100%
9	The Board of Commissioners ensures the implementation of the principles and practices of Good Corporate Governance at all levels of the organization.	10%	100%
10	The Board of Commissioners ensures that the committees under it, namely the Audit Committee, Risk Monitoring Committee, Remuneration and Nomination Committee, have carried out their duties and functions properly and effectively in accordance with applicable regulations.	10%	100%
<p>The indicators that are measured in carrying out the duties and functions of the Committees under the Board of Commissioners are as follows :</p> <ul style="list-style-type: none"> <li>• Implementation of Committee Meetings and Committee Work Plans.</li> <li>• Attendance and participation rate in Committee Meetings</li> <li>• Submission of Review Results to the Board of Commissioners</li> <li>• Timely preparation and submission of Committee Reports</li> </ul>			





## **B. Performance Assessment of the Board of Commissioners through GCG Self-Assessment in accordance with Financial Services Authorities (OJK) Regulations**

The performance appraisal of the Board of Commissioners refers to the Circular Letter of the Financial Services Authority No. 13/SEOJK.03/2017 concerning the Implementation of Good Corporate Governance for Commercial Banks. The assessment method is carried out independently (self-assessment) periodically, ie every semester and the results are reported to the OJK for approval.

### **Assessment Implementation Procedure**

The implementation of the Board of Commissioners' performance assessment is included in the implementation of the Bank's GCG self-assessment which is carried out regularly every semester. Thus, the procedure follows the Bank's GCG assessment.

### **Board of Commissioners Performance Assessment Criteria**

The Board of Commissioners' self-assessment criteria regarding the implementation of GCG are divided into 3 (three) groups: Governance Structure, Governance Process and Governance Outcome. The governance structure consists of 14 indicators, the Governance Process has 17 indicators while the governance outcome reaches 6 (six) indicators.

### **The Party Conducting the Performance Assessment of the Board of Commissioners**

The party conducting the GCG self-assessment (which includes the assessment of the Board of Commissioners) is the Board of Directors and the Board of Commissioners who must obtain approval and supervision from the OJK.

### **Board of Commissioners Performance Assessment Results**

**The result of the self-assessment of the implementation of Good Corporate Governance in 2021 is rank 2 ("Good").**

### **Performance Assessment of Committees Under the Board of Commissioners and Basis for Assessment**

Until the end of the 2021 financial year, the Board of Commissioners has 3 (three) committees to support it in carrying out its supervisory function. These committees are:

1. Audit Committee
2. Remuneration and Nomination Committee
3. Risk Monitoring Committee

## **Assessment Criteria and Results**

### **Audit Committee**

The Audit Committee has the duties and responsibilities to assist the Board of Commissioners in supervising the Bank, especially in carrying out its duties and supervisory functions on matters related to financial information, the Internal Control System, as well as the effectiveness of internal and external audits. Throughout 2021, the Audit Committee has carried out its duties and responsibilities well. The Audit Committee has held 26 (twenty six) meetings and carried out its duties, which include:

1. Reviewing the implementation of audits by internal and external auditors, and supervising implementation of follow-up by the Board of Directors on the findings of the auditor
2. Provide recommendations to the Board of Commissioners regarding the appointment of Public Accountants and Public Accounting Firm for the 2020 financial year audit.

### **Remuneration and Nomination Committee**

The Remuneration and Nomination Committee has duties and responsibilities to assist the Board of Commissioners in carrying out areas related to the remuneration and nomination of members of the Board of Directors and Board of Commissioners. Throughout 2021, the Remuneration and Nomination Committee has carried out its duties and responsibilities well. The Remuneration and Nomination Committee has held 5 (five) meetings and carried out its duties, which include:

1. Proposed Remuneration for the Management of PT Bank Syariah Indonesia Tbk.
2. Proposed Changes to the Management of PT Bank Syariah Indonesia Tbk.

#### Risk Monitoring Committee

The Risk Monitoring Committee has the duties and responsibilities of supervising and providing advice to the Board of Directors regarding the Bank's risk management. Throughout 2021, the Risk Monitoring Committee has carried out its duties and responsibilities well. The Risk Monitoring Committee has held 49 (forty nine) meetings and carried out its duties, which include:

1. Evaluate the conformity between risk management policies and the implementation of Bank policies.
2. Monitoring and evaluating the implementation of the duties of the Risk Management Committee and the risk management work unit.

## SHARIA SUPERVISORY BOARD

The Sharia Supervisory Board (DPS) is assigned with providing advice and suggestions to the Board of Directors as well as supervising the Bank's activities to comply with sharia principles. Thus, the products and services offers as well as the Bank's operational activities must be in line with sharia principles. DPS also ensures the implementation of the National Sharia Council fatwa in the Bank.

In carrying out its duties, DPS cooperates with the Compliance Unit (SKKP) and the Internal Audit Unit (SKAI) to ensure the implementation of bank compliance with sharia principles. The DPS is appointed and ratified through the GMS in accordance with the recommendations of the National Sharia Council of the Indonesian Ulema Council (DSN MUI).

#### Duties and responsibilities

The duties and responsibilities of the Sharia Supervisory Board are described as follows:

1. The duties and responsibilities of the Sharia Supervisory Board are to provide advice and suggestions to the Board of Directors as well as to supervise the Bank's activities in accordance with Sharia Principles, including but not limited to:
  - a. Assess and ensure compliance with Sharia Principles on operational guidelines and products issued by the Bank;
  - b. Supervise the Bank's new product development process to comply with the fatwa of the National Sharia Council – Indonesian Ulema Council;
  - c. Request a fatwa from the National Sharia Council – Indonesian Ulema Council for new Bank products for which there is no fatwa;
  - d. Conduct periodic reviews on the fulfillment of Sharia Principles on the mechanism for collecting funds and distributing funds as well as for Bank services; and
2. Request data and information related to sharia aspects from Bank work units in the context of carrying out their duties.
3. Submit a report on the results of the supervision of the Sharia Supervisory Board on a semi-annual basis.

#### Composition and Basis of Appointment

In 2021, the Sharia Supervisory Board of BSI consisted of 4 (four) people: 1 (one) Chairman of the Sharia Supervisory Board and 3 (three) members of the Sharia Supervisory Board. The composition and basis for the appointment of the Sharia Supervisory Board can be seen in the table below.

#### Composition of Sharia Supervisory Board

NAME	POSITION	LEGAL BASIS OF APPOINTMENT	EFFECTIVE DATE	TERMS OF OFFICE
Dr. KH. Hasanudin, M.Ag	Chairman	Deed No. 42 dated 31 May 2021	6 May 2021	2021-2024
Dr. H. Mohamad Hidayat	Member	Deed No. 42 dated 31 May 2021	6 May 2021	2021-2024
Dr. H. Oni Sahroni, MA	Member	Deed No. 42 dated 31 May 2021	1 February 2021	2021-2024
Prof. DR. KH. Didin Hafidhuddin, M.Sc	Member	Deed No. 42 dated 31 May 2021	1 February 2021	2021-2024

#### Mechanism of Resignation of Sharia Supervisory Board

Based on Bank Indonesia Regulation No. 11/33/PBI/2009 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units Part Four Sharia Supervisory Board Paragraph 1 Sharia Supervisory Board Requirements, Article 45 (1) states "Proposed appointment and/or replacement of Sharia Supervisory Board members to The General Meeting of Shareholders is held by taking into account the recommendations of the Remuneration and Nomination Committee."

## Concurrent Positions of the Sharia Supervisory Board

### Policy

1. Bank Indonesia Regulation No. 11/33/PBI/2009 concerning Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units Part Four Sharia Supervisory Board Paragraph 1 Sharia Supervisory Board Requirements, Article 44 which reads “Number, criteria, concurrent positions and other requirements for Sharia Supervisory Board comply with the relevant Bank Indonesia regulations.”

Paragraph 4 Aspects of Transparency of the Sharia Supervisory Board, Article 50 which reads “Members of the Sharia Supervisory Board are required to disclose concurrent positions as members of the Sharia Supervisory Board at other sharia financial institutions in the report on the implementation of GCG as regulated in this Bank Indonesia Regulation.”

2. Bank Indonesia Circular Letter No. 12/13/DPbS dated 30 April 2010 concerning Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units, Part E. Sharia Supervisory Board point 13 which reads “Members of the Sharia Supervisory Board are prohibited from holding concurrent positions as consultants in all Sharia Commercial Banks and/or Sharia Business Units .

The term “consultant” includes consultants, advisors or equivalent, both individuals and companies, including owners of companies that provide consulting services for Sharia Commercial Banks (BUS) and/or Sharia Business Units (UUS).

In the case of a consultant in the form of a company, employees/individuals who work for the company, but do not serve as consultants for BUS and/or UUS, are not categorized as consultants..

What is meant by “consulting services” is limited to consulting services related to sharia banking business activities. “

### Recapitulation of Concurrent Positions

NAME	POSITION	CONCURRENT POSITION AT OTHER COMPANIES/INSTITUTIONS	NAME OF INSTITUTIONS
Dr. KH. Hasanudin, M.Ag	Chairman	Member of Sharia Supervisory Board	Sharia Business Unit of PT Bank Danamon Indonesia
		Chairman of Sharia Supervisory Board	PT Toyota Astra Finance Services
		Chairman of Sharia Supervisory Board	PT Trimegah Asset Management
		Chairman of Sharia Supervisory Board	PT Sarana Multigriya Finansial (Persero)
Dr. H. Mohamad Hidayat	Member	Member of Sharia Supervisory Board	Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk
		Chairman of Sharia Supervisory Board	Sharia Business Unit of PT Asuransi BRI Life
		Chairman of Sharia Supervisory Board	Sharia Business Unit of PT Asuransi Jiwa Manulife Indonesia
		Member of Sharia Supervisory Board	Sharia Business Unit of PT Asuransi Allianz Life Indonesia
Dr. H. Oni Sahroni, MA	Member	Member of Sharia Supervisory Board	PT BNP Paribas Investment Partners
Prof. DR. KH. Didin Hafidhuddin, M.Sc	Member	Chairman of Sharia Supervisory Board	PT Mandiri AXA General Insurance (MAGI) BPRSyariah
		Chairman of Sharia Supervisory Board	BPRS Amanah Ummah Bogor
		Chairman of Sharia Supervisory Board	PT Permodalan Nasional Madani (Persero)

## Meetings of Sharia Supervisory Board

### Frequency and Attendance

NAME	POSITION	NUMBER OF MEETINGS	ATTENDANCE	ATTENDANCE RATE (%)
Dr. KH. Hasanudin, M.Ag	Chairman	32	32	100%
Dr. H. Mohamad Hidayat	Member	32	32	100%
Dr. H. Oni Sahroni, MA	Member	32	32	100%
Prof. DR. KH. Didin Hafidhuddin, M.Sc	Member	32	32	100%

## Meeting Agenda

DATE	AGENDA
10 February 2021	1. First Meeting of Sharia Supervisory Board (DPS) of BSI with CSG
12 February 2021	1. Annual Audit Plan, PAB Paylater, Direct Debit and Deposit Mobile Banking
18 February 2021	1. DPS Meeting related to Submission of Inventory List Problems of DPS
23 February 2021	1. Master Amendment Agreement (MAA) from PT. Nusantara Plantation (PTPN) Group
2 March 2021	1. Employee Health Insurance 2. DPS <i>Taujih</i> (suggestion) regarding Commitment to Carrying Out Obligations of Worship
18 March 2021	1. Further Discussion on Employee Health Insurance
25 March 2021	1. Mitraguna Online
8 April 2021	1. Sharia Point Service
22 April 2021	1. Hasanah Card Contactless 2. <i>Wakalah Bil Istitsmar</i> 3. Smart Virtual Account (VA) (VA Debit)
5 May 2021	1. BSI Financial Statements March 2021 Period
19 May 2021	1. Hasanah Card Contactless 2. Hasanah Corporate Card
3 June 2021	1. Forfeiting 2. <i>Wakalah Bil Istitsmar</i> 3. Smart Virtual Account (VA) (VA Debit)
7 June 2021	1. Follow up Discussion PT SHA Solo
10 June 2021	1. Gold Installment Via BSI Mobile 2. Transfer of Assets for Bank Mantap Pension Financing in the framework of the Aceh LKS Qanun
16 June 2021	1. Fund Management Certificate Products Based on Inter-Bank Sharia Principles (SIPA)
30 June 2021	1. Submission of Alternative Bank Mantap Customer Transfer 2. Pawn Top Up Via BSI Mobile
7 July 2021	MMQ Contract Harmonization
28 July 2021	1. Customer Complaints of KC Bengkulu S Parman 1 and KC Bukittinggi Guru Hamzah 2. Application for <i>Ijarah Bil Ijarah (Ijarah Muwazi)</i> Scheme
4 August 2021	1. DIM <i>Murabahah</i> Contract
18 August 2021	1. Discussion on the Plan to Apply for EDC Azquiner Merchant Service Permits
1 September 2021	1. Use of BMRI and BNI Working Spaces for Collection 2. Advice from DPS regarding the Name of the BSI Mosque
22 September 2021	1. Profit Sharing of Musyarakah Financing Facility of PT Intan Baruprana Finance 2. Syndicated Financing Scheme on behalf of PT Adhi Jalintim Riau 3. Synergy 3 PSP 4. Virtual Private cloud and Mandiri Cloud technology by BSI
29 September 2021	1. Multifinance PT Bima Multifinance and PT Intan Baruprana Finance 2. Advice from DPS regarding Employee Clothing
13 Oktober 2021	1. Digital Value Chain (DGV) 2. QRIS CPM, Cross Border and TTS (Withdraw, Transfer, Deposit) services
27 October 2021	1. Preparation of Draft Master Contract Template 2. Bank Guarantee For Tobacco Excise Tape 3. Bancassurance Potential 4. Revitalizing MP BSI Partners of Kopkar
3 November 2021	1. Priority BSI Service 2. Investor Fund Account (RDI) 3. Cancellation of BSI Paylater Financing Transactions ( <i>Hawalah</i> and <i>Kafalah</i> )

## Meeting Agenda

DATE	AGENDA
10 November 2021	<ol style="list-style-type: none"> <li>1. Regular Hajj Initial Deposit Via BSI Mobile and BSI NET</li> <li>2. Paylater Transaction Cancellation</li> <li>3. BI Fast Service</li> </ol>
17 November 2021	<ol style="list-style-type: none"> <li>1. BI Fast Service</li> <li>2. Response &amp; Follow Up DPS on Combined Sharia Assurance</li> </ol>
24 November 2021	<ol style="list-style-type: none"> <li>1. BPJS Kesehatan Tanazul Fund</li> <li>2. Customer Complaints Region IX Surabaya</li> <li>3. Issue of Support of PT Zurich Insurance as Takaful regarding: Parent Company of PT ZGTI Insurance Against LGBT</li> </ol>
10 December 2021	<ol style="list-style-type: none"> <li>1. Capital Market Services at BSI</li> <li>2. Ownership of Assets Used as Objects for Refinancing (Alma Ata Foundation)</li> <li>3. Follow-up Report on DPS Findings</li> </ol>
20 December 2021	<ol style="list-style-type: none"> <li>1. Request for Input and Expectations (DPS Concern) on the Preparation of the 2022 BSI Annual Audit Plan (AAP)</li> <li>2. BSI Cooperation Agreement with the Ministry of Social Affairs for Basic Food Assistance and Social Assistance PKH and E-Warong</li> </ol>
29 December 2021	<ol style="list-style-type: none"> <li>1. DPS Meeting related to the Discussion of Issues in the Draft Harmonization of Contract Templates</li> <li>2. Meeting with PT Zurich General Takaful Indonesia (ZGTI)</li> </ol>

## Implementation of the Duties of the Sharia Supervisory Board

The duties and responsibilities of the Sharia Supervisory Board are carried out in the following ways:

1. Supervise the Bank's new product development process; in the form of:
  - a. Request an explanation from the authorized Bank official regarding the purpose, characteristics, and contract of the new product to be issued;
  - b. Checking whether the contract of the new product has a fatwa from the National Sharia Council-Indonesian Ulema Council.
    - 1) Reviewing new product systems and procedures to be issued related to compliance with Sharia Principles; and
    - 2) Provide sharia opinion on new products to be issued.
  - c. Reviewing new product systems and procedures would meet with Sharia Principles fulfillment; and
  - d. Provide sharia opinion on new products to be issued.
2. Supervise the activities of the Bank.
  - a. Analyzing reports submitted by and/or requested from the Board of Directors, implementing the internal audit function and/or compliance function to determine the quality of implementation of the fulfillment of Sharia Principles on fund raising and fund distribution activities as well as on Bank services;
  - b. Determine the number of transaction sampling (sample) to be examined by taking into account the quality of implementation of the fulfillment of the Sharia Principles of each activity;
  - c. Examine transaction documents that are tested for sampling (sample) to determine compliance with Sharia Principles as required in the SOP; including:
    - 1) Whether or not there is evidence of the purchase of goods, for a *murabahah* contract as proof of the fulfillment of the conditions for buying and selling *murabahah*;
    - 2) The presence or absence of the customer's business report, for *mudharabah/musarakah* contracts, as a basis for calculating the distribution of profit sharing;
  - d. Conduct necessary inspections, observations, requests for information and/or confirmation to Bank employees and/or customers to strengthen the results of document inspection as referred to in letter c;
  - e. Conduct a review of SOPs related to sharia aspects if there are indications of non-compliance with the implementation of the fulfillment of Sharia Principles for the specific activities;
  - f. Provide sharia opinion on fund raising and fund distribution activities as well as on Bank services; and
  - g. Report the results of the supervision of the Sharia Supervisory Board to the Board of Directors and the Board of Commissioners.

### Recapitulation of Suggestion and Recommendation from the Sharia Supervisory Board

NO.	TITLE	REGISTER NO.	DPS OPINION DATE
1	DPS Opinion about Paylater Products with Hawalah Bil Ujah Contract	01/BSI/DPS/OPINI/II/2021	03 March 2021
2	DPS Opinion about Paylater Products with Kafalah Bil Ujah Contract	02/BSI/DPS/OPINI/II/2021	12 February 2021
3	DPS Opinion about Bank Syariah Indonesia Debit Online	03/BSI/DPS/OPINI/III/2021	02 March 2021
4	DPS Opinion on BSI Mobile Deposit Opening	04/BSI/DPS/OPINI/II/2021	12 February 2021
5	DPS opinion on the Master Amendment Agreement (MAA) concept from PT. Nusantara Plantation (PTPN) Group	05/BSI/DPS/OPINI/II/2021	24 February 2021
6	DPS Opinion on Ratification of Al-Ba'i Contract Template, IMBT, and PT Jalintim Adhi Abipraya (JAA) Grant	06/BSI/DPS/OPINI/II/2021	03 March 2021
7	DPS Opinion on Mitraguna Berkah Financing through Digital Media Mobile Banking (Mitraguna Online)	07/OPINI/DPS-BSI/IV/2021	15 April 2021
8	DPS Opinion about Sharia Point	08/OPINI/DPS-BSI/IV/2021	08 April 2021
9	DPS Opinion regarding BSI Financial Report March 2021 Period	09/OPINI/DPS-BSI/V/2021	05 May 2021
10	DPS opinion about BSI Hasanah Contactless Card	10/BSI/DPS/OPINI/V/2021	24 May 2021
11	DPS opinion about Hasanah Corporate Card	11/BSI/DPS/OPINI/V/2021	24 May 2021
12	DPS Opinion on Approval of Line Facility Templates and Simplification of Musyarakah Contract Templates	12/BSI/DPS/OPINI/V/2021	28 May 2021
13	DPS Opinion on Gold Installment through BSI Mobile	13/BSI/DPS/OPINI/VI/2021	11 June 2021
14	DPS Opinion about BSI Smart Virtual Account - VA Debit	14/BSI/DPS/OPINI/VI/2021	11 June 2021
15	DPS Opinion on BSI Investment Wakalah Bil Istitsmar (WBI)	15/BSI/DPS/OPINI/VI/2021	11 June 2021
16	DPS Opinion on Transfer of Assets for Bank Mantap Pension Financing in the Framework of Aceh LKS Qanun	16/BSI/DPS/OPINI/VI/2021	16 June 2021
17	DPS Opinion on Sharia Compliance of Fund Management Certificates based on Inter-Bank Sharia Principles (SiPA)	17/BSI/DPS/OPINI/VI/2021	23 June 2021
18	DPS Opinion about Top Up Pawn Gold Through BSI Mobile	18/BSI/DPS/OPINI/VII/2021	07 June 2021
19	DPS Opinion on the Follow Up Plan for Transfer of Assets for Bank Mantap Pension Financing in the Framework of the Aceh LKS Qanun	19/BSI/DPS/OPINI/VII/2021	13 July 2021
20	DPS opinion regarding BSI Islamic Forfeiting	20/OPINI/DPS-BSI/VII/2021	16 July 2021
21	DPS opinion regarding BSI Technical Support to BMRI and BNI in the Context of Completing Business Portfolios related to the Implementation of Qanun on Sharia Financial Institutions in Aceh Province	21/BSI/DPS/OPINI/IX/2021	09 September 2021
22	DPS Opinion regarding Sharia Compliance on BSI Merchant EDC Services	22/DPS/BSI/OPINI/IX/2021	09 September 2021
23	DPS Opinion regarding Ratification of Qardh Contract Template with Gold Pawn Guarantee (Rahn) Through Electronic System	23/BSI/DPS/OPINI/IX/2021	14 September 2021
24	DPS Opinion regarding the Use of Virtual Private Cloud Technology - Mandiri Cloud by Bank Syariah Indonesia	24/BSI/DPS/OPINI/IX/2021	22 September 2021
25	DPS Opinion regarding the Syndication of Financing for the Preservation of the East Riau Non-Toll Road (Jalintim) Using a Refinancing Scheme with the al-ijarah al-Muntahiyah bi al-tamlik contract	25/DPS/BSI/OPINI/IX/2021	22 September 2021
26	DPS Opinion regarding the Synergy of Bank Syariah Indonesia with Controlling Shareholders	26/BSI/DPS/OPINI/IX/2021	22 September 2021
27	DPS Opinion regarding QRIS CPM, Cross Border and TTS (Withdraw, Transfer, Deposit) Services	27/BSI/DPS/OPINI/X/2021	27 October 2021
28	Opini DPS terkait Layanan QRIS CPM, Cross Border dan TTS (Tarik, Transfer, Setor)	28/BSI/DPS/OPINI/X/2021	13 October 2021
29	DPS Opinion regarding Cancellation of BSI Paylater Financing Transactions (Kafalah and Hawalah Contracts) on BSI Mobile	29/BSI/DPS/OPINI/IX/2021	13 October 2021
30	DPS Opinion regarding Priority BSI Services for Customers with Wadiah Contracts	30/BSI/DPS/OPINI/X/2021	13 October 2021
31	DPS opinion regarding Investor Fund Account	31/BSI/DPS/OPINI/X/2021	13 October 2021

### Recapitulation of Suggestion and Recommendation from the Sharia Supervisory Board

NO.	TITLE	REGISTER NO.	DPS OPINION DATE
32	DPS Opinion regarding Harmonization of Retail and Wholesale Segment Contract Templates of PT Bank Syariah Indonesia, Tbk	32/BSI/DPS/OPINI/X/2021	01 October 2021
33	DPS Opinion on Digital Value Chain System	33/DPS/BSI/OPINI/XI/2021	Nov 21
34	DPS opinion regarding Hajj Initial Deposit with BSI Mobile & BSI NET	34/BSI/DPS/OPINI/XI/2021	Nov 21
35	DPS opinion regarding BI Fast Transaction Service (Individual Transfer)	35/DPS/BSI/OPINI/XI/2021	24 November 2021
36	DPS opinion regarding the issue of support of PT Zurich Insurance (ZI) as the parent company of PT Zurich General Takaful Indonesia (ZGTI) towards LGBT (Lesbian, Gay, Bisexual and Transgender)	36/BSI/DPS/OPINI/XI/2021	24/11/21
37	DPS's opinion regarding the Ratification of the al-Ijarah al-Muntahiyah bi al-Tamlik (IMBT) Refinancing Contract Template for PT. Adhi Jalintim Riau	37/BSI/DPS/OPINI/XII/2021	13 Desember 2021

### Sharia Supervisory Board Performance Assessment

The performance of BSI's DPS throughout 2021 cannot be separated from the extraordinary support from BSI management and all related parties so that BSI's DPS can carry out various tasks and responsibilities both in terms of quantity and quality. This is shown by the achievement of organizing DPS meetings, issuing DPS Opinions and implementing Sharia Supervision (Pritik) of DPS. DPS performance assessment is carried out through a GCG Self-Assessment submitted to the Financial Services Authority based on OJK Circular Letter No. 10/SEOJK.03/2014 concerning Assessment of Soundness Level of Sharia Commercial Banks and Sharia Business Units. The implementation of the GCG Self-Assessment is carried out periodically every semester which is reported to the OJK for approval. As well as the fulfillment of the submission of the Supervision Report of the Sharia Supervisory Board which is submitted on a semi-annual basis to the OJK Sharia Banking Department and the National Sharia Council of the Indonesian Ulema Council.

## BOARD OF DIRECTORS

The Board of Directors is the main organ that is authorized and fully responsible for the management of the Company for the benefit of Bank Syariah Indonesia, in accordance with the goals and objectives of the company. The Board of Directors may represent BSI, both inside and outside the court in accordance with the provisions of the articles of association.

In general, the Board of Directors is assigned to carry out all actions related to the management of the Company with the restrictions as regulated in the laws and regulations, articles of association and/or resolutions of the GMS. The implementation of these duties is accounted for at the GMS.

### Duties and Responsibilities of the Board of Directors

The Board of Directors is in charge of carrying out all actions related to the management of the Company for the benefit of the Company and in accordance with the purposes and objectives of the Company, while still paying attention to and complying with the regulations and representing the Company both inside and outside the Court regarding all matters and all events with the restrictions as regulated in the laws and regulations, Articles of Association and/or GMS resolutions.

### Division of Duties

NAME	POSITION	DUTIES
Hery Gunardi	President Director	-
Ngatari	Vice President Director 1	-
Abdullah Firman Wibowo	Vice President Director 2	-
Kusman Yandi	Director	Wholesale & Transaction Banking
Kokok Alun Akbar	Director	Retail Banking
Anton Sukarna	Director	Sales & Distribution
Achmad Syafi	Director	IT & Operations
Tiwul Widyastuti	Director	Risk Management
Tribuana Tunggadewi	Director	Compliance & Human Capital
Ade Cahyo Nugroho	Director	Finance & Strategy



### Rights and Authorities of the Board of Directors

The Board of Directors has the rights and authorities, among others:

1. Establish policies that are deemed appropriate in the management of the Company.
2. Regulate internal rules regarding the Company's employees including the determination of wages, pensions or old-age benefits and other income for the Company's employees based on the applicable laws and regulations.
3. Appointing and dismissing the Company's employees based on the Company's labor regulations and applicable laws and regulations
4. Regulate the delegation of powers of the Board of Directors to represent the Company inside and outside the court to one or several members of the Board of Directors specifically appointed for that purpose or to one or several employees of the Company, either individually or jointly or to other entities.
5. Appoint and dismiss the Head of the Internal Audit Unit with the approval of the Board of Commissioners,
6. Write off bad debts as stipulated in this Articles of Association and which will be reported hereafter.
7. No longer collect principal, margin, *ujrah*, and other profit sharing other than principal made in the context of restructuring and/or settlement of receivables as well as other actions in order to settle the Company's profit sharing, with the obligation to report provisions and procedures to the Board of Commissioners with the reporting method which is determined by the Board of Commissioners.
8. Take all other actions regarding the management and ownership of the Company's assets, committed/bind the Company with other parties and/or other parties with the Company, and represent the Company inside and outside the court regarding all matters and all events, with the restrictions as regulated in the laws and regulations, Articles of Association and/or GMS resolutions.

### Term of Office of the Board of Directors

Members of the Board of Directors are appointed by the GMS for a period starting from the closing of the GMS that appointed them or otherwise determined by the GMS and ends at the closing of the 3rd (third) Annual GMS after their appointment. However, it does not reduce the right of the GMS to dismiss members of the Board of Directors before their term of office ends by stating the reasons.

Such dismissal is effective as of the closing of the GMS unless otherwise determined by the GMS. After the term of office ends, members of the Board of Directors may be reappointed for another 1 (one) term of office, however the GMS may determine more than 2 (two) terms of office.

### Board of Directors Criteria

Requirements for members of the Board of Directors must meet the following requirements:

1. Law on Limited Liability Companies
2. Legislation in the capital market sector, and
3. Other applicable laws and regulations related to the Company's business activities

Parties who may be appointed as members of the Board of Directors are individuals who are resided in Indonesia and meet the requirements at the time of appointment and during their tenure:

1. Have good character, morals, and integrity
2. Able to carry out legal actions
3. Within 5 (five) years prior to appointment and while serving:
  - a. Never been declared bankrupt;
  - b. Never been a member of the Board of Directors and/or a member of the Board of Commissioners who was found guilty of causing a company to be declared bankrupt;
  - c. Never been convicted of a criminal act that was detrimental to state finances and/or related to the financial sector; and
  - d. Has never been a member of the Board of Directors and/or a member of the Board of Commissioners who during his tenure:
    - i. Has missed holding an annual GMS
    - ii. His responsibilities as members of the Board of Directors and/or members of the Board of Commissioners have been denied by the GMS or have not provided accountability as members of the Board of Directors and/or members of the Board of Commissioners to the GMS; and
    - iii. Have caused a company that has obtained a permit, approval, or registration from the OJK to fail to fulfill its obligation to submit an annual report and/or financial report to the OJK.
4. Not currently holding a position which, based on the laws and regulations, is prohibited from concurrently serving as a Member of the Board of Directors, except for signing a statement that he is willing to resign from the position if elected as a Member of the Board of Directors;
5. Have a commitment to comply with the laws and regulations; and
6. Have knowledge and/or expertise in the areas required by the Company

### Board of Directors Charter

In carrying out their duties, the Board of Directors of Bank Syariah Indonesia is guided by the Rules of Conduct for the Board of Directors which was ratified based on the Decree of the Board of Directors number 01/006-KEP/DIR dated 1 February 2021 concerning the Rules of Conduct for the Board of Directors of PT Bank Syariah Indonesia Tbk. The contents of the Board of Directors' Rules of Conduct, among others, regulate the following:

1. Authority to Act
2. Organization and Division of Duties
3. General Policy
4. Ethics and Working Time
5. Meeting Arrangements
6. Committee
7. Senior Executive Vice President
8. Correspondence
9. Others
10. Change
11. Closing

### Composition and Basis of Appointment of the Board of Directors

Bank management is required to meet the requirements for integrity, competence, and financial reputation. In order to meet the requirements for integrity, prospective members of the Bank's Board of Directors must have good character and morals, a commitment to comply with applicable laws and regulations, and a high commitment to the development of the Bank's operations.

To meet the competency requirements, members of the Board of Directors must have adequate knowledge in the banking sector and relevant to their position, have experience and expertise in banking and/or finance and have the ability to carry out strategic management in the context of developing a sound bank.

#### Composition of Board of Directors

NAME	POSITION	LEGAL BASIS OF APPOINTMENT	EFFECTIVE DATE	TERMS OF OFFICE
Hery Gunardi	President Director	Deed of Minutes of EGMS No. 92 dated 15 December 2020	1 February 2021	2021-2024
Ngatari	Vice President Director 1	Deed of Minutes of EGMS No. 92 dated 15 December 2020	1 February 2021	2021-2024
Abdullah Firman Wibowo	Vice President Director 2	Deed of Minutes of EGMS No. 92 dated 15 December 2020	1 February 2021	2021-2024
Kusman Yandi	Director	Deed of Minutes of EGMS No. 92 dated 15 December 2020	1 February 2021	2021-2024
Kokok Alun Akbar	Director	Deed of Minutes of EGMS No. 92 dated 15 December 2020	1 February 2021	2021-2024
Anton Sukarna	Director	Deed of Minutes of EGMS No. 92 dated 15 December 2020	1 February 2021	2021-2024
Achmad Syafii	Director	Deed of Minutes of EGMS No. 92 dated 15 December 2020	1 February 2021	2021-2024
Tiwul Widyastuti	Director	Deed of Minutes of EGMS No. 92 dated 15 December 2020	1 February 2021	2021-2024
Tribuana Tunggadewi	Director	Deed of Minutes of EGMS No. 92 dated 15 December 2020	1 February 2021	2021-2024
Ade Cahyo Nugroho	Director	Deed of Minutes of EGMS No. 92 dated 15 December 2020	1 February 2021	2021-2024

### Orientation Program for New Directors

Directors who have been appointed at the GMS must attend an orientation program. The orientation program is carried out by presenting materials related to the Bank (corporate governance, bank strategy and performance, risk management and other materials) which are coordinated by the Corporate Secretary.

The orientation program for the Directors of PT Bank Syariah Indonesia Tbk was held on 28 July 2021.

#### Affiliated Relationship of the Board of Directors

The criteria for affiliated relationship of the members of the Board of Directors include:

1. Affiliated relationship between members of the Board of Directors and other members of the Board of Directors;
2. Affiliated relationship between members of the Board of Directors and the Board of Commissioners; and
3. Affiliated relationship between members of the Board of Directors and the Major and/or Controlling Shareholders.

#### Board of Directors Affiliated Relationship

NAME	POSITION	FINANCIAL RELATIONSHIP WITH:			FAMILY RELATIONSHIP WITH:		
		BOARD OF DIRECTORS	BOARD OF COMMISSIONERS	CONTROLLING SHAREHOLDERS	BOARD OF DIRECTORS	BOARD OF COMMISSIONERS	CONTROLLING SHAREHOLDERS
Hery Gunardi	President Director	x	x	x	x	x	x
Ngatari	Vice President Director 1	x	x	x	x	x	x
Abdullah Firman Wibowo	Vice President Director 2	x	x	x	x	x	x
Kusman Yandi	Director	x	x	x	x	x	x
Kokok Alun Akbar	Director	x	x	x	x	x	x
Anton Sukarna	Director	x	x	x	x	x	x
Achmad Syafii	Director	x	x	x	x	x	x
Tiwul Widyastuti	Director	x	x	x	x	x	x
Tribuana Tunggadewi	Director	x	x	x	x	x	x
Ade Cahyo Nugroho	Director	x	x	x	x	x	x

√: Yes, x: No

#### Concurrent Position of the Board of Directors

##### Policy

The policy for concurrent positions of the Board of Directors has been regulated in the guidelines for the Board of Directors. The Board of Directors is prohibited from holding concurrent positions as members of the Board of Commissioners, members of the Board of Directors, or Executive Officers at Banks, other companies and/or institutions, except:

1. The Board of Directors who is responsible for supervising investments in the Bank's subsidiary companies, carries out functional duties as a member of the Board of Commissioners in a non-bank subsidiary company controlled by the Bank;
2. The Board of Directors holds positions in 2 (two) non-profit institutions; and/or
3. Other concurrent positions of the Board of Directors as stipulated in the prevailing laws and regulations from time to time.

During 2021, there are no members of the Board of Directors who have concurrent positions as members of the Board of Commissioners, Board of Directors or Executive Officer at 1 (one) Bank, company and/or other institution that may cause a potential conflict of interest.

#### Concurrent Positions of the Board of Directors

NAME	POSITION	CONCURRENT POSITIONS IN COMPANIES/INSTITUTIONS	NAME OF INSTITUTIONS
Hery Gunardi	President Director	None	None
Ngatari	Vice President Director 1	None	None
Abdullah Firman Wibowo	Vice President Director 2	None	None
Kusman Yandi	Director	None	None
Kokok Alun Akbar	Director	None	None
Anton Sukarna	Director	None	None
Achmad Syafii	Director	None	None
Tiwul Widyastuti	Director	None	None
Tribuana Tunggadewi	Director	None	None
Ade Cahyo Nugroho	Director	None	None

#### Mechanism of Resignation and Dismissal of Directors

A member of the Board of Directors has the right to resign from his position by notifying in writing the intention to the Company at least 30 calendar days before the effective date of his resignation. The position of a member of the Board of Directors ends when:

1. His resignation has been effective;
2. Pass away
3. His term of office ends;
4. Dismissed based on the decision of the GMS;
5. Being declared bankrupt by the Commercial Court; or
6. No longer fulfills the requirements as a member of the Board of Directors based on the Articles of Association and the prevailing laws and regulations.

#### Conflict of Interest Management

If something happens where the interests of the Bank conflict with the personal interests of a member of the Board of Directors, the Bank will be represented by another member of the Board of Directors who does not have a conflict of interest and in the event that the Bank has interests that conflict with the interests of all members of

the Board of Directors, in this case the Bank will be represented by the Board of Commissioners or someone appointed by the Board of Commissioners. In the event that there is no member of the Board of Commissioners, the GMS appoints one or more persons to represent the Bank in carrying out these duties.

#### Board of Directors Meeting Policy

The Board of Directors meeting is a forum to discuss, coordinate and finalize the Bank's agenda. The Board of Directors meeting is attended by the Board of Directors which is held at least 1 (one) time a month or at any time if required by one or more members of the Board of Directors or at the written request of one or more members of the Board of Commissioners or at the written request of 1 (one) shareholder or more which together represent 1/10 (one tenth) of the total number of shares with valid voting rights. Meetings of the Board of Directors may be attended by other participants according to the needs of the Bank.

### Meeting Frequency and Attendance

NAME	POSITION	INTERNAL MEETINGS OF THE BOARD OF DIRECTORS			JOINT MEETINGS WITH THE BOARD OF COMMISSIONERS			ATTENDANCE AT GMS		
		NUMBER OF MEETINGS	TOTAL ATTENDANCE	%	NUMBER OF MEETINGS	TOTAL ATTENDANCE	%	NUMBER OF MEETINGS	TOTAL ATTENDANCE	%
Hery Gunardi	President Director	43	42	97	10	9	90	2	2	100
Ngatari	Vice President Director 1	43	41	95	10	10	100	2	2	100
Abdullah Firman Wibowo	Vice President Director 2	43	42	97	10	10	100	2	2	100
Kusman Yandi	Director	43	42	97	10	10	100	2	2	100
Kokok Alun Akbar	Director	43	42	97	10	10	100	2	2	100
Anton Sukarna	Director	43	41	95	10	10	100	2	2	100
Achmad Syafii	Director	43	42	97	10	9	90	2	2	100
Tiwul Widyastuti	Director	43	43	100	10	10	100	2	2	100
Tribuana Tunggadewi	Director	43	43	100	10	10	100	2	2	100
Ade Cahyo Nugroho	Director	43	37	86	10	10	100	2	2	100

### Board of Directors Internal Meeting Agenda

Details of the agenda and decisions/recommendations of the internal meeting of the Board of Directors are presented in the table below:

DATE	AGENDA	DECISION/RECOMMENDATION
9 February 2021	<ol style="list-style-type: none"> <li>1. Progress Roll Out Update</li> <li>2. Corporate Plan &amp; Bank Business Plan (RBB_ 2021-2023 and Preparation for 2021 BSI Work Meeting</li> <li>3. Culture Integration Program Update</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure that a decision letter of assignment is issued to each member in carrying out its functions as a team.</li> <li>2. The Board of Directors meeting agrees on the implementation of a national working meeting (Rakernas).</li> <li>3. The program is executed according to the planned strategy and timeline.</li> </ol>
16 February 2021	<ol style="list-style-type: none"> <li>1. Annual GMS Preparation Plan</li> <li>2. January 2021 Performance Update</li> <li>3. Update the BSI Financing Portfolio Quality Review</li> <li>4. Organization Roll-out Update</li> </ol>	<ol style="list-style-type: none"> <li>1. The Annual GMS and all agendas are approved by the Board of Directors to be implemented.</li> <li>2. Work units to look for strategies to continue to reduce the Cost of Fund (CoF).</li> <li>3. The program is executed according to the planned strategy and timeline.</li> <li>4. To make sure the tasks and SOPs of the team are clear and they understand their work.</li> </ol>
24 February 2021	<ol style="list-style-type: none"> <li>1. BSM Audit Clearance Meeting 31 January 2021</li> <li>2. Proposed BSI Regional Work Meeting 2021, Director of Supervision, Update on Network Arrangement</li> <li>3. Update on Monitoring the Decrease in the Special Ratio of Rupiah Deposits</li> <li>4. Proposed Migration of Model A Branch Customers Via Digital and Auto Migration</li> </ol>	<ol style="list-style-type: none"> <li>1. BoD Meeting to receive the audit report from PwC and asked the related unit to follow up according to their inputs.</li> <li>2. Implementation of Regional Work Meetings can be carried out by implementing strict health protocols.</li> <li>3. The authority of the Group Head, Regional Head and Area Manager is transferred/becomes the authority of the Director of Sales &amp; Distribution</li> <li>4. The digital migration process is approved for implementation.</li> </ol>
2 March 2021	<ol style="list-style-type: none"> <li>1. CASA 2021 Growth Strategy</li> </ol>	<ol style="list-style-type: none"> <li>1. Target government agencies to focus on ministries.</li> </ol>



DATE	AGENDA	DECISION/RECOMMENDATION
9 March 2021	<ol style="list-style-type: none"> <li>1. Overseas Project Progress</li> <li>2. BSI Performance: Profit and Loss Update</li> <li>3. Study of Cooperation and the Hasanah Card Business Model</li> <li>4. Proposal for Establishing a CISO (Chief Information Security Officer) in the organizational structure</li> </ol>	<ol style="list-style-type: none"> <li>1. Project Overseas Team and Legal Team to pay attention to the process and communication.</li> <li>2. To find a way so that excess liquidity can be channeled into financing.</li> <li>3. To create a Hasanah Card activation optimization program.</li> <li>4. The Board of Directors accepted the proposal regarding the establishment of a CISO office.</li> </ol>
16 March 2021	<ol style="list-style-type: none"> <li>1. BSI Product Promotion Strategy</li> <li>2. Business Strategy of Financing, Funding, and Fee Based Income</li> </ol>	<ol style="list-style-type: none"> <li>1. BSI to have a very good standard of event implementation.</li> <li>2. Business plan and its strategy must continue to be monitored and reported.</li> </ol>
23 March 2021	<ol style="list-style-type: none"> <li>1. Audit Results of BNIS and BRIS Financial Reports as of January 2021</li> <li>2. Projection of Quality BSI 2021</li> <li>3. Laznas BSI Discussion Agenda</li> </ol>	<ol style="list-style-type: none"> <li>1. The Board of Directors received audit report and asked the related unit to follow up in accordance with the submitted input.</li> <li>2. To follow up the review process and continue with the process of appointing an underwriter.</li> <li>3. The Board of Directors approved the proposal.</li> </ol>
30 March 2021	<ol style="list-style-type: none"> <li>1. Ramadan Activity Plan 1442 H</li> <li>2. Corporate Action Plan: Right Issue and Bancassurance</li> <li>3. Synergy between BSI and Controlling Shareholders</li> </ol>	<ol style="list-style-type: none"> <li>1. The Board of Directors approved the implementation of the Ramadhan 1442H activity.</li> <li>2. So that the review process is followed up and continue with the process of appointing an underwriter.</li> <li>3. Review &amp; extension for immediate process and follow up.</li> </ol>
6 April 2021	<ol style="list-style-type: none"> <li>1. Makassar Roll-out Update</li> <li>2. Update on the Plan to Establish Bank Indonesia's Bullion</li> </ol>	<ol style="list-style-type: none"> <li>1. Determine solutions if there are problems.</li> <li>2. Immediately establish a working group.</li> </ol>
13 April 2021	<ol style="list-style-type: none"> <li>1. March 2021 Performance Report</li> <li>2. Organizing the Annual GMS</li> <li>3. Overseas Branch Update</li> <li>4. Proposed Social Assistance Organizational Structure</li> <li>5. Linkage Target Update</li> </ol>	<ol style="list-style-type: none"> <li>1. Sharpen the focus of the 2021 BSI strategy.</li> <li>2. The 1<sup>st</sup> Agenda to be carried out online.</li> <li>3. The team must ensure the approval authority for the establishment of the Representative Office &amp; Securities Company.</li> <li>4. Government Project Organizations in the future are expected to work on various projects in order to support other government programs.</li> <li>5. Agree on target adjustments.</li> </ol>
20 April 2021	<ol style="list-style-type: none"> <li>1. Update the Islamic Boarding School Ecosystem and Cheap Fund Strategy (CASA)</li> <li>2. Corporate &amp; Commercial Banking Financing Pipeline</li> <li>3. Proposed BSI Mobile Registered User &amp; Active User Improvement Program</li> </ol>	<ol style="list-style-type: none"> <li>1. The process of realizing the target, so that a special task force team can be established.</li> <li>2. Financing growth must continue to be increased every month.</li> <li>3. The Board of Directors meeting approved the proposed program.</li> </ol>
27 April 2021	<ol style="list-style-type: none"> <li>1. Arrangement of Network Regional Office I Aceh</li> <li>2. Purchase of BRI Assets in Aceh and Application for Mosque Names at The Tower</li> </ol>	<ol style="list-style-type: none"> <li>1. Pay attention to the data migration process.</li> <li>2. In order to do necessary review again so an agreement can be made.</li> </ol>
11 May 2021	<ol style="list-style-type: none"> <li>1. Update on Eid Al-Fitr Operational Preparations</li> </ol>	<ol style="list-style-type: none"> <li>1. Based on this presentation, the Board of Directors Meeting received a report for operations and asked to maintain security both from the physical side of the building and smooth transactions.</li> </ol>
24 May 2021	<ol style="list-style-type: none"> <li>1. Performance Report April 2021</li> <li>2. Update on Right Issue and Bancassurance</li> </ol>	<ol style="list-style-type: none"> <li>1. To monitor growth week by week.</li> <li>2. The study should be carried out more comprehensively and more deeply.</li> </ol>
2 June 2021	<ol style="list-style-type: none"> <li>1. Arrangement of the RO I Aceh office network and Bank Syariah Services (LSB)</li> </ol>	<ol style="list-style-type: none"> <li>1. For office branches, an analysis of the potential of the branch office area must be carried out.</li> </ol>
9 June 2021	<ol style="list-style-type: none"> <li>1. Distribution of Social Assistance Programs (Bansos)</li> <li>2. Performance Report May 2021</li> </ol>	<ol style="list-style-type: none"> <li>1. Distribution process must meet the proposed needs of accompanying officers.</li> <li>2. To pay attention to HR and the use of IT in the implementation process.</li> </ol>
15 June 2021	<ol style="list-style-type: none"> <li>1. Update on the National Economic Recovery Program (PEN)</li> </ol>	<ol style="list-style-type: none"> <li>1. To ensure that the distribution is appropriate, properly targeted and in accordance with the predetermined segmentation.</li> </ol>
22 June 2021	<ol style="list-style-type: none"> <li>1. Revision of Bank Business Plan 2021-2023</li> <li>2. Retail Collection Strategy &amp; Organization</li> </ol>	<ol style="list-style-type: none"> <li>1. The Board of Directors approved the proposed changes.</li> <li>2. To review the organization again.</li> </ol>

DATE	AGENDA	DECISION/RECOMMENDATION
29 June 2021	<ol style="list-style-type: none"> <li>1. Payment and Assistance for the Distribution &amp; Utilization of Company <i>Zakat</i></li> <li>2. Proposed Qurban Program 1442 H/2021</li> </ol>	<ol style="list-style-type: none"> <li>1. BSI is expected to have a social program icon.</li> <li>2. Program themes to be adjusted, use softer tones and adjust to the current pandemic concerns.</li> </ol>
6 July 2021	<ol style="list-style-type: none"> <li>1. Transfer of Bank Mantap Portfolio to BSI RO I Aceh</li> <li>2. Operational Proposal for BSI Office during the COVID-19 Pandemic</li> </ol>	<ol style="list-style-type: none"> <li>1. The work unit must ensure that the portfolio carried out is in accordance with what has been determined.</li> <li>2. Provision of lunch for WFO employees is appropriate.</li> </ol>
13 July 2021	<ol style="list-style-type: none"> <li>1. Linkage Target Update Plan for Extraordinary GMS</li> <li>2. Macroeconomic and Anticipation Update on the Impact of Emergency PPKM</li> <li>3. BSI Performance Report as of June 2021</li> <li>4. Update ATM and BSI Mobile Availability</li> <li>5. Fulfillment of RCEO RO Aceh</li> </ol>	<ol style="list-style-type: none"> <li>1. The Board of Directors approved the holding of the EGMS.</li> <li>2. To add the development of sales/purchase consumption.</li> <li>3. To be maintained so that it does not exceed.</li> <li>4. Mobile Banking is targeted to have no mass disturbances.</li> <li>5. The assignment decision is effective in accordance with the handover of position.</li> </ol>
21 July 2021	<ol style="list-style-type: none"> <li>1. Fulfillment of RCEO RO Makassar</li> <li>2. Review of N3 Officials in the Aceh Region</li> <li>3. BSI Soundness Level as of June 2021</li> <li>4. Handling of Open Items Post Rollout</li> <li>5. Follow-up Update on Aceh Qanun</li> </ol>	<ol style="list-style-type: none"> <li>1. The Board of Directors meeting asked to conduct a selection of candidates for interview.</li> <li>2. The assignment decision is effective in accordance with the certificate.</li> <li>3. To pay attention to gaps and things that can increase profitability.</li> <li>4. Report on completion progress at the Board of Directors meeting.</li> <li>5. To keep submitting information to OJK regarding the portfolio transition process.</li> </ol>
27 July 2021	<ol style="list-style-type: none"> <li>1. Expansion of the Financial Audit Scope 31 December 2021 (Inspection of the Data Migration Process)</li> <li>2. Portfolio Guideline as of June 2021</li> </ol>	<ol style="list-style-type: none"> <li>1. To be part of the scope of work audit.</li> <li>2. The majority of the financing portfolio should be channeled to attractive industries.</li> </ol>
3 August 2021	<ol style="list-style-type: none"> <li>1. Fulfillment of RCEO 11 Makassar</li> <li>2. Changes in Bankwide Organizational Structure</li> </ol>	<ol style="list-style-type: none"> <li>1. Based on the results of the interview, it was decided that RCEO 11 Makassar was conducted after the BAST was concluded.</li> <li>2. The Board of Directors approved the organizational structure decision letter.</li> </ol>
10 August 2021	<ol style="list-style-type: none"> <li>1. Current Account Improvement Strategy</li> <li>2. Fee Based Income (FBI) Improvement Strategy</li> <li>3. BSI Participation at Expo Dubai 2020</li> </ol>	<ol style="list-style-type: none"> <li>1. Focus on current account's customers to focus on optimizing the potential of the ecosystem.</li> <li>2. All related work units must pay attention to the achievement of each segment so that all of them can achieve the target.</li> <li>3. The Board of Directors meeting approved the participation of BSI.</li> </ol>
18 August 2021	<ol style="list-style-type: none"> <li>1. BSI Performance Report as of July 2021</li> <li>2. Procurement of BSI 2022 Calendar &amp; Agenda</li> </ol>	<ol style="list-style-type: none"> <li>1. The financing segment to focus on increasing new financing bookings.</li> <li>2. To coordinate with the related team regarding the number of calendars and agenda books required by customers.</li> </ol>
1 September 2021	<ol style="list-style-type: none"> <li>1. Macroeconomic Update &amp; Industry Outlook</li> <li>2. Update Financing Factory</li> <li>3. Update Vaccines for Employees and Families</li> <li>4. Proposed use of various bailout funds: Case Al-Baraqah</li> </ol>	<ol style="list-style-type: none"> <li>1. Economic review should be examined in more in-depth and detailed.</li> <li>2. To log in again to BoD Meeting for updates.</li> <li>3. To formulate rules and policies related to employees.</li> <li>4. To immediately carry out legal functions.</li> </ol>
7 September 2021	<ol style="list-style-type: none"> <li>1. Update Bakauheni Mosque</li> <li>2. Financing Quality Update for August 2021</li> <li>3. Update on Operation Day One Preparation</li> </ol>	<ol style="list-style-type: none"> <li>1. Mosque design to be discussed with the architect.</li> <li>2. Financing KPIs to be targeted for positive growth.</li> <li>3. To make a check list of unfinished progress.</li> </ol>
14 September 2021	<ol style="list-style-type: none"> <li>1. BSI Performance Report as of August 2021</li> </ol>	<ol style="list-style-type: none"> <li>1. To take strategic steps by conducting a Working Group with related units to monitor and maintain financing growth.</li> </ol>
21 September 2021	<ol style="list-style-type: none"> <li>1. Discussion on BSI's Sharia Bank Service (LSB) Strategy</li> </ol>	<ol style="list-style-type: none"> <li>1. Strategy to be rearranged.</li> </ol>
5 October 2021	<ol style="list-style-type: none"> <li>1. Follow-up of BSI Muhasabah</li> <li>2. Draft RKAP 2022 and RBB Prognosis 2021</li> <li>3. PwC Planning Meeting Audit</li> </ol>	<ol style="list-style-type: none"> <li>1. Sub Stream to be moved to Stream.</li> <li>2. To develop a strategy to maintain the quality of financing.</li> <li>3. BoD meeting received the audit report and asked the relevant work unit to follow up according to the input submitted.</li> </ol>





DATE	AGENDA	DECISION/RECOMMENDATION
12 October 2021	<ol style="list-style-type: none"> <li>1. Update PMO Operational Day 1</li> <li>2. BSI Performance Report September 2021 &amp; RBB 2022-2024</li> </ol>	<ol style="list-style-type: none"> <li>1. For the team to write letters to the three Parent Banks (PSP).</li> <li>2. Projections to be made more challenging, because the performance of BSI is the concern of many parties.</li> </ol>
19 October 2021	<ol style="list-style-type: none"> <li>1. Action Plan Hasanah Card</li> <li>2. Action Plan OTO</li> <li>3. Action Plan SME</li> <li>4. Update Operational Day One</li> <li>5. Custom NLE</li> <li>6. CGPI 2020 Report</li> </ol>	<ol style="list-style-type: none"> <li>1. The potential for Hasanah Card in Aceh to be benchmarked with the card business owned by the Parent Bank.</li> <li>2. To Focus the referral program only on large and potential Branch Offices.</li> <li>3. To oversee the pipeline and regularly submit reports to the Regional.</li> <li>4. Regarding synergies consolidation, the progress must be monitored so completion can be 100%.</li> <li>5. PKS to ensure the process and time.</li> <li>6. Story line material needs to be considered in accordance with the theme of the assessment.</li> </ol>
26 October 2021	<ol style="list-style-type: none"> <li>1. Update Operational Day One</li> <li>2. CGPI Report 2020</li> </ol>	<ol style="list-style-type: none"> <li>1. To coordinate media cover, placement, KOL and others.</li> <li>2. Roadmap to be in line with the corporate plan.</li> </ol>
2 November 2021	<ol style="list-style-type: none"> <li>1. Action Plan Fee Based Income</li> </ol>	<ol style="list-style-type: none"> <li>1. To start exploring related to currency potential.</li> </ol>
9 November 2021	<ol style="list-style-type: none"> <li>1. RBB 2022-2024 Update</li> <li>2. Update Action Plan OTO</li> <li>3. BSI Excellence Award</li> </ol>	<ol style="list-style-type: none"> <li>1. Guidance for BSI 2022 performance growth can be adjusted with data from OJK and Bank Indonesia.</li> <li>2. Action plans for growing branches to focus on high-performing branches.</li> <li>3. The awarding ceremony is delivered at the BSI Anniversary.</li> </ol>
16 November 2021	<ol style="list-style-type: none"> <li>1. BSI Performance Report as of October 2021</li> <li>2. Sustainable Finance Action Plan (RAKB) 2022</li> <li>3. Update on the Implementation of BSI One Culture</li> </ol>	<ol style="list-style-type: none"> <li>1. Opening online savings accounts to encourage optimal growth.</li> <li>2. To adjust the Program compiled in the 2022 RAKB.</li> <li>3. The survey results needed to be in line with the achievement of performance.</li> </ol>
23 November 2021	<ol style="list-style-type: none"> <li>1. Update on the Implementation of BSI One Culture</li> <li>2. Update Service Excellence</li> </ol>	<ol style="list-style-type: none"> <li>1. To provide guidance related to area handling.</li> <li>2. BSI standard services need to be built starting from increasing product knowledge, SLA, cleaning banking hall and others.</li> </ol>
30 November 2021	<ol style="list-style-type: none"> <li>1. Savings and Current Account Strategy and Year-End Projection</li> <li>2. Update on Collection and Year-End Projections</li> <li>3. Year-end Collectibility Projection</li> <li>4. Adequacy of Allowance for impairment losses (Retail &amp; Wholesale)</li> <li>5. Wholesale Strategy &amp; Year-End Projection (Wholesale Financing and Transaction Banking)</li> <li>6. End of Year Fee Based Income Strategy</li> </ol>	<ol style="list-style-type: none"> <li>1. To deliver a presentation with sharp and comprehensive analytical data with a detailed explanation of the achievement of business growth.</li> <li>2. For customers whose recovery has been carried out, the settlement can be immediately recorded.</li> <li>3. To pay attention to the dynamics of high risk customers</li> <li>4. The CKPN Coverage Hasanah Card must be added.</li> <li>5. Helpdesk call center Cash Management System can be finalized immediately.</li> <li>6. To pay attention to the strategy for achieving the realization gap against the targets that have been set.</li> </ol>
7 December 2021	<ol style="list-style-type: none"> <li>1. Update BSI Excellence Award</li> <li>2. Settlement of Miscellaneous Bills Booked Pre-Merger</li> <li>3. Update on the Social Assistance Program</li> </ol>	<ol style="list-style-type: none"> <li>1. Each criterion can be clarified in detail.</li> <li>2. Future expenses should be considered as a branch burden.</li> <li>3. All communications and decisions must be confirmed based on official letters.</li> </ol>
14 December 2021	<ol style="list-style-type: none"> <li>1. BSI Performance Report as of November 2021</li> <li>2. Update Virtual Account</li> <li>3. Year-end Operational Preparation</li> <li>4. Update Cash Management System</li> </ol>	<ol style="list-style-type: none"> <li>1. To develop a strategy or action plan for financing segments that have not yet reached the set targets.</li> <li>2. Push the halal ecosystem.</li> <li>3. To pay attention so that the end of day is not extended.</li> <li>4. It is necessary to do benchmarks with Competing Banks, in order to make a list of requirements that need to be done.</li> </ol>

DATE	AGENDA	DECISION/RECOMMENDATION
21 December 2021	<ol style="list-style-type: none"> <li>1. Review of Debit Card &amp; Hasanah Card Programs</li> <li>2. Update on Operational Excellence</li> <li>3. Update Project on BI FAST</li> <li>4. Target of RKAP BSI 2022</li> </ol>	<ol style="list-style-type: none"> <li>1. In order to increase the volume, an appeal for the use of hasanah cards to BSI employees must be encouraged.</li> <li>2. To create a dashboard in order to monitor progress indicators so that they can run with measurable achievements according to targets.</li> <li>3. It is necessary to study and explore other potentials so as not to lose the nominal amount.</li> <li>4. Business targets can be run with good infrastructure</li> </ol>
28 December 2021	<ol style="list-style-type: none"> <li>1. BSI Performance Prognosis End of 2021</li> <li>2. Review of Audit Result Sanctions</li> <li>3. Update Virtual Account</li> </ol>	<ol style="list-style-type: none"> <li>1. Prognosis of savings performance to be a concern so as not to go down.</li> <li>2. It is necessary to set rules and clearly define sanctions.</li> <li>3. Regarding the problem solving process, the update should be submitted.</li> </ol>

The agenda for the meeting of the Board of Directors and the Board of Commissioners is presented in the “Joint Meeting of the Board of Commissioners” section of this Annual Report.

## Board of Directors Competency Development

### Policy

The Board of Directors conducts various education and training and can convey the results of their education in meetings and/or other means of delivery. Other matters relating to accommodation or facilities and protocols during education refer to the applicable internal Bank regulations.

### Realization

The realization of the competency development of the Board of Directors is presented in full in the chapter “Company Profile” contained in this Annual Report.

### Implementation of Duties and Decisions of the Board of Directors

During 2021, the Board of Directors has carried out its duties and responsibilities, including:

1. Develop and implement the Corporate Plan
2. Holding a Board of Directors Meeting
3. Holding a meeting of the approval of the Financing Committee, distributing financing to related parties as regulated in the applicable laws and regulations.
4. Prepare the Company's WBP (RKAP) for 2022.
5. Prepare the Company's Sustainability RKAP for the 2022 Financial Year.
6. Hold a Meeting with the Board of Commissioners and the Sharia Supervisory Board of the Company.
7. Write off the bad debt principal, as stipulated in the Company's Articles of Association and subsequently reported to the Board of Commissioners.

8. Represent the Bank in cooperation with third parties in various fields including business and support.
9. Carry out education, literacy and inclusion activities in order to improve Islamic Bank products and services (Islamic Financial Literacy).
10. Regulate provisions regarding the Company's employment including salary, pension, promotion, training, old age insurance, health insurance and others.
11. Take all actions regarding the management and ownership of the Company's assets, commit/bind the Company with other parties and/or other parties with the Company, and represent the Company inside and outside the court regarding all matters and all events, with restrictions as stipulated in the regulations legislation, Articles of Association and/or GMS Resolutions.
12. Conduct other activities including but not limited to the above explanation in accordance with the Articles of Association and the applicable laws and regulations.

The decisions that have been issued by the Board of Directors during 2021, among others:

1. BSI Organizational Structure
2. Board of Directors Charter
3. Division of Duties and Authorities of Members of the Board of Directors & SEVP.
4. Alternate Directors and SEVP.
5. Risk Management Committee
6. Business Committee
7. Assets & Liabilities Committee
8. Technology & Information Steering Committee
9. Human Resources Committee
10. Policy & Procedure Committee
11. Employee Placement and Assignment
12. Determination of the Roll Out Team
13. Organizational Structure of Project Darussalam (Qonun) and other matters.

## Board of Directors Performance Assessment

Evaluation of the performance of the Board of Directors is conducted by the Shareholders in the process of the General Meeting of Shareholders (GMS). The assessment is carried out based on the achievement of key performance indicators (KPI) that have been previously approved by the Shareholders, the Board of Commissioners, and the Board of Directors.

### A. Assessment Based on KPI

#### Assessment Procedure

The Board of Directors' performance achievements are reported to shareholders through the GMS.

#### Board of Directors Performance Evaluation Criteria

The criteria for evaluating the performance of the Board of Directors are based on Key Performance Indicators (KPI), namely:

1. PBV (Price to Book Value)
2. BSI Net Profit
3. Bank Soundness Rating
4. Asset
5. Number of Digital Customers
6. Implementation of the Merger Process Strategic Initiative
7. Employee Productivity

#### The Party Conducting the Assessment

Performance assessment of the Board of Directors is carried out by the Board of Commissioners and the GMS. The basis of performance appraisal refers to the key performance indicators (KPI). The implementation of the duties and responsibilities of the Board of Commissioners and the Board of Directors as well as performance achievements in the 2021 period would be presented and was accounted for at the GMS which will be held in 2022.

#### Board of Directors Performance Assessment Results

The results of the 2021 BSI Board of Directors performance assessment are 110.04 with the following details:

NO.	PERSPECTIVE	WEIGHT (%)	KPI	WEIGHT (%)	TARGET	REMARKS	MIN-MAX	DECEMBER 2021	
								ACHIEVEMENT (%)	SCORE
1	Financial	60.00	PBV (Price Book to Value)	20	Minimum 12.5	Support the roadmap to become the Top 10 Global Sharia Bank in Market Cap	Max	121.40	24.28
2			BSI Net Profit	20	Rp2,904 billion	Profit after deducting taxes and zakat	Max	104.27	20.85
3			Bank Soundness Rating	10	2	Bank Soundness Composite Rating	Min	100.00	10.00
4			Asset	10	Rp247,67 trillion	BSI Asset December 2021	Max	107.11	10.71
5	Customer	10.00	Number of Digital Customers	10	3 million	User register BSI Mobile December 2021	Max	115.19	10.00
6	Internal Process	20.00	Implementation of the Merger Process Strategy Initiative	20	October 2021	Completion of network and account rollout project on 31 October 2021	Max	153.40	24.00
7	People Development	10.00	Employee Productivity	10	Rp153 million	Net Profit/ Employee	Max	101.95	10.20
TOTAL				100					110.04

#### **B. Board of Directors Performance Assessment Through GCG Self-Assessment in accordance with OJK Regulations**

The Board of Directors' assessment related to GCG refers to the Circular Letter of the Financial Services Authority No. 13/SEOJK.03/2017 concerning the Implementation of Good Corporate Governance for Commercial Banks and No.10/SEOJK.03/2014 concerning Assessment of the Soundness Level of Sharia Commercial Banks and Sharia Business Units. The implementation of the GCG Self-Assessment is carried out periodically every semester which is reported to the OJK for approval. The results of the assessment are submitted to the OJK together with the assessment of the Bank's GCG implementation.

#### **Procedure for the Implementation of the Board of Directors' Performance**

The implementation of the Board of Commissioners' performance assessment is included in the implementation of the Bank's GCG Self-Assessment which is carried out regularly every semester. Thus, the procedure follows the Bank's GCG assessment.

#### **Board of Directors Performance Assessment Criteria**

The Board of Directors Self-Assessment Criteria related to the implementation of GCG are divided into 3 (three) groups: Governance Structure, Governance Process and Governance Outcome. The governance structure consists of 14 indicators, the Governance Process consists of 25 indicators, while the governance outcome consists of 14 indicators.

#### **The Party Conducting the Performance Assessment of the Board of Directors**

The parties who carry out the GCG Self-Assessment are the Board of Directors and the Board of Commissioners who must obtain approval and supervision from the OJK.

#### **Performance Assessment of Committees Under the Board of Directors and Basis for Assessment**

In carrying out its management duties, the Board of Directors is assisted by a committee under the Board of Directors or also called the Executive Committee as many as 7 (seven) Committees, namely:

1. Risk Management Committee
2. IT Steering Committee
3. Policy and Procedure Committee
4. Business Committee
5. Financing/Non-Performing      Financing      Policy Committee
6. Human Capital Committee
7. Asset and Liability Committee (ALCO)

#### **Assessment Procedure**

During 2021, the Board of Directors considered that the committees under the Board of Directors had carried out their duties and responsibilities well.

#### **Assessment Criteria and Results**

##### **Risk Management Committee**

The Risk Management Committee is a committee established to assist the Board of Directors in carrying out the function of implementing risk management periodically/incidentally due to changes in the bank's external and internal conditions that affect the capital adequacy and risk profile. During 2021, the Risk Management Committee has carried out its duties well.

##### **IT Steering Committee**

The IT Steering Committee (ISC) is a committee established to assist the Board of Directors in determining the IT strategic plan and IT budgeting, determining strategic IT projects and IT security, with the composition of membership, duties, authorities and responsibilities as well as to carry out duties and responsibilities, with reference to the Company's Articles of Association and applicable laws and regulations. During 2021, the IT Steering Committee has carried out its duties well.

##### **Policy and Procedure Committee**

The Policy and Procedure Committee is a committee established to assist the Board of Directors in recommending /determining policies and procedures other than risk management policies and their updates. During 2021, the Policy and Procedure Committee has carried out its duties well.

##### **The Financing/Non-Performing**

Financing Policy Committee is a committee formed to assist the Board of Directors in discussing the preparation of Financing Policies, especially those relating to the formulation of prudential principles in financing. During 2020, the Financing /Non-Performing Financing Policy Committee has carried out its duties well.

##### **Business Committee**

The Business Committee is a committee whose task is to assist the Board of Directors in business functions including marketing, relationship management based on the target market/target customers that have been set and perform analysis and decision making. During 2021, the Committee has carried out its duties well.

### Human Capital Committee

The Human Capital Committee is a committee whose task is to assist the Board of Directors in ensuring the implementation of Human Capital Policy is carried out optimally and in accordance with the direction and strategy of the company. During 2021, the Human Capital Committee has carried out its duties well.

### Asset and Liability Committee (ALCO)

The Asset and Liability Committee (ALCO) is a committee whose main duty is to assist the Board of Directors in ensuring the achievement of an optimum level of profitability and controlled liquidity risk, through the establishment of asset and liability management policies and strategies. During 2021, the Asset and Liability Committee (ALCO) has carried out its duties well.

## DIVERSITY IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

### Diversity Policy of the Board of Commissioners, Sharia Supervisory Board and Board of Directors

#### Diversity of the Board of Commissioners

NAME	POSITION	PERIOD	AGE	GENDER	EDUCATION/SKILLS	EXPERIENCE
Mulya Effendi Siregar*	President Commissioner and Independent Commissioner	2021	65 years old	M	<ul style="list-style-type: none"> <li>PhD in Consumer Economics, The Ohio State University</li> <li>Agriculture Economics Graduate Study, The Ohio State University</li> <li>Bachelor in Socio-Economic Agriculture, Bogor Institute of Agriculture</li> </ul>	<ul style="list-style-type: none"> <li>Member of the Plenary Session of the National Sharia Council of the Indonesian Ulema Council (2010-present)</li> <li>President Commissioner and Independent Commissioner of PT Bank Syariah Mandiri (2017-2021)</li> <li>Deputy Commissioner for Banking Supervision 1 Financial Services Authority (2014-2017)</li> <li>Assistant to the Governor of Bank Indonesia (2013)</li> <li>Executive Director of DPNP Bank Indonesia (2012-2013)</li> </ul>
Adiwarman Azwar Karim**	President Commissioner and Independent Commissioner	2021-2024	58 years old	M	<ul style="list-style-type: none"> <li>Master of Arts in Economics and Economics Policy</li> <li>Master of Business Administration in General Management</li> <li>Bachelor of Economics</li> <li>Bachelor of Agriculture Economics</li> </ul>	<ul style="list-style-type: none"> <li>Sharia Supervisory Board at PT Manulife Asset Management Indonesia</li> <li>Member of the Sharia Supervisory Board of PT Veritra Sentosa Internasional</li> <li>Founder, KARIM Consulting Indonesia</li> <li>Founder, KARIM Business Consulting</li> <li>Independent Commissioner of Bank Sahabat Sampoerna</li> </ul>
Muhammad Zainul Majdi**	Vice President Commissioner and Independent Commissioner	2021-2024	49 years old	M	<ul style="list-style-type: none"> <li>Doctor of Tafsir &amp; Al-Quran Science</li> <li>Master in Tafsir &amp; Al-Quran Science</li> <li>Bachelor of Tafsir &amp; Al-Quran Science</li> </ul>	<ul style="list-style-type: none"> <li>Chancellor of the Hamzanwadi Islamic Institute (IAI)</li> <li>Governor of West Nusa Tenggara (2008-2018)</li> </ul>

### Diversity of the Board of Commissioners

NAME	POSITION	PERIOD	AGE	GENDER	EDUCATION/SKILLS	EXPERIENCE
Suyanto	Commissioner	2021-2024	59 years old	M	<ul style="list-style-type: none"> <li>• Master's degree in Universal War Strategy</li> <li>• Bachelor of Development Economics</li> </ul>	<ul style="list-style-type: none"> <li>• Special Staff to the Head of State Intelligence Agency (BIN) at BIN</li> <li>• Independent Commissioner of PT Bank Syariah Mandiri</li> <li>• BIN Mid-Level Expert Staff of Natural Resources and Environment</li> <li>• Expert Staff to the Head of BIN in Natural Resources and Environment</li> <li>• Asia, Middle East and Pacific Director at Deputy I BIN</li> <li>• BIN Commitment Making Officer for Technology</li> <li>• Head of BIN's General Affairs Bureau</li> <li>• Head of Sub-Directorate of Europe II, Sub-Directorate of Europe II, Directorate of America and Europe at BIN's Deputy for Foreign Intelligence</li> <li>• BIN's Strategic Analyst Council</li> </ul>
Masduki Baidlowi	Commissioner	2021-2024	63 years old	M	<ul style="list-style-type: none"> <li>• Bachelor of Tarbiyah</li> <li>• Bachelor of Arabic Literature</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Information &amp; Communication (Vice President's Spokesperson)</li> <li>• Commissioner of PT Bank Syariah Mandiri</li> <li>• Member of the House of Representatives of the Republic of Indonesia (DPR-RI), member of Commission IV for Agriculture and Marine Affairs</li> <li>• Member of Commission I for Foreign Policy</li> <li>• Parliament Member, Head of Commission X for Education</li> </ul>
Imam Budi Sarjito	Commissioner	2021-2024	62 years old	M	<ul style="list-style-type: none"> <li>• PhD in Economics</li> <li>• Master's Degree in Economics</li> <li>• Bachelor of Economics</li> </ul>	<ul style="list-style-type: none"> <li>• Commissioner at PT BNI Syariah</li> <li>• Director of Compliance and Risk, BNI</li> <li>• Commissioner at PT BNI Syariah</li> <li>• Head of Enterprise Risk Management Division</li> <li>• Head of Strategic Planning Division at BNI</li> <li>• Deputy Head of Strategic Planning Division at BNI</li> </ul>
Sutanto	Commissioner	2021-2024	58 years old	M	<ul style="list-style-type: none"> <li>• Bachelor in Business Administration, Diponegoro University</li> </ul>	<ul style="list-style-type: none"> <li>• Commissioner of PT Bank BRI Syariah</li> <li>• Head of Internal Audit, Bandung Area</li> <li>• Inspector, Semarang Inspection Office</li> <li>• Inspector, Banda Aceh Inspection Office</li> <li>• Deputy Inspector for Audit of Head Office (KP), Special Branch Office (KCK), Foreign Work Unit (UKLN) &amp; Subsidiary (PA) division</li> </ul>

### Diversity of the Board of Commissioners

NAME	POSITION	PERIOD	AGE	GENDER	EDUCATION/SKILLS	EXPERIENCE
Eko Suwardi*	Independent Commissioner	2021	58 years old	M	<ul style="list-style-type: none"> <li>• PhD in Business Accounting, Queensland University of Technology (2005)</li> <li>• Master's in Accounting, California State University (1994)</li> <li>• Bachelor of Economics, Gajah Mada University</li> </ul>	<ul style="list-style-type: none"> <li>• Dean of the Faculty of Economics and Business (FEB) Universitas Gadjah Mada (2016-present)</li> <li>• Independent Commissioner of PT Bank BRISyariah (2017-2021)</li> <li>• Deputy Dean for Planning and Information Systems FEB UGM (2012-2016)</li> <li>• Deputy Dean for Asset Finance and Human Resources FEB UGM (2008-2012)</li> <li>• Head of UGM Internal Audit Unit (2005-2008)</li> </ul>
Bangun Sarwito Kusmulyono	Independent Commissioner	2021-2024	78 years old	M	<ul style="list-style-type: none"> <li>• PhD in Environmental Management</li> <li>• Master Business Administration</li> <li>• Bachelor of Chemical Engineering</li> </ul>	<ul style="list-style-type: none"> <li>• Independent Commissioner, PT Bank Syariah Mandiri</li> <li>• Chairman of the National Committee for Microfinance Empowerment (PKMI)</li> <li>• Independent Commissioner, PT Bank Mandiri (Persero) Tbk</li> <li>• Independent Commissioner, PT Bank Negara Indonesia Tbk</li> <li>• Independent Commissioner, PT Bank Rakyat Indonesia, (Persero) Tbk</li> </ul>
M. Arief Rosyid Hasan	Independent Commissioner	2021-2024	35 years old	M	<ul style="list-style-type: none"> <li>• Magistrate of Public Health</li> <li>• Dentistry</li> </ul>	<ul style="list-style-type: none"> <li>• Commissioner at PT Merial Health</li> <li>• Independent Commissioner of PT Bank Syariah Mandiri</li> <li>• Volunteer Team Coordinator of Task Force for the Acceleration of Handling COVID-19</li> <li>• Chairman/Co-founder MilenialFest</li> <li>• Youth Services Working Group at Ministry of Youth and Sports RI</li> </ul>
Komaruddin Hidayat	Independent Commissioner	2021-2024	68 years old	M	<ul style="list-style-type: none"> <li>• Post-Doctorate Research Program</li> <li>• PhD in Philosophy</li> <li>• Master's in Philosophy</li> <li>• Bachelor of Ushuluddin</li> </ul>	<ul style="list-style-type: none"> <li>• Chancellor of the International Islamic University of Indonesia (UIII)</li> <li>• Professor at the Faculty of Psychology, UIN Jakarta</li> <li>• Supervisor of the Madania Education Foundation</li> <li>• Members of Selection Team and Candidates for members of General Election Commission and Election Oversight Body</li> <li>• BNI Syariah Independent Commissioner</li> </ul>

\* No longer effective as a Member of the Company's Board of Commissioners as of 24 August 2021 Based on the results of the EGMS of PT Bank Syariah Indonesia Tbk.

\*\* Effective since 7 February 2022



### Diversity in Sharia Supervisory Board

NAME	POSITION	PERIOD	AGE	GENDER	EDUCATION/SKILLS	EXPERIENCE
Dr. KH. Hasanudin, M.Ag	Chairman	2021-2024	60 years old	M	<ul style="list-style-type: none"> <li>• PhD in Sharia</li> <li>• Master of Sharia</li> <li>• Bachelor of Sharia</li> </ul>	<ul style="list-style-type: none"> <li>• Chairman of the Executive Board of the National Sharia Council of the Indonesian Ulema Council</li> <li>• Chairman of the Sharia Supervisory Board of PT Sarana Multigriya Finansial (Persero)</li> <li>• Chairman of the Sharia Supervisory Board of PT Trimegah Asset Management</li> <li>• Chairman of the Sharia Supervisory Board of PT Toyota Astra Finance Services</li> <li>• Member of the Sharia Accounting Standards Board (DSAS) of the Indonesian Institute of Accountants</li> <li>• Chairman and Members of the Sharia Supervisory Board of PT Bank BNI Syariah</li> <li>• Member of the Sharia Supervisory Board of Bank Danamon's Sharia Business Unit</li> </ul>
Dr. H. Mohamad Hidayat	Member	2021-2024	54 years old	M	<ul style="list-style-type: none"> <li>• PhD in Islamic Economics and Finance</li> <li>• Law Magistrate</li> <li>• Magister Business Administration IPWI Jakarta (1999)</li> <li>• Bachelor of Sharia</li> </ul>	<ul style="list-style-type: none"> <li>• Chairman of the Sharia Supervisory Board of the Sharia Business Unit of PT Asuransi Jiwa Manulife Indonesia</li> <li>• Chairman of the Sharia Supervisory Board Member of the Sharia Business Unit of PT Asuransi Allianz Life Indonesia</li> <li>• Member of the Sharia Supervisory Board of PT Bank Syariah Mandiri</li> <li>• Member of the Sharia Supervisory Board of the Sharia Business Unit of PT Bank Tabungan Negara Tbk</li> <li>• Chairman of the Sharia Supervisory Board of PT BRI Life's Sharia Business Unit</li> <li>• Executive Management Board National Sharia Board (BPH DSN)- Indonesian Ulema Council</li> <li>• Member of the Sharia Supervisory Board of PT BNP Paribas Investment Partners</li> </ul>
Dr. H. Oni Sahroni, MA	Member	2021-2024	46 years old	M	<ul style="list-style-type: none"> <li>• Doctor of Fiqh Muqaran</li> <li>• Master in Fiqh Muqaran</li> <li>• Bachelor of Sharia Islamiyah</li> </ul>	<ul style="list-style-type: none"> <li>• Member of the Sharia Supervisory Board of PT BNP Paribas Investment Partners</li> <li>• Member of the Sharia Supervisory Board of the Sharia Business Unit of PT Adira Dinamika Multi Finance Tbk</li> <li>• Member of the Sharia Supervisory Board of the Sharia Business Unit of PT Bank Maybank Indonesia Tbk</li> </ul>

**Diversity in Sharia Supervisory Board**

NAME	POSITION	PERIOD	AGE	GENDER	EDUCATION/SKILLS	EXPERIENCE
Prof. DR. KH. Didin Hafidhuddin, M.Sc	Member	2021-2024	70 years old	M	<ul style="list-style-type: none"> <li>• PhD in Religion/ Islamic Studies (<i>Zakat</i>)</li> <li>• Diploma in Arabic</li> <li>• Master in Development Studies</li> <li>• Bachelor of Sharia</li> </ul>	<ul style="list-style-type: none"> <li>• Chairman of the Sharia Supervisory Board of PT Mandiri AXA General Insurance (MAGI) Sharia</li> <li>• Chairman of the Sharia Supervisory Board of BPRS Amanah Ummah Bogor</li> <li>• Chairman of the Sharia Supervisory Board of PT Permodalan Nasional Madani (Persero)</li> <li>• Sharia Economic Community Expert Council</li> <li>• Chairman of the Sharia Supervisory Board of PT Bank BRI Syariah Tbk</li> <li>• Director of the Post Graduate Study at University of Ibnu Khaldun Bogor</li> </ul>

**Diversity in the Board of Directors**

NAME	POSITION	PERIOD	AGE	GENDER	EDUCATION/SKILLS	EXPERIENCE
Hery Gunardi	President Director	2021-2024	59 years old	M	<ul style="list-style-type: none"> <li>• PhD in Business Management</li> <li>• Master of Finance and Accounting</li> <li>• Bachelor of Business Administration</li> </ul>	<ul style="list-style-type: none"> <li>• President Director of PT Bank Syariah Mandiri</li> <li>• Deputy President Director of PT Bank Mandiri (Persero) Tbk</li> <li>• Director of Consumer &amp; Retail Transaction PT Bank Mandiri (Persero) Tbk</li> <li>• Director of Business &amp; Network PT Bank Mandiri (Persero) Tbk</li> <li>• Director of Small Business &amp; Network PT Bank Mandiri (Persero) Tbk</li> </ul>
Ngatari	Vice President Director 1	2021-2024	56 years old	M	<ul style="list-style-type: none"> <li>• Bachelor of Agricultural Science, majoring in Agricultural Studies/ Agricultural Product Processing</li> </ul>	<ul style="list-style-type: none"> <li>• President Director of PT Bank BRI Syariah, Tbk</li> <li>• Regional Head of PT Bank Rakyat Indonesia (Persero) Tbk Bandung Regional Office</li> <li>• Regional Head of PT Bank Rakyat Indonesia (Persero) Tbk Region Jakarta 1</li> <li>• Regional Head of PT Bank Rakyat Indonesia (Persero) Tbk Makassar</li> <li>• Regional Leader of PT Bank Rakyat Indonesia (Persero) Tbk Banjarmasin</li> </ul>

### Diversity in the Board of Directors

NAME	POSITION	PERIOD	AGE	GENDER	EDUCATION/SKILLS	EXPERIENCE
Abdullah Firman Wibowo	Vice President Director 2	2021-2024	57 years old	M	<ul style="list-style-type: none"> <li>• Master in Management, Social Sciences (Banking Management)</li> <li>• Bachelor of Agriculture majoring in Agricultural Socio-Economic/ Agricultural Economics</li> </ul>	<ul style="list-style-type: none"> <li>• President Director, PT Bank BNI Syariah</li> <li>• Head of Subsidiary Development Division, PT Bank Negara Indonesia Tbk</li> <li>• Senior Executive Vice President (SEVP) Business Risk, PT Bank Negara Indonesia Tbk</li> <li>• International Division Head, PT Bank Negara Indonesia Tbk</li> <li>• Head of Treasury Division, PT Bank Negara Indonesia Tbk</li> </ul>
Kusman Yandi	Director	2021-2024	56	M	<ul style="list-style-type: none"> <li>• Master of Business Administration</li> <li>• Bachelor in Accounting Economics</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Wholesale Banking, PT Bank Syariah Mandiri (BSM)</li> <li>• Senior Executive Vice President of Wholesale Banking Directorate (Executive Officer), PT Bank Syariah Mandiri (BSM)</li> <li>• Senior Executive Vice President of Wholesale, Treasury &amp; International Banking Directorate (Executive Officer), PT Bank Syariah Mandiri (BSM)</li> <li>• Executive Business Officer of Commercial and Business Banking Directorate (Executive Officer), PT Bank Mandiri (Persero) Tbk</li> </ul>
Kokok Alun Akbar	Director	2021-2024	55	M	<ul style="list-style-type: none"> <li>• Bachelor of Crop Protection Agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial Business Director of PT Bank BRIsyariah Tbk</li> <li>• Head of the BUMN Business Division at PT Bank Rakyat Indonesia</li> <li>• Deputy Head of Division for BUMN 2, BUMN Business Division 2 PT Bank Rakyat Indonesia</li> <li>• Group Head Agribusiness Division PT Bank Rakyat Indonesia</li> </ul>
Anton Sukarna	Director	2021-2024	51 years old	M	<ul style="list-style-type: none"> <li>• Bachelor of Animal Production Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Distribution &amp; Sales Director of PT Bank Syariah Mandiri</li> <li>• SEVP Distribution &amp; Sales PT Bank Syariah Mandiri (2019-2020)</li> <li>• Regional Head – Region VII/East Indonesia PT Bank Syariah Mandiri</li> <li>• Regional Head – Region VII/Indonesia Timur PT Bank Syariah Mandiri</li> <li>• Group Head Commercial Banking Group PT Bank Syariah Mandiri</li> </ul>



## Diversity in the Board of Directors

NAME	POSITION	PERIOD	AGE	GENDER	EDUCATION/SKILLS	EXPERIENCE
Achmad Syafii	Director	2021-2024	54 years old	M	<ul style="list-style-type: none"> <li>• Master in Information Management</li> <li>• Bachelor of Informatics &amp; Computer Engineering</li> </ul>	<ul style="list-style-type: none"> <li>• Director of IT, Operation &amp; Digital Banking PT Bank Syariah Mandiri</li> <li>• Director of IT &amp; Operations of PT Bank Syariah Mandiri (2017-2020)</li> <li>• Group Head IT Application Support PT Bank Mandiri (Persero) Tbk</li> <li>• E4 -Vice President PT Bank Mandiri (Persero) Tbk</li> <li>• DH Integration Hub &amp; Common Application Services PT Bank Mandiri (Persero) Tbk</li> </ul>
Tiwul Widyastuti	Director	2021-2024	55 years old	F	<ul style="list-style-type: none"> <li>• Master of International Management</li> <li>• Bachelor of Agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Management Director PT Bank Syariah Mandiri</li> <li>• Group Head Commercial Risk 2 Group PT Bank Mandiri (Persero) Tbk</li> <li>• Commissioner PT Usaha Gedung Mandiri</li> <li>• Group Head Corporate Risk PT Bank Mandiri (Persero) Tbk</li> <li>• Departement Head Multi Industri I PT Bank Mandiri (Persero) Tbk</li> </ul>
Tribuana Tunggadewi	Director	2021-2024	54 years old	F	<ul style="list-style-type: none"> <li>• Law Magistrate</li> <li>• Notary Specialist</li> <li>• Bachelor of Law</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Compliance &amp; Risk PT Bank BNI Syariah</li> <li>• Senior Executive Vice President (SEVP) for Risk and Communication PT Bank BNI Syariah</li> <li>• Senior Vice President (SVP) Corporate Secretary PT Bank Negara Indonesia (Persero) Tbk</li> <li>• VP Deputy Corporate Secretary PT Bank Negara Indonesia (Persero), Tbk (2009-2011)</li> <li>• VP Deputi Head 2 for GCG and BoD Bureau Division PT Bank Negara Indonesia (Persero) Tbk</li> </ul>
Ade Cahyo Nugroho	Director	2021-2024	43 years old	M	<ul style="list-style-type: none"> <li>• Master of Business Administration</li> <li>• Bachelor of Accounting</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Finance, Strategy &amp; Treasury PT Bank Syariah Mandiri</li> <li>• Director of Finance &amp; Strategy PT Bank Syariah Mandiri</li> <li>• SEVP Finance &amp; Strategy PT Bank Syariah Mandiri</li> <li>• Director of Finance &amp; Strategy PT Mandiri Tunas Finance PT Mandiri Tunas Finance</li> <li>• SEVP/Deputy Director PT Mandiri Tunas Finance</li> </ul>

## NOMINATION OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

### Policy

The Nomination and Selection Process for the Board of Commissioners of Bank Syariah Indonesia applies procedures and policies that refer to:

1. Limited Liability Company Law;
2. Legislation in the capital market sector;
3. Regulation of the Financial Services Authority; and
4. Other applicable laws and regulations related to the Bank's business activities.

### Nomination Procedure

#### Board of Commissioners

Appointment of the Board of Commissioners of Bank Syariah Indonesia must meet the requirements at the time of appointment in accordance with applicable regulations. The process of nomination and selection of the Board of Commissioners is carried out through the recommendation of shareholders to the GMS by taking into account the recommendations of the Board of Commissioners and the Remuneration and Nomination Committee. Prior to the discussion on the appointment and dismissal of the Board of Commissioners at the GMS, information on the profile of the new candidate for the Board of Commissioners is provided.

#### Board of Directors

Appointment of the Board of Directors of Bank Syariah Indonesia must meet the requirements at the time of appointment in accordance with applicable regulations. The process of nomination and selection of the Board of Directors is carried out through the recommendation of shareholders

to the GMS by taking into account the recommendations of the Remuneration and Nomination Committee. Prior to the discussion on the appointment and dismissal of the Board of Directors in the GMS, information is provided on the profile of the new candidate for the Board of Directors.

## REMUNERATION OF THE BOARD OF COMMISSIONERS, SHARIA SUPERVISORY AND BOARD OF DIRECTORS

### Policy

The Board of Commissioners' Remuneration Governance Policy refers to the Financial Services Authority Regulation No. 59/POJK.03/2017 dated 18 December 2017 concerning the Implementation of Governance in Providing Remuneration for Sharia Commercial Banks and Sharia Business Units.

### Remuneration Determining Procedure

In general, the procedure for determining the remuneration of the Board of Commissioners is carried out through the following stages:

1. The Remuneration and Nomination Committee evaluates the remuneration policy applicable to the Board of Commissioners.
2. Furthermore, the Remuneration and Nomination Committee will provide recommendations to the Board of Commissioners regarding the remuneration policy for the Board of Commissioners.
3. The Board of Commissioners submits recommendations for remuneration in the form of salary/honorarium and bonuses to the Controlling Shareholders for approval from the GMS.



### Remuneration Structure

The remuneration and other facilities (remuneration package) policy is determined by the Annual General Meeting of Shareholders (AGM) for the Board of Commissioners, Board of Directors, and Sharia Supervisory Board (DPS). The remuneration policies and other facilities set by the GMS include:

1. Remuneration, namely income in the form of financial (non-in-kind) including salary, allowances, compensation in the form of shares, bonuses and other forms of remuneration; and
2. Other facilities, namely facilities received not in the form of finance (in kind) for the Board of Commissioners and the Board of Directors, among others:
  - Holiday allowance
  - Retirement/Post-Employment Allowance
  - Housing and Utilities Allowance

- Vehicle facilities and transportation allowances
  - Medical facility
  - Club Membership and Professional Association Member Facilities
  - Communication Cost Facility
  - Non-Inventory Office Facilities
  - Business Travel Facilities
  - Legal Assistance Facility
  - Leave Permission
3. Other facilities, namely facilities that are not received in the form of finance (in kind) for the Sharia Supervisory Board, including:
- Holiday allowance
  - Retirement Allowance
  - Medical facility
  - Business Travel Facilities

### Indicators of Determination of Remuneration for the Board of Commissioners, Board of Directors, Sharia Supervisory Board

In determining the remuneration package, the Remuneration and Nomination Committee has taken into account:

1. Financial performance.
2. Fulfillment of the establishment of allowance for impairment of assets.
3. Fairness with peer groups.
4. Consideration of long-term goals and strategies of the Sharia Commercial Bank.

The nominal amount of remuneration received by the Board of Commissioners, Sharia Supervisory Board and Board of Directors during 2021, is as follows.

#### Details of Remuneration

TYPE OF REMUNERATION	TOTAL RECEIPTS IN 1 (ONE) YEAR					
	BOARD OF COMMISSIONER		BOARD OF DIRECTORS		SSB	
	PERSON	NOMINAL (Rp Million)	PERSON	NOMINAL (Rp Million)	PERSON	NOMINAL (Rp Million)
Honorarium	9	9,959,125,000	10	25,712,500,000	4	2,046,000,000
Housing Allowance	-	-	10	1,874,400,000	-	-
Transportation Allowance	9	1,991,825,000	-	-	-	-
Holiday Allowance	-	-	-	-	-	-
Annual Bonus	9	6,749,204,778	10	20,862,401,902	4	1,165,760,059
<b>Other InKind Facilities</b>						
Transportation	-	-	10	3,558,833,333	-	-
post-employment/retirement insurance	9	2,489,781,250	10	2,489,781,250	4	511,500,000
Health	9	396,615,418	10	1,863,852,526	4	77,620,390

### Classification of Remuneration Amount

TOTAL REMUNERATION	NUMBER OF BOARD OF COMMISSIONERS	NUMBER OF SSB	NUMBER OF BOARD OF DIRECTORS
Above Rp2 Billion	9	-	10
Above Rp1 billion – Rp2 billion	-	1	-
Above Rp500 million – Rp1 billion	-	3	-
Below Rp500 million	-	-	-

Note: Received in financial form (non inkind)

## ORGANS AND COMMITTEES UNDER THE BOARD OF COMMISSIONERS

### SECRETARY OF THE BOARD OF COMMISSIONERS

The Board of Commissioners of Bank Syariah Indonesia has a Secretary to the Board of Commissioners who is appointed and dismissed and is responsible to the Board of Commissioners. The Secretary of the Board of Commissioners is in charge of managing the secretariat of the Board of Commissioners.

#### Duties and Responsibilities

The duties and responsibilities of the Secretary to the Board of Commissioners are as follows:

1. Prepare meeting invitations for all participants to be signed by the President Commissioner or another member of the Board of Commissioners;
2. Prepare the infrastructure needed in the meeting;
3. Distribute meeting materials to all meeting participants;
4. Record and administer meeting decisions;
5. Save the draft minutes of meetings;
6. Maintain the confidentiality of meeting decisions until the decisions are announced;
7. Submitting the minutes of the meeting to all members of the meeting and other officials determined at the Meeting of the Board of Commissioners;
8. Make notes and monitor the follow-up on the progress of the implementation of meeting decisions and report the follow-up to the Board of Commissioners.

### AUDIT COMMITTEE

The Audit Committee is an organ under the Board of Commissioners. Its establishment aims at assisting the implementation of the supervisory duties of the Board of Commissioners, particularly related to financial information, internal control system, effectiveness of audits by internal and external auditors, effectiveness of risk management implementation (with the Risk Monitoring Committee) and compliance with laws and regulations

#### Legal Basis of Formation

The establishment of the Audit Committee is part of the implementation of GCG principles which refers to a number of regulations. Among others are:

1. Financial Services Authority Regulation POJK No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks
2. Bank Indonesia Regulation No.11/33/PBI/2009 concerning Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units
3. Financial Services Authority Regulation No. 55/POJK.04/2015 dated 23 December 2015 regarding the Establishment and Guidelines of the Audit Committee.
4. Laws and regulations and other related regulations.

#### Duties and responsibilities

In accordance with the Audit Committee Charter, the duties and responsibilities of the Audit Committee are described as follows:

1. The Chairman of the Committee is in charge and responsible for coordinating all activities of the audit committee to meet the objectives of the committee in accordance with its formation, including being responsible for the following matters:
  - a. Determine the annual work plan.
  - b. Determine the schedule for the annual meeting.
  - c. Prepare periodic reports regarding the activities of the Committee and other matters deemed necessary for the attention of the Board of Commissioners.
  - d. Make a Self-Assessment regarding the effectiveness of the Committee's activities.
  - e. Appoint non-BoC members of the Audit Committee or appoint other third parties as Committee secretaries to record Committee Meetings and prepare Minutes of Committee Meetings.





2. The Audit Committee is tasked with and is responsible for monitoring and evaluating the following matters:
  - a. Planning and implementation of audits as well as monitoring of follow-up on audit results in order to assess the adequacy of the internal control system, including the adequacy of the financial reporting process.
  - b. The effectiveness of the performance of internal and external auditors.
  - c. Reviewing the financial information to be issued by PT Bank Syariah Indonesia Tbk. to the public and/or authorities, including financial statements and other reports related to the financial information of PT Bank Syariah Indonesia Tbk.
  - d. Reviewing compliance with laws and regulations relating to the activities of PT Bank Syariah Indonesia Tbk.
  - e. Provide an independent opinion in the event of a difference of opinion between the management and the accountant on the services provided.
  - f. Provide recommendations to the Board of Commissioners regarding the appointment of an accountant based on independence, scope of assignment, and remuneration for services.
  - g. Reviewing the implementation of the audit by the internal auditors and supervising the implementation of follow-up actions by the Board of Directors on the findings of the internal auditors.
  - h. Reviewing complaints related to the accounting and financial reporting processes of PT Bank Syariah Indonesia Tbk.
  - i. Reviewing and providing advice to the Board of Commissioners regarding the potential conflict of interest of PT Bank Syariah Indonesia Tbk.
3. The Audit Committee also has duties and responsibilities to identify matters that require the attention of the Board of Commissioners, formulate concepts and analysis related to the functions of the audit committee and carry out other tasks assigned by the Board of Commissioners, which include:
  - a. Financial statements
    - i. Monitoring and evaluating financial information to be issued by Bank Syariah Indonesia Tbk., such as financial reports, projections and other financial information.
    - ii. Study in-depth the Company's Work Plan and Budget as well as the Long Term Plan of PT Bank Syariah Indonesia Tbk.
    - iii. Study in-depth the interim and annual financial reports, both audited and unaudited.
    - iv. Study in-depth the significant changes in numbers/values in Balance Sheet and Loss/profit items.
    - v. Study in-depth Other Assets and Other Liability items.
    - vi. Study in-depth reports on the Realization of Work Plans and Budgets and examine items that have significant differences.
    - vii. Conduct regular meetings with related work units and External Auditors who examine PT Bank Syariah Indonesia Tbk. to request additional information and clarification in the field of accounting and finance.
    - viii. Report regularly on the results of its monitoring and provide input on matters that need to be paid attention to by the Board of Commissioners.
  - b. Internal Control
 

Monitoring and evaluating the effectiveness of the implementation and results of the examination by the Internal Audit Unit and External Auditor on the implementation of the internal control system.

    - i. Study and ensure that PT Bank Syariah Indonesia Tbk. already has a standard internal control system in accordance with applicable practice.
    - ii. Studying in-depth the report on the results of the Internal Audit Work Unit and External Auditor who examined PT Bank Syariah Indonesia Tbk. to ensure that internal control has been implemented properly.
    - iii. Conduct regular meetings with work units related to the internal control system and its implementation.
    - iv. Monitoring and evaluating the implementation of follow-up actions by the Board of Directors on the audit findings of the results of the supervision of the Financial Services Authority, the Internal Audit Unit, the Sharia Supervisory Board, and the External Auditor.
    - v. Report regularly on the results of its monitoring and provide input on matters that need to be paid attention to by the Board of Commissioners.
  - c. Internal Audit.
 

Monitor and evaluate the implementation of the duties of the Internal Audit Work Unit.

    - i. Evaluating the annual work plan of the Internal Audit Unit.
    - ii. Studying in-depth all significant findings from the results of the internal auditor's examination.

- iii. Evaluating the audit program and scope in the context of implementing the annual work plan of the Internal Audit Unit.
- iv. Evaluating the audit implementation by the Internal Audit Unit to ensure that the audit program has been running with the correct scope.
- v. Conduct regular meetings with the Internal Audit Unit to discuss significant audit findings and provide inputs deemed necessary in the implementation of the audit by the Internal Audit Unit.
- vi. Request assistance from the Internal Audit Unit to carry out special inspections/investigations if there are audit findings and or information relating to violations of applicable laws and regulations.
- vii. Report regularly on the results of its monitoring and provide input on matters that need to be paid attention to by the Board of Commissioners.
- d. External Audit
  - i. Studying in depth all significant findings from the results of the external auditor's examination and other audit institutions.
  - ii. Study the name and or reputation of the Public Accounting Firm (KAP) that will be invited to participate in the tender.
  - iii. Studying the possible relationship between KAP who will be invited to participate in the tender, including the officials and staff of the Public Accounting Firm with PT Bank Syariah Indonesia Tbk., which includes:
    - (1) Relationship as a non-audit service partner for PT Bank Syariah Indonesia Tbk.
    - (2) Material/Significant Relationship as shareholder of PT Bank Syariah Indonesia, Tbk.
    - (3) Close family relationship with key employees in accounting and finance at PT Bank Syariah Indonesia, Tbk.
    - (4) One of the officials and/or auditors of the Public Accounting Firm invited to participate in the tender is a former key employee in accounting and finance at PT Bank Syariah Indonesia Tbk. who quit less than 1 (one) year.
    - (5) One of the key employees in accounting and finance at PT Bank Syariah Indonesia Tbk is a former Public Accountant official/auditor who was invited to participate in a tender that stopped for less than 1 (one) year.
  - iv. Study and ensure that PT Bank Syariah Indonesia Tbk. has a standard procedure and is in accordance with the applicable regulations/stipulations in the implementation of the selection of a Public Accounting Firm.
  - v. Studying and ensuring that the process of implementing the selection of a Public Accounting Firm has been running properly in accordance with standard procedures.
  - vi. Study the Request for Proposal and Terms of Reference sent to the Public Accounting Firm that has been designated as a candidate for external auditor of PT Bank Syariah Indonesia Tbk.
  - vii. Study the audit planning and scope submitted by the selected/appointed Public Accounting Firm, to ensure that the planning and scope of the audit are in accordance with the Request for Proposals and Terms of Reference and have considered all risks deemed important.
  - viii. The Audit Committee provides recommendations regarding the appointment of a Public Accountant and a Public Accounting Firm to the Board of Commissioners to be submitted to the General Meeting of Shareholders (GMS).
  - ix. Communicating regularly with the Public Accounting Firm which is examining PT Bank Syariah Indonesia Tbk. to discuss matters that need to be communicated, including the following:
    - (1) Progress of inspection implementation.
    - (2) Important findings.
    - (3) Changes in regulations/stipulations in accounting and financial records from authorized institutions.
    - (4) Adjustments that occur are based on the results of the examination.
    - (5) Obstacles/impediments encountered in the implementation of the examination.
  - x. Report regularly on the results of its monitoring and provide input on matters that need to be the attention of the Board of Commissioners.

#### Authority

The authority of the Audit Committee are:

1. Provide opinions to the Board of Commissioners regarding financial reports and or other matters submitted by the Board of Directors.
2. Communicating with the Head of the Work Unit and other parties at PT Bank Syariah Indonesia Tbk. and a Public Accounting Firm that examines PT Bank Syariah Indonesia Tbk. to obtain information, clarify and request the necessary documents and reports.

3. Requesting reports on the results of internal auditors and external auditors as well as other supervisory/auditing institutions,
4. Requesting the internal auditor and/or external auditor to conduct a special examination/investigation, if there is a strong suspicion that there has been fraud, violation of the law and violation of the applicable laws and regulations.
5. Accessing records or information about employees, funds, assets and other company resources related to the implementation of their duties.

#### Audit Committee Charter

Bank Syariah Indonesia already has an Audit Committee Charter issued based on the Joint Decree (SKB) of the Board of Directors and the Board of Commissioners of BSI Number 01/003-SKB/Dirkom concerning the Establishment of Guidelines and Work Rules for the Audit Committee of PT Bank Syariah Indonesia.

The charter serves as a reference in carrying out audit duties and responsibilities in a transparent, competent, objective and independent manner, so that it can be accounted for and accepted by all interested parties.

The contents of the Audit Committee Charter, generally include:

1. Vision, Mission and Function
2. Position & Scope
3. Authorities, Duties, Responsibilities and Communication as well as internal audit relationships with work units that carry out control functions
4. Internal Auditor Requirements
5. Auditor's Code of Ethics
6. Internal Audit Activities
7. Audit Risk and Legal Protection

#### Audit Committee Composition

Members of the Audit Committee of PT Bank Syariah Indonesia Tbk are appointed based on the Decree of the Board of Directors No. 01/178-KEP/DIR concerning Determination of the Composition of the Audit Committee Members of PT Bank Syariah Indonesia Tbk, which is effective as of 30 August 2021. The details are as follows:

NAME	POSITION	TERMS OF OFFICE
Eko Suwardi*	Chairman concurrently Independent Commissioner	2021
Muhammad Zainul Majdi**	Chairman concurrently Vice President Commissioner and Independent Commissioner	2021-finished
Mulya Effendi Siregar* President Commissioner and Independent Commissioner	Member	2021
Adiwarman Azwar Karim** President Commissioner and Independent Commissioner	Member	2021-finished
Imam Budi Sarjito Commissioner	Member	2021-finished
Suyanto Commissioner	Member	2021-finished
M. Arief Rosyid Hasan Independent Commissioner	Member	2021-finished
Widuri Meintari Kusumawati Independent Party	Member	2021-finished
Djoko Seno Adji Independent Party	Member	2021-finished
M. Zacky Thayib Independent Party	Member	2021-finished

\* No longer effective as a Member of the Company's Board of Commissioners as of 24 August 2021 Based on the results of the EGMS of PT Bank Syariah Indonesia Tbk.

\*\* Effective since 7 February 2022

## Profile of Committee Audit

### Eko Suwardi

Chairman concurrently member

The complete profile is presented in the "Profile of the Board of Commissioners" section contained in this Annual Report.

### Muhammad Zainul Majdi

Chairman concurrently member

The complete profile is presented in the "Profile of the Board of Commissioners" section contained in this Annual Report.

### Mulya Effendi Siregar

Member

The complete profile is presented in the "Profile of the Board of Commissioners" section contained in this Annual Report.

### Adiwarman Azwar Karim

Member

The complete profile is presented in the "Profile of the Board of Commissioners" section contained in this Annual Report.

### Imam Budi Sarjito

Member

The complete profile is presented in the "Profile of the Board of Commissioners" section contained in this Annual Report.

### Suyanto

Member

The complete profile is presented in the "Profile of the Board of Commissioners" section contained in this Annual Report.

### M. Arief Rosyid Hasan

Member

The complete profile is presented in the "Profile of the Board of Commissioners" section contained in this Annual Report.

### Widuri Meintari Kusumawati

Member

Citizenship	Indonesia
Residence	Jakarta
Age	44 years old
Place and date of birth	Klaten, 11 May 1977
Legal Basis of Appointment	Decree of the Board of Directors No. 01/178-KEP/DIR
Educational background	<ul style="list-style-type: none"> <li>Master in Management from Universitas Gadjah Mada (2016)</li> <li>Bachelor of Accounting from Universitas Gadjah Mada (2000)</li> <li>Diploma (D3) Accounting from Universitas Gadjah Mada (1998)</li> </ul>
Certification	<ul style="list-style-type: none"> <li>Cyber Risk Management Fundamentals (2021), CRMS Indonesia 2021</li> <li>Halal Supervisor Certification by LSP LP POM MUI, 2019</li> <li>Certification in Audit Committee Practices, Ikatan Komite Audit Indonesia (IKAI) 2019</li> <li>Certified on Enterprise Risk &amp; Governance (CERG-3120163), 2016-2021</li> </ul>
Work Experience	<ul style="list-style-type: none"> <li>Member of the Risk Monitoring Committee at PT Bank Rakyat Indonesia Syariah Tbk (2020- 2021)</li> <li>Member of the Audit Committee at PT Bank Rakyat Indonesia Syariah Tbk (2015 - 2019)</li> <li>Member of the Audit Committee at PT Sarana Multigriya Finansial (2017-2020)</li> <li>Capital Expenditure Analyst at Komite Pengkajian Perencanaan dan Risiko PT Telkom Indonesia Tbk (2004-Present)</li> <li>Member of the Planning and Risk Evaluation and Monitoring Committee at PT Telkom Indonesia Tbk (2014 -2019)</li> <li>Member of the Planning and Risk Evaluation and Monitoring Committee at PT Telkom Indonesia Tbk (2004 - 2013)</li> <li>Compliance Officer at PT Bank Syariah Mandiri (2003 - 2004)</li> <li>Assistant Capital Market Expert Staff at the Ministry of Finance of Bank Indonesia (2000-2002)</li> </ul>
Concurrent Position	Concurrently as: Capital Expenditure Analyst at Komite Pengkajian Perencanaan dan Risiko PT Telkom Indonesia Tbk
Affiliation Relationship	Has no affiliation with the Board of Directors, Board of Commissioners, or Controlling Shareholders.

### Djoko Seno Adji

#### Member

Citizenship	Indonesia
Residence	Bogor
Age	62 years old
Place and date of birth	Bogor, 27 May 1959
Legal Basis of Appointment	Decree of the Board of Directors No. 01/178-KEP/DIR effectively dated 30 August 2021
Educational background	<ul style="list-style-type: none"> <li>Bachelor of Management Economics from Universitas Muhammadiyah Jakarta (2001)</li> <li>Indonesian Accounting Academy Jakarta (1985)</li> </ul>
Certification	<ul style="list-style-type: none"> <li>Qualified Internal Auditor (QIA)</li> <li>Level I Competency Certification in Banking Risk Management</li> <li>Auditor Competency Certification (Senior Auditor Level)</li> </ul>
Work Experience	<ul style="list-style-type: none"> <li>Internal Auditor at Bank Mandiri (2000-2015)</li> <li>Internal Auditor at Bank Exim (1989-1999)</li> <li>Employee of Bank Exim (1981-1988)</li> </ul>
Concurrent Position	Has no concurrent position
Affiliation Relationship	Has no affiliation with the Board of Directors, Board of Commissioners, or Controlling Shareholders.

### M. Zacky Thayib

#### Member

Citizenship	Indonesia
Residence	Bogor
Age	58 years old
Place and date of birth	Bandung, 31 October 1963
Legal Basis of Appointment	Board of Directors' Decision Letter No. 01/178-KEP/DIR effectively dated 30 Agustus 2021
Educational background	<ul style="list-style-type: none"> <li>Master in Management from Universitas Gadjah Mada (1998)</li> <li>Bachelor of Economics in Accounting from Universitas Padjadjaran (1986)</li> </ul>
Certification	<ul style="list-style-type: none"> <li>Manager Level Auditor Competency Certification (LSPP)</li> <li>Compliance &amp; AML Level II Certification (LSPP) Compliance Division</li> <li>Certified Fraud Examiner (CFE) dari Association of Certified Fraud Examiner (ACFA)</li> <li>Risk Management Competency Certification</li> </ul>
Work Experience	<ul style="list-style-type: none"> <li>Learning Consultant (LC) at Mandiri University Group (2018-2019)</li> <li>Regional Business Control Head (RBCH) at Bank Mandiri Region 4 Jakarta Thamrin (2017-2018)</li> <li>Regional Business Control Head (RBCH) at Bank Mandiri Region 1 Medan (2015-2017)</li> <li>Department Head Internal Audit at Bank Mandiri (2010-2015)</li> <li>Regional Internal Control Head (RICH) at Bank Mandiri Region 9 Banjarmasin (2008-2010)</li> <li>Regional Internal Control Head (RICH) at Bank Mandiri Region 3 Jakarta Kota (2006-2008)</li> <li>Investigator of Bank Mandiri (1998-2006)</li> <li>Chief Officer of Supervisory Bureau (1996-1998)</li> <li>Chief Officer of Bank Exim Imam Bonjol (1994-1996)</li> <li>Chief Officer of Bank Exim in Short &amp; Medium Term Credit Bureau (1990-1993)</li> </ul>
Concurrent Position	Has no concurrent position
Affiliation Relationship	Has no affiliation with the Board of Directors, Board of Commissioners, or Controlling Shareholders.

## Education and Experience Qualifications

NAME	POSITION	EDUCATION	EXPERIENCE
Eko Suwardi*	Chairman	<ul style="list-style-type: none"> <li>• Doctor Bussiness in Accounting</li> <li>• Bachelor of Accounting</li> <li>• Bachelor of Economics</li> </ul>	Education and Banking Audit
Muhammad Zainul Majdi**	Chairman and member	<ul style="list-style-type: none"> <li>• Doctorate in Ushuluddin</li> <li>• Master in Ushuluddin</li> <li>• License (Lc) in Ushuluddin</li> </ul>	Government and Banking
Mulya Effendi Siregar*	Member	<ul style="list-style-type: none"> <li>• Doctor Consumer Economics</li> <li>• Master of Agricultural Economics</li> <li>• Bachelor of Agriculture majoring in Agricultural Socio-Economic Expertise</li> </ul>	Supervision of sharia banking and regulations in the field of sharia
Adiwarman Azwar Karim**	Member	<ul style="list-style-type: none"> <li>• Master of Arts in Economics and Economics Policy</li> <li>• Master of Business Administration in General Management</li> <li>• Bachelor of Economics</li> <li>• Bachelor of Agriculture Economics</li> </ul>	Supervision of sharia banking and regulations in the field of sharia
Imam Budi Sarjito	Member	<ul style="list-style-type: none"> <li>• PhD in Economics</li> <li>• Master in Economics</li> <li>• Bachelor in Economics</li> </ul>	Compliance, risk management, strategic planning in banking
Suyanto	Member	<ul style="list-style-type: none"> <li>• Master in Universal War Strategy</li> <li>• Bachelor of Development Economics</li> </ul>	Intelligence and bureacracy
M. Arief Rosyid Hasan	Member	<ul style="list-style-type: none"> <li>• Master in Health Policy</li> <li>• Dentistry</li> </ul>	Health policy and organization
Widuri Meintari Kusumawati	Member	<ul style="list-style-type: none"> <li>• Master in Accounting</li> <li>• Bachelor in Accounting</li> </ul>	Audit and Risk Management
Djoko Seno Adji	Member	<ul style="list-style-type: none"> <li>• Bachelor in Management</li> <li>• Bachelor of Law</li> <li>• Diploma in Accounting</li> </ul>	Banking audit
M. Zacky Thayib	Member	<ul style="list-style-type: none"> <li>• Master degree's in Management</li> <li>• Bachelor of Accounting</li> </ul>	Supervision, audit and investigation in banking

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\*\* Effective since 7 February 2022

## Independency of the Audit Committee

ASPECT OF INDEPENDENCY	EKO SUWARDI*	MUHAMMAD ZAINUL MAJDI**	MULYA EFFENDI SIREGAR*	ADIWARMAN AZWAR KARIM**	IMAM BUDI SARJITO	SUYANTO	M. ARIEF ROSYID HASAN	WIDURI MEINTARI KUSUMAWATI	DJOKO SENO ADJI	M. ZACKY THAYIB
Has no financial relationship with the Board of Commissioners and the Board of Directors	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Does not have a management relationship in the company, subsidiary, or affiliated company	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Does not have a share ownership relationship in the Company	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

ASPECT OF INDEPENDENCY	EKO SUWARDI*	MUHAMMAD ZAINUL MAJDI**	MULYA EFFENDI SIREGAR*	ADIWARMAN AZWAR KARIM**	IMAM BUDI SARJITO	SUYANTO	M. ARIEF ROSYID HASAN	WIDURI MEINTARI KUSUMAWATI	DJOKO SENO ADJI	M. ZACKY THAYIB
Does not have a family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Audit Committee	√	√	√	√	√	√	√	√	√	√
Do not serve as administrators of political parties, officials and government	√	√	√	√	√	√	√	√	√	√

√: Yes, x: No

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\*\* Effective since 7 February 2022

### Concurrent Position of Members of Audit Committee

NAME	POSITION	CONCURRENT POSITION AT:	
		BANK SYARIAH INDONESIA	OTHER COMPANIES/INSTITUTIONS
Eko Suwardi*	Chairman	<ul style="list-style-type: none"> <li>Independent Commissioner</li> </ul>	Dean of the Faculty of Economics and Business (FEB) Universitas Gadjah Mada
Muhammad Zainul Majdi**	Chairman and member	<ul style="list-style-type: none"> <li>Vice President Commissioner and Independent Commissioner</li> <li>Member of Remuneration and Nomination Committee</li> </ul>	Chancellor of IAIH Pancor
Mulya Effendi Siregar*	Member	<ul style="list-style-type: none"> <li>President Commissioner and Independent Commissioner</li> </ul>	Member of the Plenary Session of the National Sharia Council of the Indonesian Ulema Council
Adiwarman Azwar Karim**	Member	<ul style="list-style-type: none"> <li>President Commissioner and Independent Commissioner</li> <li>Member of Remuneration and Nomination Committee</li> <li>Member of Risk Monitoring Committee</li> </ul>	-
Imam Budi Sarjito	Member	<ul style="list-style-type: none"> <li>Commissioner</li> <li>Member of Remuneration and Nomination Committee</li> </ul>	-
Suyanto	Member	<ul style="list-style-type: none"> <li>Commissioner</li> <li>Member of Remuneration and Nomination Committee</li> </ul>	<ul style="list-style-type: none"> <li>Special Staff for the Head of BIN</li> </ul>
M. Arief Rosyid Hasan	Member	<ul style="list-style-type: none"> <li>Independent Commissioner</li> <li>Member of Remuneration and Nomination Committee</li> </ul>	<ul style="list-style-type: none"> <li>Head of Economics of PP DMI Mosque</li> <li>Deputy Head of the Sharia Economics Agency of KADIN</li> <li>Chairman of the PP MES Youth Committee</li> <li>Chairman of the ISYEF Board of Trustees</li> <li>Deputy Secretary General of DPP HIPMI</li> </ul>
Widuri Meintari Kusumawati	Member	-	Capital Expenditure Analyst at the Planning and Risk Assessment Committee of PT Telkom Indonesia Tbk
Djoko Seno Adji	Member	-	-
M. Zacky Thayib	Member	-	-

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\*\* Effective since 7 February 2022



## Audit Committee Meeting

Throughout 2021, the Audit Committee held 26 meetings. The details are outlined through the table below.

### Meeting Agenda

NO.	DATE	AGENDA	PARTICIPANTS
1	18 March 2021	Digital Banking Strategy & Work Program	Audit Committee Chairman: Eko Suwardi, Independent Commissioner Members: 1) Mulya E. Siregar, President Commissioner and Independent Commissioner 2) Imam Budi Sarjito, Commissioner 3) Suyanto, Commissioner 4) M. Arief Rosyid Hasan, Independent Commissioner 5) Widuri Meintari Kusumawati, Independent Party 6) Djoko Seno Adji, Independent Party 7) M. Zacky Thayib, Independent Party
2	26 March 2021	Discussion on BSI Laznas Formation	Audit Committee Chairman: Eko Suwardi, Independent Commissioner Members: 1) Mulya E. Siregar, President Commissioner and Independent Commissioner 2) Imam Budi Sarjito, Commissioner 3) Suyanto, Commissioner 4) M. Arief Rosyid Hasan, Independent Commissioner 5) Widuri Meintari Kusumawati, Independent Party 6) Djoko Seno Adji, Independent Party 7) M. Zacky Thayib, Independent Party
3	29 March 2021	Meeting on the Results of the Audited Financial Reports of BNIS and BRIS as of January 2021	Audit Committee Chairman: Eko Suwardi, Independent Commissioner Members: 1) Mulya E. Siregar, President Commissioner and Independent Commissioner 2) Imam Budi Sarjito, Commissioner 3) Suyanto, Commissioner 4) M. Arief Rosyid Hasan, Independent Commissioner 5) Widuri Meintari Kusumawati, Independent Party 6) Djoko Seno Adji, Independent Party 7) M. Zacky Thayib, Independent Party
4	31 March 2021	Operational Integration Progress Report (IMO) of Accounting & Finance Stream	Audit Committee Chairman: Eko Suwardi, Independent Commissioner Members: 1) Mulya E. Siregar, President Commissioner and Independent Commissioner 2) Imam Budi Sarjito, Commissioner 3) Suyanto, Commissioner 4) M. Arief Rosyid Hasan, Independent Commissioner 5) Widuri Meintari Kusumawati, Independent Party 6) Djoko Seno Adji, Independent Party 7) M. Zacky Thayib, Independent Party
5	31 March 2021	Operational Integration (IMO) Progress Report of Treasury Stream	Audit Committee Chairman: Eko Suwardi, Independent Commissioner Members: 1) Mulya E. Siregar, President Commissioner and Independent Commissioner 2) Imam Budi Sarjito, Commissioner 3) Suyanto, Commissioner 4) M. Arief Rosyid Hasan, Independent Commissioner 5) Widuri Meintari Kusumawati, Independent Party 6) Djoko Seno Adji, Independent Party 7) M. Zacky Thayib, Independent Party
6	29 April 2021	Discussion Regarding the Annual GMS of PT Bank Syariah Indonesia Tbk	Audit Committee Chairman: Eko Suwardi, Independent Commissioner Members: 1) Mulya E. Siregar, President Commissioner and Independent Commissioner 2) Imam Budi Sarjito, Commissioner 3) Suyanto, Commissioner 4) M. Arief Rosyid Hasan, Independent Commissioner 5) Widuri Meintari Kusumawati, Independent Party 6) Djoko Seno Adji, Independent Party 7) M. Zacky Thayib, Independent Party



## Meeting Agenda

NO.	DATE	AGENDA	PARTICIPANTS
7	5 May 2021	Discussion of the Material for First Quarter 2021 Financial Report Release	Audit Committee Chairman: Eko Suwardi, Independent Commissioner Members: 1) Mulya E. Siregar, President Commissioner and Independent Commissioner 2) Imam Budi Sarjito, Commissioner 3) Suyanto, Commissioner 4) M. Arief Rosyid Hasan, Independent Commissioner 5) Widuri Meintari Kusumawati, Independent Party 6) Djoko Seno Adji, Independent Party 7) M. Zacky Thayib, Independent Party
8	20 May 2021	Audit Realization Report for Jan-April 2021	Audit Committee Chairman: Eko Suwardi, Independent Commissioner Members: 1) Mulya E. Siregar, President Commissioner and Independent Commissioner 2) Imam Budi Sarjito, Commissioner 3) Suyanto, Commissioner 4) M. Arief Rosyid Hasan, Independent Commissioner 5) Widuri Meintari Kusumawati, Independent Party 6) Djoko Seno Adji, Independent Party 7) M. Zacky Thayib, Independent Party
9	17 June 2021	BSI Information Technology Development Progress (Including Digital Banking) until 31 May 2021	Audit Committee Chairman: Eko Suwardi, Independent Commissioner Members: 1) Mulya E. Siregar, President Commissioner and Independent Commissioner 2) Imam Budi Sarjito, Commissioner 3) Suyanto, Commissioner 4) M. Arief Rosyid Hasan, Independent Commissioner 5) Widuri Meintari Kusumawati, Independent Party 6) Djoko Seno Adji, Independent Party 7) M. Zacky Thayib, Independent Party
10	18 June 2021	Update on Step Up Financing Price	Audit Committee Chairman: Eko Suwardi, Independent Commissioner Members: 1) Mulya E. Siregar, President Commissioner and Independent Commissioner 2) Imam Budi Sarjito, Commissioner 3) Suyanto, Commissioner 4) M. Arief Rosyid Hasan, Independent Commissioner 5) Widuri Meintari Kusumawati, Independent Party 6) Djoko Seno Adji, Independent Party 7) M. Zacky Thayib, Independent Party
11	8 July 2021	Complaint Handling Management by: 1) Customer Care Group 2) Responsible person in charge of War Room	Audit Committee Chairman: Eko Suwardi, Independent Commissioner Members: 1) Mulya E. Siregar, President Commissioner and Independent Commissioner 2) Imam Budi Sarjito, Commissioner 3) Suyanto, Commissioner 4) M. Arief Rosyid Hasan, Independent Commissioner 5) Widuri Meintari Kusumawati, Independent Party 6) Djoko Seno Adji, Independent Party 7) M. Zacky Thayib, Independent Party
12	15 July 2021	Sustainable Finance (SF): Sustainability Report 2020 and Progress of Implementation of SF Strategy (RAKB) First Semester of 2021	Audit Committee Chairman: - 1) Imam Budi Sarjito, Commissioner 2) Suyanto, Commissioner 3) M. Arief Rosyid Hasan, Independent Commissioner 4) Widuri Meintari Kusumawati, Independent Party 5) Djoko Seno Adji, Independent Party 6) M. Zacky Thayib, Independent Party
13	28 July 2021	Publication Report for 2 <sup>nd</sup> Quarter of 2021	Audit Committee Chairman: - 1) Imam Budi Sarjito, Commissioner 2) Suyanto, Commissioner 3) M. Arief Rosyid Hasan, Independent Commissioner 4) Widuri Meintari Kusumawati, Independent Party 5) Djoko Seno Adji, Independent Party 6) M. Zacky Thayib, Independent Party

## Meeting Agenda

NO.	DATE	AGENDA	PARTICIPANTS
14	12 August 2021	Audit Realization Report for May-June 2021	Audit Committee Chairman: - 1) Imam Budi Sarjito, Commissioner 2) Suyanto, Commissioner 3) M. Arief Rosyid Hasan, Independent Commissioner 4) Widuri Meintari Kusumawati, Independent Party 5) Djoko Seno Adji, Independent Party 6) M. Zacky Thayib, Independent Party
15	30 August 2021	Honorarium adjustment of Public Accounting Firm	Audit Committee Chairman: M. Zainul Majdi, Vice President Commissioner and Independent Commissioner Members: 1) Adiwarmar Karim, President Commissioner and Independent Commissioner 2) Imam Budi Sarjito, Commissioner 3) Suyanto, Commissioner 4) M. Arief Rosyid Hasan, Independent Commissioner 5) Widuri Meintari Kusumawati, Independent Party 6) Djoko Seno Adji, Independent Party 7) M. Zacky Thayib, Independent Party
16	16-September 2021	Update List of Delays in BSI Reports to Third Parties as of February - August 2021 (Including Corrections/ Revision of Reports) Causes and Mitigation	Audit Committee Chairman: M. Zainul Majdi, Vice President Commissioner and Independent Commissioner Members: 1) Adiwarmar Karim, President Commissioner and Independent Commissioner 2) Imam Budi Sarjito, Commissioner 3) Suyanto, Commissioner 4) M. Arief Rosyid Hasan, Independent Commissioner 5) Widuri Meintari Kusumawati, Independent Party 6) Djoko Seno Adji, Independent Party 7) M. Zacky Thayib, Independent Party
17	16 September 2021	Post Merger Open Items Handling Report	Audit Committee Chairman: M. Zainul Majdi, Vice President Commissioner and Independent Commissioner Members: 1) Adiwarmar Karim, President Commissioner and Independent Commissioner 2) Imam Budi Sarjito, Commissioner 3) Suyanto, Commissioner 4) M. Arief Rosyid Hasan, Independent Commissioner 5) Widuri Meintari Kusumawati, Independent Party 6) Djoko Seno Adji, Independent Party 7) M. Zacky Thayib, Independent Party
18	14 October 2021	BSI Audit Plan	Audit Committee Chairman: M. Zainul Majdi, Vice President Commissioner and Independent Commissioner Members: 1) Adiwarmar Karim, President Commissioner and Independent Commissioner 2) Imam Budi Sarjito, Commissioner 3) Suyanto, Commissioner 4) M. Arief Rosyid Hasan, Independent Commissioner 5) Widuri Meintari Kusumawati, Independent Party 6) Djoko Seno Adji, Independent Party 7) M. Zacky Thayib, Independent Party
19	14 October 2021	Readiness Report Prior of Effective Operational Integration starting 1 November 2021, as well as Main Issues/Challenges and Solutions after Roll Out in the Regions	Audit Committee Chairman: M. Zainul Majdi, Vice President Commissioner and Independent Commissioner Members: 1) Adiwarmar Karim, President Commissioner and Independent Commissioner 2) Imam Budi Sarjito, Commissioner 3) Suyanto, Commissioner 4) M. Arief Rosyid Hasan, Independent Commissioner 5) Widuri Meintari Kusumawati, Independent Party 6) Djoko Seno Adji, Independent Party 7) M. Zacky Thayib, Independent Party

## Meeting Agenda

NO.	DATE	AGENDA	PARTICIPANTS
20	27 October 2021	Publication Report of 3 <sup>rd</sup> Quarter 2021	<p>Audit Committee Chairman: M. Zainul Majdi, Vice President Commissioner and Independent Commissioner Members:</p> <ol style="list-style-type: none"> <li>1) Adiwarmar Karim, President Commissioner and Independent Commissioner</li> <li>2) Imam Budi Sarjito, Commissioner</li> <li>3) Suyanto, Commissioner</li> <li>4) M. Arief Rosyid Hasan, Independent Commissioner</li> <li>5) Widuri Meintari Kusumawati, Independent Party</li> <li>6) Djoko Seno Adji, Independent Party</li> <li>7) M. Zacky Thayib, Independent Party</li> </ol>
21	4 November 2021	Audit Report for 3 <sup>rd</sup> Quarter 2021	<p>Audit Committee Chairman: M. Zainul Majdi, Vice President Commissioner and Independent Commissioner Members:</p> <ol style="list-style-type: none"> <li>1) Adiwarmar Karim, President Commissioner and Independent Commissioner</li> <li>2) Imam Budi Sarjito, Commissioner</li> <li>3) Suyanto, Commissioner</li> <li>4) M. Arief Rosyid Hasan, Independent Commissioner</li> <li>5) Widuri Meintari Kusumawati, Independent Party</li> <li>6) Djoko Seno Adji, Independent Party</li> <li>7) M. Zacky Thayib, Independent Party</li> </ol>
22	17 November 2021	Proposed Work Plan and Budget (RAKB)	<p>Audit Committee Chairman: M. Zainul Majdi, Vice President Commissioner and Independent Commissioner Members:</p> <ol style="list-style-type: none"> <li>1) Adiwarmar Karim, President Commissioner and Independent Commissioner</li> <li>2) Imam Budi Sarjito, Commissioner</li> <li>3) Suyanto, Commissioner</li> <li>4) M. Arief Rosyid Hasan, Independent Commissioner</li> <li>5) Widuri Meintari Kusumawati, Independent Party</li> <li>6) Djoko Seno Adji, Independent Party</li> <li>7) M. Zacky Thayib, Independent Party</li> </ol>
23	2 December 2021	Request for input and expectations of the Board of Commissioners regarding the preparation of the 2022 Annual Audit Plan	<p>Audit Committee Chairman: M. Zainul Majdi, Vice President Commissioner and Independent Commissioner Members:</p> <ol style="list-style-type: none"> <li>1) Adiwarmar Karim, President Commissioner and Independent Commissioner</li> <li>2) Imam Budi Sarjito, Commissioner</li> <li>3) Suyanto, Commissioner</li> <li>4) M. Arief Rosyid Hasan, Independent Commissioner</li> <li>5) Widuri Meintari Kusumawati, Independent Party</li> <li>6) Djoko Seno Adji, Independent Party</li> <li>7) M. Zacky Thayib, Independent Party</li> </ol>
24	2 December 2021	Progress of Implementation of Integrated Collateral Handling from All Operational Units of PT Bank Syariah Indonesia Tbk	<p>Audit Committee Chairman: M. Zainul Majdi, Vice President Commissioner and Independent Commissioner Members:</p> <ol style="list-style-type: none"> <li>1) Adiwarmar Karim, President Commissioner and Independent Commissioner</li> <li>2) Imam Budi Sarjito, Commissioner</li> <li>3) Suyanto, Commissioner</li> <li>4) M. Arief Rosyid Hasan, Independent Commissioner</li> <li>5) Widuri Meintari Kusumawati, Independent Party</li> <li>6) Djoko Seno Adji, Independent Party</li> <li>7) M. Zacky Thayib, Independent Party</li> </ol>
25	23 December 2021	<p>PwC: Hard Close Meet</p> <ol style="list-style-type: none"> <li>1. Update audit status 2021 to mid-December 2021</li> <li>2. Update the financing review status using Balance November 2021</li> <li>3. Update Provisions and Reserves status using Balance November 2021</li> </ol>	<p>Audit Committee Chairman: M. Zainul Majdi, Vice President Commissioner and Independent Commissioner Members:</p> <ol style="list-style-type: none"> <li>1) Adiwarmar Karim, President Commissioner and Independent Commissioner</li> <li>2) Imam Budi Sarjito, Commissioner</li> <li>3) Suyanto, Commissioner</li> <li>4) M. Arief Rosyid Hasan, Independent Commissioner</li> <li>5) Widuri Meintari Kusumawati, Independent Party</li> <li>6) Djoko Seno Adji, Independent Party</li> <li>7) M. Zacky Thayib, Independent Party</li> </ol>

## Meeting Agenda

NO.	DATE	AGENDA	PARTICIPANTS
26	23 December 2021	Burning Issues Region Aceh	Audit Committee Chairman: M. Zainul Majdi, Vice President Commissioner and Independent Commissioner Members: 1) Adiwarmar Karim, President Commissioner and Independent Commissioner 2) Imam Budi Sarjito, Commissioner 3) Suyanto, Commissioner 4) M. Arief Rosyid Hasan, Independent Commissioner 5) Widuri Meintari Kusumawati, Independent Party 6) Djoko Seno Adji, Independent Party 7) M. Zacky Thayib, Independent Party

## Meeting Frequency and Attendance

NAME	POSITION	NUMBER OF MEETINGS	NUMBER ATTENDANCE	ATTENDANCE RATE (%)
Eko Suwardi*	Chairman	14	14	100
Muhammad Zainul Majdi**	Chairman and member	12	12	100
Mulya Effendi Siregar*	Member	14	14	100
Adiwarman Azwar Karim**	Member	12	12	100
Imam Budi Sarjito	Member	26	26	100
Suyanto	Member	26	26	100
M. Arief Rosyid Hasan	Member	26	26	100
Widuri Meintari Kusumawati	Member	26	26	100
Djoko Seno Adji	Member	26	26	100
M. Zacky Thayib	Member	26	26	100

\* No longer effective as a Member of the Company's Board of Commissioners as of 24 August 2021 Based on the results of the EGMS of PT Bank Syariah Indonesia Tbk.

\*\* Effective since 7 February 2022

## Report on Task Implementation Brief

NO.	ACTIVITY (TASK) REALIZATION
1	Reviewing the implementation of the audit by internal auditors and external auditors, and supervising the implementation of follow-up actions by the Board of Directors on the auditor's findings
2	Provide recommendations to the Board of Commissioners regarding the appointment of Public Accountants and Public Accounting Firm for the 2020 financial year audit

## REMUNERATION AND NOMINATION COMMITTEE

The Remuneration and Nomination Committee is an organ established by the Board of Commissioners. The Committee functions to assist the duties of the Board of Commissioners, particularly with regard to the Bank's remuneration and nomination policies.

### Legal Basis of Establishment

The establishment of the Nomination and Remuneration Committee is part of the implementation of GCG principles which refers to a number of regulations. Among others are:

1. Financial Services Authority Regulation POJK No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks.
2. Bank Indonesia Regulation No.11/33/PBI/2009 concerning Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.
3. Financial Services Authority Regulation No. 34/POJK.04/2014 concerning Nomination & Remuneration Committee for Issuers or Public Companies.
4. All applicable laws and regulations.



### Duties and Responsibilities

The Committee has been assigned and be responsible for carrying out the following matters:

1. Related to the remuneration function:
  - a. Provide recommendations to the Board of Commissioners regarding the remuneration structure, remuneration policy and amount of remuneration;
  - b. Assisting the Board of Commissioners in conducting performance assessments in accordance with the remuneration received by each member of the Board of Directors, member of the Board of Commissioners, and/or member of the Sharia Supervisory Board;
2. Regarding the nomination function:
  - a. Provide recommendations to the Board of Commissioners regarding:
    - i. The composition of the positions of members of the Board of Directors, members of the Board of Commissioners, and/or members of the Sharia Supervisory Board.
    - ii. Policies and criteria required in the Nomination process.
    - iii. Performance evaluation policies for members of the Board of Directors, members of the Board of Commissioners, and/or members of the Sharia Supervisory Board.
  - b. Assist the Board of Commissioners in assessing the performance of members of the Board of Directors, members of the Board of Commissioners, and/or members of the Sharia Supervisory Board based on the benchmarks that have been prepared as evaluation material.
  - c. Provide recommendations to the Board of Commissioners regarding the capacity building program for members of the Board of Directors, members of the Board of Commissioners, and/or members of the Sharia Supervisory Board.
  - d. Provide proposals for candidates who meet the requirements as members of the Board of Directors, members of the Board of Commissioners, and/or members of the Sharia Supervisory Board, to the Board of Commissioners to be submitted to the GMS.
  - e. Provide recommendations to the Board of Commissioners regarding the Independent Parties who will become members of the Audit Committee and the Risk Monitoring Committee.
  - f. Develop a capacity development program for members of the Board of Directors, members of the Board of Commissioners, and/or members of the Sharia Supervisory Board.

3. Develop concepts and analysis related to the functions of the Remuneration and Nomination Committee.
4. Assist the Board of Commissioners in determining the general policies of Human Resources.
5. Assist the Board of Commissioners in obtaining and analysing data on prospective Directors from the talent pool of officials one level below the Board of Directors.
6. Assist the Board of Commissioners in providing recommendations on options to the Board of Commissioners, Board of Directors, Sharia Supervisory Board and Employees, including stock options and supervision of their implementation.
7. Have a database and talent pool of candidates for the Board of Commissioners, Board of Directors and Sharia Supervisory Board.
8. The Chairman of the Committee is in charge and responsible for coordinating the implementation of Committee meetings and proposing the agenda and meeting materials.
9. Committee members are in charge of and responsible for:
  - a. Holding regular meetings;
  - b. Studying the meeting material first;
  - c. Attending meetings;
  - d. Contributing and playing an active role;
  - e. Writing minutes of meeting (secretary).

### Authority

The Remuneration and Nomination Committee has the authority to

1. Request PT Bank Syariah Indonesia Tbk. to conduct surveys according to the needs of the Remuneration and Nomination Committee.
2. Requesting necessary information from various parties, both internal and external to PT Bank Syariah Indonesia Tbk.

### Remuneration and Nomination Committee Charter

The Company's Remuneration and Nomination Committee has a charter issued through the Joint Decree of the Board of Directors and the Board of Commissioners Number 01/001-SKB/Dirkom concerning Stipulation of Guidelines and Work Rules for the Remuneration and Nomination Committee of PT Bank Syariah Indonesia.

The Nomination and Remuneration Committee Charter stipulates a number of matters which include:

1. Background
2. Definition
3. Purpose
4. Functions, Authorities, Duties and Responsibilities
5. Membership and Rules
6. Remuneration and Nomination System
7. Closing

### Composition

Members of the Remuneration and Nomination Committee of PT Bank Syariah Indonesia Tbk are appointed based on the Decree of the Board of Directors No. 01/179-KEP/DIR concerning Stipulation of the Membership Composition of the Nomination & Remuneration Committee of PT Bank Syariah Indonesia Tbk effective as of 30 August 2021. The composition is as follows:

NAME	POSITION	TERMS OF OFFICE	REMARKS
Komaruddin Hidayat	Chairman and member	2021-finished	Independent Commissioner
Adiwarman Azwar Karim**	Member	2021-finished	President Commissioner and Independent Commissioner
Muhammad Zainul Majdi**	Member	2021-finished	Vice President Commissioner and Independent Commissioner
B.S. Kusmulyono	Member	2021-finished	Independent Commissioner
Suyanto	Member	2021-finished	Commissioner
Masduki Baidlowi	Member	2021-finished	Commissioner
Imam Budi Sarjito	Member	2021-finished	Commissioner
Sutanto	Member	2021-finished	Commissioner
M. Arief Rosyid Hasan	Member	2021-finished	Independent Commissioner
Mulya Effendi Siregar*	Member	2021	President Commissioner and Independent Commissioner
Eko Suwardi*	Member	2021	Independent Commissioner
Andrianto Daru Kurniawan	Secretary	2021-finished	Group Head in charge of Human Capital (ex. Officio) as Secretary and Non Voting Member.

\* No longer effective as a Member of the Company's Board of Commissioners as of 24 August 2021 Based on the results of the EGMS of PT Bank Syariah Indonesia Tbk.

\*\* Effective since 7 February 2022

### Profile of Remuneration and Nomination Committee

#### Komaruddin Hidayat

Chairman and member

The complete profile is presented in the "Profile of the Board of Commissioners" section contained in this Annual Report.

#### Adiwarman Azwar Karim

Member

The complete profile is presented in the "Profile of the Board of Commissioners" section contained in this Annual Report.

#### Muhammad Zainul Majdi

Member

The complete profile is presented in the "Profile of the Board of Commissioners" section contained in this Annual Report.

#### B.S. Kusmulyono

Member

The complete profile is presented in the "Profile of the Board of Commissioners" section contained in this Annual Report.

#### Suyanto

Member

The complete profile is presented in the "Profile of the Board of Commissioners" section contained in this Annual Report.

#### Masduki Baidlowi

Member

The complete profile is presented in the "Profile of the Board of Commissioners" section contained in this Annual Report.

#### M. Arief Rosyid Hasan

Member

The complete profile is presented in the "Profile of the Board of Commissioners" section contained in this Annual Report.



## Andrianto Daru Kurniawan

### Secretary

Citizenship	Indonesia
Residence	Bogor
Usia	50 years old
Place and Date of Birth	31 March 1970
Legal Basis of Appointment	Decree of the Board of Directors No. 01/179-KEP/DIR which is effective on 30 August 2021..
Education Background	<ul style="list-style-type: none"> <li>• Masters in Actuary from Universitas Indonesia (2000)</li> <li>• Bachelor of Mathematics from Universitas Gadjah Mada (1993)</li> </ul>
Work Experience	<ul style="list-style-type: none"> <li>• Human Capital Division Head PT Bank BNI Syariah (2017-2021)</li> <li>• Treasury &amp; International Division Head PT Bank BNI Syariah (2017)</li> <li>• Operation Division Head PT Bank BNI Syariah (2012-2017)</li> <li>• Enterprise Risk &amp; Policy Management Division Head PT Bank BNI Syariah (2011- 2012)</li> </ul>
Affiliated Relationship	Has no affiliation with the Board of Directors, Board of Commissioners, or Controlling Shareholders.

## Education and Work Experience Qualifications

NAME	POSITION	EDUCATION	EXPERIENCE/SKILLS
Komaruddin Hidayat	Chairman and Member	<ul style="list-style-type: none"> <li>• PhD in Philosophy, Ankara Turkey (1990)</li> <li>• Master in Philosophy</li> <li>• Bachelor of Usuludin</li> </ul>	Sharia Banking Supervision and Education
Adiwarman Azwar Karim	Member	<ul style="list-style-type: none"> <li>• Master of Arts in Economics and Economics Policy</li> <li>• Master of Business Administration in General Management</li> <li>• Bachelor of Economics</li> <li>• Bachelor of Agricultural Economics</li> </ul>	Sharia Banking Supervision and Sharia Regulation
Muhammad Zainul Majdi	Member	<ul style="list-style-type: none"> <li>• PhD in Usuludin</li> <li>• Master in Usuludin</li> <li>• License (Lc) for Usuludin</li> </ul>	Legislative. Government and Education
B.S. Kusmulyono	Member	<ul style="list-style-type: none"> <li>• PhD in Environmental Management</li> <li>• Master Business Administration</li> <li>• Bachelor of Chemical Engineering</li> </ul>	Banking Management.
Suyanto	Member	<ul style="list-style-type: none"> <li>• Master in Universal War Strategy</li> <li>• Bachelor of Development Economics</li> </ul>	Intelligence and Bureacracy.
Masduki Baidlowi	Member	<ul style="list-style-type: none"> <li>• Bachelor of Education</li> <li>• Baccalaureate in Arabic Literature</li> <li>• Classical Islamic Studies</li> </ul>	Organization, Bureacracy and Legislative
Imam Budi Sarjito	Member	<ul style="list-style-type: none"> <li>• PhD in Economics</li> <li>• Master in Economics</li> <li>• Bachelor in Economics</li> </ul>	Banking Compliance, Risk Management and Strategic Planning
Sutanto	Member	Bachelor of Administration	Banking audit
M. Arief Rosyid Hasan	Member	<ul style="list-style-type: none"> <li>• Master in Health Policy</li> <li>• Dentistry</li> </ul>	Health Policy and Organization
Mulya Effendi Siregar*	Member	<ul style="list-style-type: none"> <li>• PhD in Usuludin</li> <li>• Master in Usuludin</li> <li>• License (Lc) for Usuludin</li> </ul>	Government and Banking.
Eko Suwardi*	Member	<ul style="list-style-type: none"> <li>• PhD Business in Accounting</li> <li>• Bachelor of Accounting</li> <li>• Bachelor of Economics</li> </ul>	Education and Banking Audit
Andrianto Daru Kurniawan	Member	<ul style="list-style-type: none"> <li>• Master of Actuary</li> <li>• Bachelor of Mathematics</li> </ul>	Mathematics Actuary

\* No longer effective as a Member of the Company's Board of Commissioners as of 24 August 2021 Based on the results of the EGMS of PT Bank Syariah Indonesia Tbk.

\*\* Effective since 7 February 2022

## Independency of the Remuneration and Nomination Committee

INDEPENDENCY ASPECTS	KOMARUDDIN Hidayat	ADIWARMAN AZWAR KARIM**	MUHAMMAD ZAINUL MAJDI**	B.S. KUSMULYONO	SUYANTO	MASDUKI BAIDLOWI	IMAM BUDI SARJITO	SUTANTO	M. ARIEF ROSYID HASAN	MULYA EFFENDI SIREGAR*	EKO SUWARDI*	ANDRIANTO DARU KURNIAWAN
Has no financial relationship with the Board of Commissioners and the Board of Directors	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Does not have a management relationship in the company, subsidiary, or affiliated company	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Does not have a share ownership relationship in the company	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Does not have a family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Audit Committee	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Do not serve as administrators of political parties, officials and government	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

✓: Yes, x: No

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\*\* Effective since 7 February 2022

## Concurrent Position of the Committee Members

NAME	POSITION	CONCURRENT POSITION AT:	
		BANK SYARIAH INDONESIA	OTHER COMPANIES/INSTITUTIONS
Komaruddin Hidayat	Chairman and member	<ul style="list-style-type: none"> <li>Member of Risk Monitoring Committee</li> </ul>	<ul style="list-style-type: none"> <li>Chancellor of the International Islamic University of Indonesia</li> </ul>
Adiwarman Azwar Karim**	Member	<ul style="list-style-type: none"> <li>Member of Audit Committee</li> <li>Member of Risk Monitoring Committee</li> </ul>	-
Muhammad Zainul Majdi**	Member	<ul style="list-style-type: none"> <li>Chairman Concurrent Member of Audit Committee</li> </ul>	<ul style="list-style-type: none"> <li>Chancellor of Hamzanwadi Institute of Islamic Religion (2010-present)</li> </ul>
B.S. Kusmulyono	Member		-
Suyanto	Member		-
Masduki Baidlowi	Member	<ul style="list-style-type: none"> <li>Member of Risk Monitoring Committee</li> </ul>	<ul style="list-style-type: none"> <li>Special Staff of the Vice President and Spokesperson for the Vice President</li> <li>Deputy Secretary General of the Nahdlatul Ulama Executive Board (PBNU)</li> <li>Chairman of the Indonesian Ulema Council</li> <li>Chairman of the MMD Initiative Foundation</li> </ul>
Imam Budi Sarjito	Member	<ul style="list-style-type: none"> <li>Member of Audit Committee</li> </ul>	-
Sutanto	Member	<ul style="list-style-type: none"> <li>Member of Risk Monitoring Committee</li> </ul>	-

NAME	POSITION	CONCURRENT POSITION AT:	
		BANK SYARIAH INDONESIA	OTHER COMPANIES/INSTITUTIONS
M. Arief Rosyid Hasan	Member	<ul style="list-style-type: none"> <li>Member of Audit Committee</li> </ul>	<ul style="list-style-type: none"> <li>Head of Mosque Economics at Executive Board of Indonesian Mosque Council</li> <li>Deputy Head of the Sharia Economics Division at KADIN</li> <li>Chairman of the PP MES Youth Committee</li> <li>Chairman of the ISYEF Board of Trustees</li> <li>Deputy Secretary General of DPP HIPMI</li> </ul>
Mulya Effendi Siregar*	Member	<ul style="list-style-type: none"> <li>Member of Audit Committee</li> </ul>	Member of the Plenary Session of the National Sharia Council of the Indonesian Ulema Council
Eko Suwardi*	Member	<ul style="list-style-type: none"> <li>Ketua Komite Audit</li> </ul>	Dekan Fakultas Ekonomika dan Bisnis (FEB) Universitas Gadjah Mada
Andrianto Daru Kurniawan	Secretary	Group Head Human Capital Strategy & Policy Group	-

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\*\* Effective since 7 February 2022

### Remuneration and Nomination Committee Meeting

Throughout 2021, the Remuneration and Nomination Committee held 5 (five) meetings. The details are outlined in the table below.

#### Meeting Agenda

No.	Date	Agenda	Participants
1	15 March 2021	Discussion on Post-Merger Management Remuneration	Chairman: Komaruddin Hidayat, Independent Commissioner Members: 1) Mulya E. Siregar, President Commissioner and Independent Commissioner 2) Eko Suwardi, Independent Commissioner 3) B.S. Kusmulyono, Independent Commissioner 4) Suyanto, Commissioner 5) Masduki Baidlowi, Commissioner 6) Sutanto, Commissioner 7) Imam Budi Sarjito, Commissioner 8) M. Arief Rosyid Hasan, Independent Commissioner 9) Andrianto Daru Kurniawan, Group Head in charge of Human Capital (ex. Officio) as Secretary and Non Voting Member
2	12 April 2021	Discussion of the Board of Directors' Proposal in Letter No. 01/765-3/DIR-HCP, 12 April 2021 Regarding the Proposed Remuneration for the Management of PT Bank Syariah Indonesia Tbk	Chairman: Komaruddin Hidayat, Independent Commissioner Members: 1) Mulya E. Siregar, President Commissioner and Independent Commissioner 2) Eko Suwardi, Independent Commissioner 3) B.S. Kusmulyono, Independent Commissioner 4) Suyanto, Commissioner 5) Masduki Baidlowi, Commissioner 6) Sutanto, Commissioner 7) Imam Budi Sarjito, Commissioner 8) M. Arief Rosyid Hasan, Independent Commissioner 9) Andrianto Daru Kurniawan, Group Head in charge of Human Capital (ex. Officio) as Secretary and Non Voting Member
3	9 August 2021	Changes in the Composition of the Board of Commissioners	Chairman: Komaruddin Hidayat, Independent Commissioner Members: 1) B.S. Kusmulyono, Independent Commissioner 2) Suyanto, Commissioner 3) Masduki Baidlowi, Commissioner 4) Sutanto, Commissioner 5) Imam Budi Sarjito, Commissioner 6) M. Arief Rosyid Hasan, Independent Commissioner 7) Andrianto Daru Kurniawan, Group Head in charge of Human Capital (ex. Officio) as Secretary and Non Voting Member
4	23 August 2021	Changes in the Composition of the Board of Commissioners	Chairman: Komaruddin Hidayat, Independent Commissioner Members: 1) B.S. Kusmulyono, Independent Commissioner 2) Suyanto, Commissioner 3) Masduki Baidlowi, Commissioner 4) Sutanto, Commissioner 5) Imam Budi Sarjito, Commissioner 6) M. Arief Rosyid Hasan, Independent Commissioner 7) Andrianto Daru Kurniawan, Group Head in charge of Human Capital (ex. Officio) as Secretary and Non Voting Member

## Meeting Agenda

No.	Date	Agenda	Participants
5	29 November 2021	Proposed Additional Provisions Regarding Allowances, Facilities and Benefits for the Management of PT Bank Syariah Indonesia Tbk	Chairman: Komaruddin Hidayat, Independent Commissioner Members: 1) Adiwarman Karim, President Commissioner and Independent Commissioner 2) Zainul Majdi, Vice President Commissioner and Independent Commissioner 3) B.S. Kusmulyono, Independent Commissioner 4) Suyanto, Commissioner 5) Masduki Baidlowi, Commissioner 6) Sutanto, Commissioner 7) Imam Budi Sarjito, Commissioner 8) M. Arief Rosyid Hasan, Independent Commissioner 9) Andrianto Daru Kurniawan, Group Head in charge of Human Capital (ex. Officio) as Secretary and Non Voting Member

## Meeting Frequency and Attendance

NAME	POSITION	NUMBER OF MEETINGS	ATTENDANCE	ATTENDANCE RATE (%)
Komaruddin Hidayat	Chairman and member	5	5	100
Adiwarman Azwar Karim**	Member	1	1	100
Muhammad Zainul Majdi**	Member	1	1	100
B.S. Kusmulyono	Member	5	5	100
Suyanto	Member	5	5	100
Masduki Baidlowi	Member	5	5	100
Imam Budi Sarjito	Member	5	5	100
Sutanto	Member	5	5	100
M. Arief Rosyid Hasan	Member	5	5	100
Mulya E. Siregar*	Member	3	3	100
Eko Suwardi*	Member	3	3	100
Andrianto Daru Kurniawan	Member	5	5	100

\* No longer effective as a Member of the Company's Board of Commissioners as of 24 August 2021 Based on the results of the EGMS of PT Bank Syariah Indonesia Tbk.

\*\* Effective since 7 February 2022

## Board of Directors Succession Policy

One of the tasks of the Remuneration and Nomination Committee is to develop a nomination system for members of the Board of Commissioners, Board of Directors and Sharia Supervisory Board which will be part of the GCG policy of the Bank and will serve as guidelines for the Board of Commissioners and GMS in determining the nominations for members of the Board of Commissioners, Board of Directors and Board of Directors. Sharia Supervisor.

## Basic principles

- Requirements for the Board of Directors, Board of Commissioners and Sharia Supervisory Board.  
Candidates for members of the Board of Directors, Board of Commissioners and Sharia Supervisory Board must meet the requirements specified in the articles of association and the prevailing laws and regulations.
- Proposal and nomination of candidates for the Board of Directors, Board of Commissioners and Sharia Supervisory Board.  
Candidates for members of the Board of Directors, Board of Commissioners and Sharia Supervisory Board are submitted through selection by taking into account the stipulated requirements..

## Selection Procedure

- The Remuneration and Nomination Committee identifies candidates who meet the criteria.
- The Board of Commissioners, on the basis of the recommendation from the Remuneration and Nomination Committee, submits proposals for candidates for the Board of Directors, Board of Commissioners and Sharia Supervisory Board to the GMS.
- The selection process is carried out before the end of the term of office or requested by the Board of Commissioners or if there is a vacancy.

**Training and/or competency improvement**

Bank Syariah Indonesia always encourages the Remuneration and Nomination Committee to develop competence through trainings. Complete information regarding this matter is presented in the chapter “Company Profile”.

**Task Implementation Brief**

The implementation of tasks that have been carried out by the Remuneration and Nomination Committee in 2021, among others:

1. Proposed Remuneration for the Management of PT Bank Syariah Indonesia Tbk
2. Proposed Changes to the Management of PT Bank Syariah Indonesia Tbk.

**RISK MONITORING COMMITTEE**

The Risk Monitoring Committee assists the Board of Commissioners in carrying out its supervisory duties and functions, particularly for matters relating to the implementation of risk management policies.

**Basis of Formation**

The establishment of the Risk Monitoring Committee is part of the implementation of GCG principles, which refers to a number of regulations. Among others:

- Financial Services Authority Regulation POJK No. 55/POJK.03/2016 on Implementation of Good Corporate Governance for Commercial Banks.
- Bank Indonesia Regulation No.11/33/PBI/2009 on Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.
- Other relevant applicable laws and regulations.

**Duties and Responsibilities**

1. The Chairman of the Committee is in charge of and responsible for leading Committee meetings and proposing meeting materials.
2. Committee members are in charge of and responsible for:
  - a. Hold meetings regularly.
  - b. Study the meeting materials prior to the meeting.
  - c. Attending the meeting
  - d. Contribute and take an active role in meetings.
3. The Chairman and Members of the Committee jointly carry out their duties and responsibilities which include the following:
  - a. Provide input to the Board of Commissioners in the preparation and improvement of risk management policies related to risk control in the field of asset & liability, liquidity, credit and operations management prior to obtaining approval from the Board of Commissioners.
  - b. Conduct discussions with the Board of Directors or work units related to issues that require risk management or are being discussed.

- c. Ensuring the implementation of risk management policies in the activities of PT Bank Syariah Indonesia Tbk.
- d. Studying the internal policies and regulations related to risk management prepared by the Board of Directors.
- e. Ensuring that all important risks have been considered in new products of PT Bank Syariah Indonesia Tbk and all impacts due to significant changes or events, both internal and external to PT Bank Syariah Indonesia Tbk.
- f. Discussing the quarterly report on the risk profile of PT Bank Syariah Indonesia Tbk.
- g. Submitting input to the Board of Commissioners on matters that need attention and that need to be discussed with the Board of Directors, to ensure that the Board of Directors can follow up on the results of the risk management evaluation by the Committee.
- h. Proactively hold meetings with the Board of Directors in order to anticipate risks, especially in the event of important events, external regulations that have impacts on the business field of PT Bank Syariah Indonesia Tbk.
- i. Evaluating the development of changes in organizational structure up to one level below the Board of Directors which is being carried out by PT Bank Syariah Indonesia Tbk.
- j. Monitoring negative information on the customers of PT Bank Syariah Indonesia Tbk. which can lead to increased credit risk.

**Authorities**

The authorities of the Risk Monitoring Committee are:

1. Chairman and Members of the Committee may attend the Risk Management Committee Meeting as invitees.
2. Chairman and Members of the Committee may request internal reports relating to risk control in the areas of asset & liability, financing, treasury and operations management, among others concerning:
  - a. Risk exposure.
  - b. Compliance with policies and procedures as well as determination of limits.
  - c. Realization of the implementation of risk control compared with the set targets.
  - d. Periodic report on the risk profile of PT Bank Syariah Indonesia Tbk.
3. Cooperate with the Audit Committee in general and in particular to request Internal Audit to conduct an audit on certain areas where the risk exposure is deteriorating.

### Risk Monitoring Committee Charter

The Company's Risk Monitoring Committee has established a charter issued through a Joint Decree of the Board of Directors and Board of Commissioners No. 01/002-SKB/Dirkom on Establishment of Guidelines and Procedures of the Risk Monitoring Committee of PT Bank Syariah Indonesia.

The Risk Monitoring Committee Charter regulates a number of matters, including:

1. Background
2. Risk Monitoring
3. Definition, Vision & Mission, Responsibilities and Authorities
4. Membership Structure
5. Confidentiality
6. Fee of Committee Members
7. Committee Meetings
8. Changes
9. Closing

### Composition

Members of the Risk Monitoring Committee of PT Bank Syariah Indonesia Tbk are appointed based on the Decree of the Board of Directors No.01/180-KEP/DIR on the Determination of Changes in Membership of the Risk Monitoring Committee of PT bank Syariah Indonesia which is effective as of 30 August 2021. The composition is as follows:

NAME	POSITION	TERM OF OFFICE	DESCRIPTION
Bangun S. Kusmulyono	Chairman concurrently member	2021-finished	Independent Commissioner
Adiwarman Azwar Karim**	Member	2021-finished	President Commissioner concurrently Independent Commissioner
Komaruddin Hidayat	Member	2021-finished	Independent Commissioner
Sutanto	Member	2021-finished	Commissioner
Masduki Baidlowi	Member	2021-finished	Commissioner
Mulya Effendi Siregar*	Member	2021	President Commissioner concurrently Independent Commissioner
Kayim Hanuri	Member	2021-finished	Independent Party
Saifuddin Latief	Member	2021-finished	Independent Party
Bowo Setiyono	Member	2021-finished	Independent Party
Delyuzar Syamsi	Member	2021-finished	Independent Party

\* No longer effective as of 24 August 2021 based on the resolutions of the EGMS of PT Bank Syariah Indonesia Tbk.

\*\* Effectively serving since 7 February 2022

### Risk Monitoring Committee Profile

#### Bangun S. Kusmulyono

Chairman concurrently member

The complete profile is presented in the "Profile of the Board of Commissioners" section contained in this Annual Report.

#### Adiwarman Azwar Karim

Member

The complete profile is presented in the "Profile of the Board of Commissioners" section contained in this Annual Report.

#### Komaruddin Hidayat

Member

The complete profile is presented in the "Profile of the Board of Commissioners" section contained in this Annual Report.

### Sutanto

Member

The complete profile is presented in the “Profile of the Board of Commissioners” section contained in this Annual Report.

### Masduki Baidlowi

Member

The complete profile is presented in the “Profile of the Board of Commissioners” section contained in this Annual Report.

### Kayim Hanuri

Member

Citizenship	Indonesia
Domicile	Jakarta
Age	63 years old
Place, Date of Birth	Cirebon, 7 December 1958
Basis of Appointment	Decree of the Board of Directors No. 01/180-KEP/DIR
Educational Background	<ul style="list-style-type: none"> <li>• Master of Science in Agricultural Economics from Texas A&amp;M University at College Station, Texas USA, (1992)</li> <li>• Bachelor of Agriculture from Institut Pertanian Bogor (1982)</li> </ul>
Work Experience	<ul style="list-style-type: none"> <li>• Member of the Risk Monitoring Committee of PT Bank Syariah Indonesia (2016-2020)</li> <li>• Department Head of Business Process &amp; System Reengineering at PT Bank Mandiri (Persero) Tbk (2013-2014)</li> <li>• Department Head of Credit Policy and Procedure at PT Bank Mandiri (Persero) Tbk (2007-2013)</li> <li>• Regional Risk Manager Regional Area I Medan of PT Bank Mandiri (Persero) Tbk (2006-2007)</li> <li>• Department Head of Syndication and Structured Finance of PT Bank Mandiri (Persero) Tbk (2001-2005)</li> <li>• Division Head of Corporate Banking-Structured Finance, Trade Service &amp; Cash Management of PT Bank Mandiri (Persero) Tbk (2000-2001)</li> <li>• Division Head of Structured Finance of PT Bank Mandiri (Persero) Tbk (1999-2000)</li> <li>• Corporate Banking Merger Team of PT Bank Mandiri (Persero) 1998-1999</li> <li>• Department Head of Syndication Loan of PT Bank Bumi Daya (Persero) (1997-1999)</li> <li>• Senior Account Manager in Corporate Banking Unit at PT Bank Bumi Daya (Persero) (1992-1997)</li> <li>• On the Job Training at Bank Bumi Daya New York Agency (1992)</li> <li>• Section Head of Export and Import (Branch) at PT Bank Bumi Daya (Persero) (1986-1988)</li> <li>• Section Head of Credit (Branch) of PT Bank Bumi Daya (Persero) (1986-1988)</li> <li>• Section Head of Accounting (Branch) at PT Bank Bumi Daya (Persero) (1985-1986)</li> <li>• Credit Analyst (Branch) at PT Bank Bumi Daya (Persero) (1983-1984)</li> </ul>
Affiliated Relations	Has no affiliated relationship with the Board of Directors, Board of Commissioners, or Controlling Shareholders.

### Saifuddin Latief

Member

Citizenship	Indonesia
Domicile	Bekasi, West Java
Age	63 years old
Place, Date of Birth	Kudus, 17 March 1958
Basis of Appointment	Decree of the Board of Directors No. 01/180-KEP/DIR
Educational Background	<ul style="list-style-type: none"> <li>• Master of Management from STIE – IPWI, Jakarta (1997)</li> <li>• Bachelor of Forestry from Institut Pertanian Bogor (1981).</li> </ul>



Work Experience	<ul style="list-style-type: none"> <li>• Permanent Mediator at Alternative Financial Services Sector Dispute Resolution Institution (LAPS-SJK), (2021 - Present)</li> <li>• Supervisor at Bank Bumi Daya Welfare Foundation, (2021 – Present)</li> <li>• Member of the Risk Monitoring Committee, PT Bank Syariah Mandiri (2019-2020)</li> <li>• Commissioner of PT Estika Yasakelola (2015-2021)</li> <li>• Corporate Secretary and Mediator at the Indonesian Banking Dispute Settlement Alternative Institute (LAPSPI), (2015-2019)</li> <li>• Consultant of PT Primakelola Agrobisnis Agroindustri, Bogor (2014)</li> <li>• Senior Relationship Manager for Plantation and Forestry Credit Affairs at Bank Bumi Daya, (1983-1990).</li> <li>• Marketing Bureau at PT Inhutani I (Persero), (1982-1983).</li> <li>• Directorate of Nature Protection and Conservation (PPA) at the Directorate General of Forestry, Ministry of Agriculture (1981-1982)</li> <li>• Department Head of Wholesale &amp; Treasury Banking School, Learning Center Group, Directorate Compliance &amp; Human Capital at PT Bank Mandiri (Persero), (2009-2014)</li> <li>• Department Head of Relationship Management, Corporate Banking Directorate at PT Bank Mandiri (Persero), (2003-2009)</li> <li>• Senior Manager of Management &amp; Administration Department, Corporate Banking Directorate at PT Bank Mandiri (Persero) (1999-2003)</li> <li>• Corporate Banking Merger Team at PT Bank Mandiri (Persero) (1999)</li> <li>• Head of Credit Division, Corporate Credit Affairs, Bank Bumi Daya (1996-1999)</li> <li>• On the Job Training, Bank Bumi Daya New York Agency (1992)</li> <li>• Head of Credit, Bank Bumi Daya Jakarta Kebayoran Falatehan Branch (1991-1995)</li> </ul>
Affiliated Relations	Has no affiliated relationship with the Board of Directors, Board of Commissioners, or Controlling Shareholders.

#### Bowo Setiyono Member

Citizenship	Indonesia
Domicile	Yogyakarta
Age	46 years old
Place, Date of Birth	Purworejo, 5 November 1975
Basis of Appointment	Decree of the Board of Directors No. 01/180-KEP/DIR
Educational Background	<ul style="list-style-type: none"> <li>• Doctorate in Banking Economics from Université de Limoges, France (2015)</li> <li>• Master in Finance from the University of New South Wales (2004)</li> <li>• Bachelor in Economics from Gadjah Mada University (1999)</li> </ul>
Work Experience	<ul style="list-style-type: none"> <li>• Risk Monitoring Committee at PT BRI Syariah Tbk (2019 - 2021)</li> <li>• Deputy Director at MM FEB UGM Jakarta Campus (2016 - present)</li> <li>• Permanent Lecturer at FEM UGM (Financial Management, Portfolio Management, Risk Management, Bank/ Financial Institution Management) (2001 - present)</li> </ul>
Affiliated Relations	Has no affiliated relationship with the Board of Directors, Board of Commissioners, or Controlling Shareholders.

#### Delyuzar Syamsi Member

Citizenship	Indonesia
Domicile	Jakarta
Age	57 years old
Place, Date of Birth	Medan, 3 June 1964
Basis of Appointment	Decree of the Board of Directors No. 01/180-KEP/DIR
Educational Background	<ul style="list-style-type: none"> <li>• Master of Administration, Faculty of Economics and Business, Universitas Gadjah Mada (2009)</li> <li>• Bachelor of Management, Faculty of Economics, Universitas Andalas (1990)</li> </ul>



Work Experience	<ul style="list-style-type: none"> <li>• Director at PT Induk Harta Insan Karimah (holding company of 11 Rural Sharia Banks) (2019 - present)</li> <li>• Lecturer of Economics Education, FKIP Pamulang University (2016 - present)</li> <li>• Sharia Finance LSP Assessor (2016 - present)</li> <li>• Member of the Risk Monitoring Committee of PT Bank BNI Syariah (July 2017-January 2021)</li> <li>• Executive Director at Muamalat Institute (September 2015-March 2016)</li> <li>• Head of Enterprise Asset Management Division, Project Manager of procurement of Muamalat Tower (20 floors plus 4 basements) at PT Bank Muamalat Indonesia (January 2015-August 2015)</li> <li>• Head of Network and General Service Division at PT Bank Muamalat Indonesia (2012-2014)</li> <li>• General Manager of Kuala Lumpur Branch of PT Bank Muamalat (2011-2012)</li> <li>• Corporate Secretary and Head of Corporate Secretary Division at PT Bank Muamalat Indonesia (2009-2011)</li> <li>• Assistant Director of Funding and Services at PT Bank Muamalat Indonesia (2006-2009)</li> <li>• Assistant Vice President, Branch Manager of PT Bank BNI Syariah Prima at Wisma Kyoei Prince, Jakarta (2004 - 2006)</li> <li>• Branch Manager of PT Bank BNI Syariah Banjarmasin (2003-2004)</li> <li>• Operational Manager at PT Bank BNI Syariah Malang (2001-2003)</li> <li>• Senior Credit Policy Manager, Card Business Development Division (BNI Card Center) at BNI (1999-2001)</li> <li>• International Banking Officer (IBO) Trainee</li> <li>• Batch 6 for BNI Hong Kong Branch (1997-1998)</li> <li>• Credit Analyst - Corporate Division One at PT Bank BNI Head Office, Jakarta (1995-1997)</li> <li>• Small Customer Manager at PT Bank BNI, Jalan Sutomo Medan Branch Office, 199</li> <li>• Middle Credit Analyst - PT Bank BNI Regional Office 01 Medan (1993)</li> </ul>
Affiliated Relations	Has no affiliated relationship with the Board of Directors, Board of Commissioners, or Controlling Shareholders.

#### Educational and Experience Qualifications

NAME	POSITION	EDUCATION	EXPERIENCE/EXPERTISE
Bangun S. Kusmulyono	Chairman concurrently member	<ul style="list-style-type: none"> <li>• Doctorate in Environmental Management</li> <li>• Master of Business Administration</li> <li>• Bachelor in Chemical Engineering</li> </ul>	Management and banking management.
Adiwarman Azwar Karim**	Member	<ul style="list-style-type: none"> <li>• Master of Arts in Economics and Economics Policy</li> <li>• Master of Business Administration in General Management</li> <li>• Bachelor in Economics</li> <li>• Bachelor in Agricultural Economic</li> </ul>	Supervision of sharia banks and regulations in the field of sharia.
Komaruddin Hidayat	Member	<ul style="list-style-type: none"> <li>• Doctor of Philosophy, Ankara Turkey</li> <li>• Master in Philosophy</li> <li>• Bachelor in Usuludin</li> </ul>	Supervision in sharia banking and education.
Sutanto	Member	Bachelor in Administration	Banking audit.
Masduki Baidlowi	Member	<ul style="list-style-type: none"> <li>• Bachelor of Educational History</li> <li>• Bachelor of Arabic Literature</li> <li>• Classical Islamic Studies</li> </ul>	Organization, bureaucracy and legislature.
Mulya Effendi Siregar*	Member	<ul style="list-style-type: none"> <li>• Doctorate in Usuludin</li> <li>• Master in Usuludin</li> <li>• Licence (Lc) in Usuludin</li> </ul>	Government and banking.
Kayim Hanuri	Member	<ul style="list-style-type: none"> <li>• Master of Science in Agricultural Economics</li> <li>• Bachelor in Agriculture</li> </ul>	Risk management and banking credit.
Saifuddin Latief	Member	<ul style="list-style-type: none"> <li>• Master in Management</li> <li>• Bachelor in Forestry</li> </ul>	Finance and banking risk management.
Bowo Setiyono		<ul style="list-style-type: none"> <li>• Doctor in Science Economics</li> <li>• Master in Commerce in Finance</li> <li>• Bachelor in Economics</li> </ul>	Management and economics.
Delyuzar Syamsi	Member	<ul style="list-style-type: none"> <li>• Master of Administration</li> <li>• Bachelor in Management</li> </ul>	Banking risk management.

\* No longer effective as of 24 August 2021 based on the resolutions of the EGMS of PT Bank Syariah Indonesia Tbk.

\*\* Effectively serving since 7 February 2022

### Independency of the Risk Monitoring Committee

INDEPENDENCE ASPECT	BANGUN S. KUSMULYONO	ADIWARMAN AZWAR KARIM**	KOMARUDDIN HIDAYAT	SUTANTO	MASDUKI BAIDLOWI	MULYA EFFENDI SIREGAR*	KAYIM HANURI	SAIFUDDIN LATIEF	BOWO SETIYONO	DELYUZAR SYAMSI
Has no financial relationship with the Board of Commissioners and Directors	√	√	√	√	√	√	√	√	√	√
Has no management relationship in the company, its subsidiaries, or affiliated companies	√	√	√	√	√	√	√	√	√	√
Has no share ownership in the company	√	√	√	√	√	√	√	√	√	√
Has no family relationship with the Board of Commissioners, Board Directors, and/or fellow members of the Audit Committee	√	√	√	√	√	√	√	√	√	√
Does not serve as a manager of political parties, officials and government	√	√	√	√	√	√	√	√	√	√

√: Yes, x: No

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\*\* Effectively serving since 7 February 2022

### Concurrent Positions of Committee Members

NAME	POSITION	CONCURRENT POSITIONS IN:	
		BANK SYARIAH INDONESIA	OTHER COMPANY/ INSTITUTION
Bangun S. Kusmulyono	Chairman concurrently member	<ul style="list-style-type: none"> <li>Member of the Audit Committee</li> <li>Member of the Remuneration and Nomination Committee</li> </ul>	-
Adiwarman Azwar Karim**	Member	<ul style="list-style-type: none"> <li>Member of the Audit Committee</li> <li>Member of the Remuneration and Nomination Committee</li> </ul>	-
Komaruddin Hidayat	Member	<ul style="list-style-type: none"> <li>Chairman concurrently member of the Remuneration and Nomination Committee</li> </ul>	<ul style="list-style-type: none"> <li>President of Universitas Islam Internasional Indonesia</li> </ul>
Sutanto	Member	<ul style="list-style-type: none"> <li>Member of the Remuneration and Nomination Committee</li> </ul>	-
Masduki Baidlowi	Member	<ul style="list-style-type: none"> <li>Member of the Remuneration and Nomination Committee</li> </ul>	<ul style="list-style-type: none"> <li>Special Staff of the Vice President and Spokesperson for the Vice President</li> <li>Deputy Secretary General of the Nahdlatul Ulama Executive Board (PBNU)</li> <li>Chairman of the Indonesian Ulema Council</li> <li>Chairman of the MMD Initiative Foundation</li> </ul>
Mulya Effendi Siregar*	Member	<ul style="list-style-type: none"> <li>Member of the Audit Committee</li> <li>Member of the Remuneration and Nomination Committee</li> </ul>	Member of the Plenary Session of the National Sharia Council of the Indonesian Ulema Council
Kayim Hanuri	Member	-	-
Saifuddin Latief	Member	-	<ul style="list-style-type: none"> <li>Permanent Mediator of Alternative Institution for Financial Services Sector Dispute Resolution (LAPS-SJK)</li> <li>Supervisor of Bank Bumi Daya Welfare Foundation</li> </ul>

NAME	POSITION	CONCURRENT POSITIONS IN:	
		BANK SYARIAH INDONESIA	OTHER COMPANY/ INSTITUTION
Bowo Setiyono	Member	-	Deputy Director of MM Faculty of Economics and Business, Gadjah Mada University, Jakarta Campus
Delyuzar Syamsi	Member	-	<ul style="list-style-type: none"> <li>Director of PT Induk Harta Insan Karimah</li> <li>Assessor of LSP Sharia Financing</li> </ul>

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\*\* Effectively serving since 7 February 2022

### Risk Monitoring Committee Meeting

During 2021, the Risk Monitoring Committee held 47 meetings. The details are outlined in the following table.

#### Meeting Agenda

NO.	DATE	AGENDA	PARTICIPANTS
1	11 February 2021	a. Compliance Report and Integrated Governance Report for Semester II of 2020 b. 2021 Compliance Program or Work Plan	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
2	11 February 2021	a. AML CFT Report & MER (Mutual Evaluation Review) Progress b. AML CFT 2021 Program or Work Plan	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
3	11 February 2021	Semester II of 2020 Bank Soundness Level Report: Risk Profile, GCG, Profitability and Capital.	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
4	11 February 2021	2021 Risk Management Work Unit Program or Work Plan	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
5	4 March 2021	2021 BSI Bank Business Plan (RBB)	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi

## Meeting Agenda

NO.	DATE	AGENDA	PARTICIPANTS
6	4 March 2021	2021 Sustainable Finance Action Plan (RAKB)	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
7	4 March 2021	Stream Risk and Financing Operational Integration (IMO) Progress Report	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
8	9 March 2022	OJK Sharia Banking Roadmap with BSI Strategy	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
9	9 March 2023	BSI collaboration with BPKH	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
10	18 March 2021	SME and Micro (MSME) Financing Strategy and Work Program	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
11	18 March 2021	Submission of CISO Office Organizational Structure	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi



### Meeting Agenda

NO.	DATE	AGENDA	PARTICIPANTS
12	18 March 2021	Update Project Overseas	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
13	8 April 2021	Financing Growth Progress and Control of Retail Segment FaR	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
14	8 April 2021	HR Fulfillment and Development of the 3 Pillars of the Retail Segment	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
15	8 April 2021	Development of Financing Quality and Retail Segment Recovery	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
16	15 April 2021	Financing Growth Progress and Control of Wholesale Segment FaR	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
17	22 April 2021	Securities Company Approval Application – BSI Subsidiary in Dubai	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi

## Meeting Agenda

NO.	DATE	AGENDA	PARTICIPANTS
18	29 April 2021	Stream Product Operational Integration Progress (IMO) Report	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
19	29 April 2021	Stream Distribution Operational Integration Progress (IMO) Report (including ROLL OUT progress)	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
20	5 May 2021	DymFK Compliance Implementation Quarter I/2021 Report	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
21	5 May 2021	AML CFT & MER (Mutual Evaluation Review) Progress Report of Quarter I/2021	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
22	20 May 2021	Compliance & Legal Operational Integration Progress (IMO) Report	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
23	20 May 2021	Brand & Communication Operational Integration Progress (IMO) Report	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi





## Meeting Agenda

NO.	DATE	AGENDA	PARTICIPANTS
24	20 May 2021	Update on the progress of moving the Head Office at The Tower	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
25	20 May 2022	BSI Stocks Capital Market Valuation Update	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
26	27 May 2021	PT Bank Syariah Indonesia Tbk Qonun Aceh Progress	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
27	3 June 2021	Progress of Roll Out in Regions and Solutions Report	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
28	10 June 2021	Progress Report on Implementation and Development of Operational Risk Tools (RSCA, LED, KRI & Control Testing) Including IT Security and Digital Risk Development Progress	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
29	10 June 2021	BSI Griya Financing to Related Parties under the name of Khoerul Wajid	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi

## Meeting Agenda

NO.	DATE	AGENDA	PARTICIPANTS
30	1 July 2021	Progress of Marketing Communication (Marcomm) Strategy Implementation	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
31	8 July 2021	Progress of Human Capital Strategy Implementation as of June 2021	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
32	28 July 2021	Revision of Financing Policy	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
33	29 July 2021	Bank Soundness Level Report Semester I 2021 (Risk Profile, GCG, Profitability and Capital)	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
34	29 July 2021	Report on New Bank Products and Activities for Semester I 2021	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
35	5 August 2021	AML CFT & MER (Mutual Evaluation Review) Progress Report Quarter II/2021	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi

## Meeting Agenda

NO.	DATE	AGENDA	PARTICIPANTS
36	5 August 2021	DymFK Compliance Implementation Report Quarter II/2021	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
37	12 August 2021	Discussion on the performance of RO I (Aceh), RO IV (Jakarta 1), RO V (Jakarta 2), and RO VIII (Semarang) with the following agenda: - Region Performance (RO I, IV, V, VIII) and issues in achieving Performance - Issues in operational implementation during the transition/ Roll Out period	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
38	19 August 2021	Progress of Retail Segment Financing Growth and FaR Control: 1. Development of Financing Portfolio 2. Development of Financing Quality (Ex COVID Restructuring Financing Quality is shown separately). 3. MSME financing ratio 4. Development of Allowance for Impairment Losses and Cash Coverage Establishment 5. Ex WO Recovery Development 6. Fulfilment of the Three Pillars of HR	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
39	19 August 2021	Risk Monitoring Committee Meeting Topic: Progress of Financing Growth and FaR Control for the Wholesale Segment: 1. Development of Financing Portfolio 2. Development of Financing Quality (Ex COVID Restructuring Financing Quality is shown separately). 3. Development of watchlist category customer 4. Development of Allowance for Impairment Losses and Cash Coverage Establishment 5. Ex WO Recovery Development 6. Fulfilment of the Three Pillars of HR	Participants: - Bangun S. Kusmulyono - Mulya E. Siregar - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
40	8 September 2021	Corporate Strategy PT Bank Syariah Indonesia Tbk	Participants: - Bangun S. Kusmulyono - Adiwarm A Karim - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
41	9 September 2021	Update of Regulatory Provisions: Obligations and Their Impact on Banks	Participants: - Bangun S. Kusmulyono - Adiwarm A Karim - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi

## Meeting Agenda

NO.	DATE	AGENDA	PARTICIPANTS
42	9 September 2021	2021 BSI Financing Guideline Portfolio	Participants: - Bangun S. Kusmulyono - Adiwarman A Karim - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
43	22 September 2021	Portfolio Quality Review	Participants: - Bangun S. Kusmulyono - Adiwarman A Karim - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
44	7 October 2021	Quarter III/2020 HR Fulfilment and Development Progress Report	Participants: - Bangun S. Kusmulyono - Adiwarman A Karim - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
45	15 October 2021	Discussion on the Application for Approval from the Board of Commissioners for the Provision of Financing to related Party, namely PT Mitra Transaction Indonesia	Participants: - Bangun S. Kusmulyono - Adiwarman A Karim - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
46	21 October 2021	Quarter III 2021 AML-CFT & MER Preparation Update Report	Participants: - Bangun S. Kusmulyono - Adiwarman A Karim - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
47	21 October 2021	Quarter III 2021 Compliance Implementation Report	Participants: - Bangun S. Kusmulyono - Adiwarman A Karim - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi



### Meeting Agenda

NO.	DATE	AGENDA	PARTICIPANTS
48	18 November 2021	Quarter III/21 and December 2021 Prognosis Financing Growth and FaR Control Progress for the Wholesale Segment: 1. Development of Financing Portfolio 2. Development of Financing Quality (Ex COVID Restructuring Financing Quality is shown separately). 3. Development of watchlist category customer 4. Development of Allowance for Impairment Losses and Cash Coverage Establishment 5. Ex WO Recovery Development	Participants: - Bangun S. Kusmulyono - Adiwarman A Karim - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi
49	18 November 2021	Risk Monitoring Committee Meeting on the Progress of Financing Growth and Control of FaR for the Retail Segment Quarter III/21 and December 21 Prognosis 1. Development of Financing Portfolio 2. Development of Financing Quality (Ex COVID Restructuring Financing Quality is shown separately). 3. Development of watchlist category customer 4. Development of Allowance for Impairment Losses and Cash Coverage Establishment 5. Ex WO Recovery Development	Participants: - Bangun S. Kusmulyono - Adiwarman A Karim - Sutanto - Komaruddin Hidayat - Masduki Baidlowi - Kayim Hanuri - Saifuddin Latief - Bowo Setiyono - Delyuzar Syamsi

### Frequency and Attendance Rate

NAME	POSITION	NUMBER OF MEETINGS	NUMBER OF ATTENDANCE	ATTENDANCE RATE (%)
Bangun S. Kusmulyono	Independent Commissioner	49	49	100
Adiwarman A Karim*	President Commissioner/ Independent Commissioner	10	10	100
Sutanto	Commissioner	49	49	100
Komaruddin Hidayat	Independent Commissioner	49	49	100
Masduki Baidlowi	Commissioner	49	49	100
Mulya Effendi Siregar*	President Commissioner/ Independent Commissioner	39	39	100
Kayim Hanuri	Independent Party	49	49	100
Saifuddin Latief	Independent Party	49	49	100
Bowo Setiyono	Independent Party	49	49	100
Delyuzar Syamsi	Independent Party	49	49	100

\* No longer effective as of 24 August 2021 based on the resolutions of the EGMS of PT Bank Syariah Indonesia Tbk.

\*\* Effectively serving since 7 February 2022

### Training and/or Competency Improvement

Bank Syariah Indonesia always encourages the Risk Management Committee to develop competence through trainings. The complete information regarding this matter is presented in the "Company Profile" chapter.

### Brief Report on Duty Implementation

NO.	REALIZATION OF ACTIVITIES (DUTIES)
1	Evaluating the conformity between risk management policies with the implementation of Bank policies.
2	Monitoring and evaluating the implementation of the duties of the Risk Management Committee and the risk management work unit.

## ORGANS AND COMMITTEES UNDER THE BOARD OF DIRECTORS

### CORPORATE SECRETARY

The Corporate Secretary has an important role in bridging the interests between the company and shareholders, regulators, and other stakeholders. This role is mainly aimed at establishing good communication, as well as maintaining the perception of BSI's image.

To that end, the Bank has established a Corporate Secretary which is the mandate of the Financial Services Authority Regulation No. 35/POJK.04/2014 on Corporate Secretary of Issuers or Public Companies. Referring to the regulation, its main functions include providing input to the Board of Directors and the Board of Commissioners to comply with the laws and regulations in the capital market as well as serving as a liaison between the Bank and stakeholders.

### Four Pillars of Governance

The Bank has established 4 (four) governance pillars, which are the basis for the Corporate Secretary in carrying out its activities, especially in the field of communication:

#### Pillar 1: Compliance Governance

Compliance governance relates to regulations, implementation and documentation of the GMS, publication of the Bank's financial statements in the context of transparency, preparation of internal materials (Board of Directors meetings, Board of Commissioners meetings) and external materials.

#### Pillar 2: Communication Governance

The Corporate Secretary acts as an information gateway for all stakeholders, both for the internal, customers, shareholders, regulators, media, and others. Communication governance is carried out to maintain and increase knowledge, understanding, and positive perceptions of stakeholders on the company's positive image and reputation, including carrying out the function of education and socialization of sharia banking to the public.

#### Pillar 3: Secretarial Governance

Secretarial governance ranges from the creation, recording, storage, destruction and reporting of documentation. In addition, secretarial governance also includes housekeeping and protocol functions.

#### Pillar 4: Management Governance

In terms of management governance, the Corporate Secretary monitors and manages the strategic projects of the management and the Sharia Supervisory Board (DPS) in order to run as expected. The management governance function focuses on supporting the implementation of GCG and assisting all activities of the management and the DPS.

### Profile of the Corporate Secretary

#### Gunawan Arif Hartoyo

Corporate Secretary

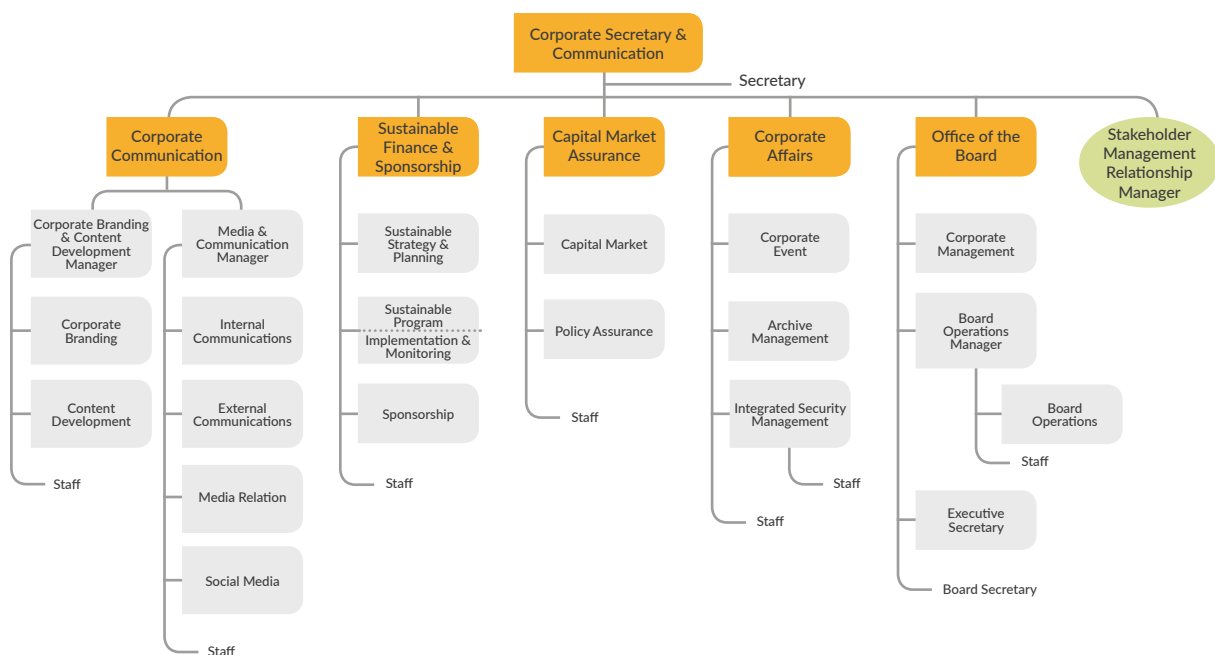
Citizenship	Indonesia
Domicile	Tangerang
Age	50 years old at the end of the 2021 Fiscal Year
Place, Date of Birth	Sukoharjo, 26 March 1971
Basis of Appointment	Decree of the Board of Directors No. 01/185-KEP/DIR dated 31 August 2021
Educational Background	<ul style="list-style-type: none"> <li>Master of Management from Universitas Gadjah Mada (2018)</li> <li>Bachelor of Economics from Universitas Airlangga (1995)</li> </ul>
Concurrent Positions	Has no concurrent positions, in line with OJK Regulation No. 35/POJK.04/2014.
Work Experience	<ul style="list-style-type: none"> <li>Group Head of Corporate Secretary &amp; Communication of PT Bank Syariah Indonesia (2021-present)</li> <li>Roll Out Branch Project Leader of PT Bank Syariah Indonesia (2021-present)</li> <li>RO VI / Jakarta 1 Region Head of PT Bank Syariah Indonesia (2021)</li> <li>RO V / Java 2 Region Head of PT Bank Syariah Mandiri (2018-2021)</li> <li>Group Head of Distribution Strategy of PT Bank Syariah Mandiri (2016-2018)</li> <li>Head of Network Division of PT Bank Syariah Mandiri (2015 - 2016)</li> </ul>
Affiliated Relations	Has no affiliated relationship in terms of finance or family with members of the Board of Commissioners, Sharia Supervisory Board, Board of Directors and Major and Controlling Shareholders, either directly or indirectly.

## Organizational Structure

The Corporate Secretary reports directly to the Compliance & Human Capital Director. In carrying out its functions and duties, the Corporate Secretary organization is divided into 6 (six) areas of activity, namely:

1. The Bank's activities as a public company, including implementing corporate governance, especially on matters related to capital market regulations.
2. Corporate Communication Activities
3. Secretarial Activities.
4. Stakeholder Management Activities.
5. Corporate Social Responsibility Activities.
6. Bank Management Activities.

To carry out these activities, the Corporate Secretary has several departments under it. The Corporate Secretary continues to have direct coordination and supervision on the implementation of the functions and duties of each department.



## Duties and Functions

In carrying out its functions and duties, the Corporate Secretary is guided by the Corporate Secretary Policies and Standard Procedures. The duties and responsibilities that have been set by the Bank are:

FUNCTION	DETAILS OF FUNCTION
Compliance Governance	<ol style="list-style-type: none"> <li>1. To host the General Meeting of Shareholders implementation.</li> <li>2. Ensuring the implementation of the functions of the Board of Commissioners, Board of Directors, Committees and DPS, as well as the supporting ranks under them.</li> <li>3. Prepare the Shareholders Register, a special list of members of the Board of Directors, Board of Commissioners, and their families in share ownership, business relationships, and other roles that may cause conflicts of interest (stakeholders management).</li> <li>4. Attend and prepare the minutes of meetings of the Board of Directors and the Board of Commissioners.</li> <li>5. Provide input to the Board of Directors of the Bank to implement the applicable provisions/ laws, among others regarding the Company, bonds, sharia banking stocks, capital market, as well as their implementing regulations.</li> <li>6. Directing the publishing of transparency publications in accordance with the provisions of banking regulations.               <ol style="list-style-type: none"> <li>a. Control the Bank's correspondence by:                   <ol style="list-style-type: none"> <li>Provide linguistic advice/review on the Bank's corporate documents.</li> </ol> </li> <li>b. Manage documents, especially corporate documents, including the management of the archive center.</li> <li>c. Maintain and coordinate document management activities at the head office, regional office, area/branch office, or other outlets, as well as providing advice related to the management of the document.</li> </ol> </li> </ol>



FUNCTION	DETAILS OF FUNCTION
Corporate Communication Governance	<ol style="list-style-type: none"> <li>1. Determine the communication strategy in order to improve the Bank's positive reputation.</li> <li>2. Create a strategy for disseminating information to internal and external stakeholders. This includes conveying the Bank's programs and activities as well as managing the management of issues and crises through news coverage.</li> <li>3. To take the role as a liaison between the Bank and external parties who represent the community.</li> <li>4. Keeping abreast of market developments and external conditions of the Bank, in particular the regulations that apply in the field of sharia banking or issues in the sharia industry in general.</li> <li>5. Directing the preparation of effective and targeted marketing media tools and communications.</li> <li>6. Manage stakeholders and organize several activities aimed at disclosure of information, such as public exposure.</li> <li>7. Maintain good relations with the mass media to gain public understanding of the company in order to create a positive image and reputation.</li> <li>8. Conducting education, socialization and literacy of sharia banking to the public.</li> </ol>
Corporate Branding and Sustainable Finance	<ol style="list-style-type: none"> <li>1. Maintain and improve the image through consistency and standardization in the implementation of the Bank's Corporate Identity.</li> <li>2. Prepare and coordinate the preparation of the Sustainable Finance Action Plan (RAKB) and the RAKB Report as well as the Sustainability Report in accordance with the format set by the regulator in order to build, maintain, and develop the company's image.</li> <li>3. Communicating the RAKB to shareholders and all organizations in the Bank.</li> <li>4. Prepare monitoring and review on the implementation of sustainable finance programs to be reported periodically to the Board of Directors.</li> <li>5. Publish sustainable financial activities or actions to increase awareness and positive image of the Bank in various communication channels, including print, electronic, video, and others.</li> <li>6. Maintain and coordinate CSR activities to stay in line with the Bank's Corporate Planning program as a form of social responsibility.</li> <li>7. Implement the RAKB program related to business.</li> <li>8. Manage effective corporate branding and RAKB processes and performance in providing optimal contribution to the positive perception of stakeholders and shareholders to increase brand equity, as well as contributing by increasing the awareness and business of the Bank.</li> </ol>

### Implementation of Duties in the Fiscal Year

Throughout the 2021 fiscal year, the Corporate Secretary has carried out the functions and duties, the details of which are as follows:

1. Organizing and documenting the Annual General Meeting of Shareholders.
2. Organizing and attending as well as preparing the minutes of the Board of Directors meetings as well as joint meetings of the Board of Directors with the Board of Commissioners and the Sharia Supervisory Board.
3. Preparing information on shareholders register, namely a special list of members of the Board of Directors, Board of Commissioners, and their families in share ownership, business relationships, and other roles that may cause conflicts of interest.
4. Carrying out the Bank's compliance function with the capital market.
5. Disclosure of information to the public in accordance with applicable laws and regulations.
6. Documentation of the Company's legality data, including the deed of the GMS, deed of Amendment to the Articles of Association, deed of Change of Management Composition, company domicile certificate, as well as other legal documents.
7. Administering and distributing all incoming letters addressed to BSI or to the relevant Work Units for follow-up.
8. Organizing corporate events and or participating in events carried out by third parties in the form of sponsorship.
9. Organizing events with the media.

10. Publishing press releases.

11. Organizing sharia financial education, literacy, and inclusion activities.

12. Prepare the 2020 Sustainable Finance Action Plan in accordance with POJK No. 51 of 2017, which has been submitted to OJK. Sustainable finance is related to business, which includes: products and services, governance, and capacity building. The priority business sectors are education, health, and infrastructure (especially in government programs).

### Competency Development

Bank Syariah Indonesia always encourages the Corporate Secretary to develop competence through trainings. The purpose of this activity, among others, is to increase understanding and update on developments in the industry and relevant regulations. Complete information regarding this matter is presented in the "Company Profile" chapter.

### RISK MANAGEMENT COMMITTEE

The Risk Management Committee has the authority to formulate risk management policies as well as their changes, including risk management strategies, which include: credit risk, market risk, operational risk, liquidity risk, reputation risk, legal risk, strategic risk, compliance risk, return risk, and investment risk. The strategy must be in line with the Bank's vision, mission, strategy, risk appetite, and contingency plan.

This committee also updates and improves the implementation of risk management periodically/incidentally due to changes in the Bank's external and internal conditions that affect capital adequacy and risk profile. Committee members are the Board of Directors, SEVP, and the Heads of the relevant Work Units.

#### Duties and Responsibilities

Details of the duties and responsibilities of the Risk Management Committee are:

1. Monitoring the risk profile and managing all risks in order to determine the risk appetite, integrated risk management strategy, and capital adequacy.
2. Establish methodologies, scenarios, evaluations, including stress conditions in risk measurement and contingency plans.
3. Improving the implementation of risk management periodically and incidentally as a follow-up to changes in internal and external conditions that affect the Bank's capital adequacy and risk profile.
4. Conducting strategic discussions within the scope of risk management, including ensuring its integration with the parent company.
5. Determining matters that are related to business decisions that have special conditions (such as decisions to exceed significant business expansion compared to the Bank's established business plan).
6. Delegating authority to appointed officials to decide and carry out operational matters.

#### Membership Structure

FUNCTION	OFFICIAL
Chairman	Risk Management Director
Deputy Chairman	Finance & Strategy Director
Secretary 1	Group Head Portfolio Risk & Risk Integration
Secretary 2	Group Head Market & Operational Risk

FUNCTION	OFFICIAL
Permanent Voting Member	<ol style="list-style-type: none"> <li>1. Risk Management Director</li> <li>2. Finance &amp; Strategy Director</li> <li>3. Wholesale &amp; Transaction Banking Director</li> <li>4. Retail Banking Director</li> <li>5. Sales &amp; Distribution Director</li> <li>6. Information Technology &amp; Operation Director</li> <li>7. Treasury SEVP</li> <li>8. Consumer Business SEVP</li> <li>9. Operation SEVP</li> </ol>
Permanent Non Voting Member	Compliance & Human Capital Director/Compliance Group Officer
Non Permanent Voting Member	Director/SEVP Speaker
Contributing Non Voting Member	Group Head/Officers Equivalent to Speaker and Group Head/other related Equivalent Officers
Invitee	SEVP/Group Head Internal Audit

#### Profile of Committee Members

##### Risk Management Director Chairman concurrently Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

##### Finance & Strategy Director Deputy Chairman concurrently Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

##### Wholesale & Transaction Banking Director Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

##### Retail Banking Director Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

##### Sales & Distribution Director Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

##### Information Technology & Operation Director Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

**Treasury SEVP**  
**Permanent Voting Member**

The complete profile is presented in the "Profile of Senior Executive Vice President" which is contained in the "Company Profile" chapter of this Annual Report.

**Consumer Business SEVP**  
**Permanent Voting Member**

The complete profile is presented in the "Profile of Senior Executive Vice President" which is contained in the "Company Profile" chapter of this Annual Report.

**Operations SEVP**  
**Permanent Voting Member**

The complete profile is presented in the "Profile of Senior Executive Vice President" which is contained in the "Company Profile" chapter of this Annual Report.

**Group Head Portfolio Risk & Risk Integration**  
**Secretary 1**

The complete profile is presented in the "Profile of the Head of Risk Management Unit" which is contained in the "Risk Management Business Support" chapter of this Annual Report.

**Group Head Market & Operational Risk**  
**Secretary 2**

The complete profile is presented in the "Profile of the Head of Risk Management Unit" which is contained in the "Risk Management Business Support" chapter of this Annual Report.

**Duty Implementation during the Fiscal Year**

During 2021, the Risk Management Committee has carried out its duties through meetings with discussions on the evaluation of portfolio guidelines, control testing, the Bank's soundness level and the Bank's risk profile.

**IT STEERING COMMITTEE**

The IT Steering Committee was established to assist the Board of Directors in determining strategic plans in the field of information technology (IT), IT budgeting, determination of IT strategic projects, and IT security. The implementation of the duties and responsibilities of this committee refers to the provisions of the Company's Articles of Association and applicable laws and regulations.

**Duties and Responsibilities**

The IT Steering Committee is a committee consisting of the Board of Directors/ SEVP which is tasked with and responsible for:

1. Establish an IT strategic plan that is in line and in accordance with the strategic plan of the Bank's business activities.
2. Establish the strategic terms of reference for managing IT resources.
3. Establish strategies and action plans for projects and their budgets.
4. Determining IT security strategy and IT use risk management.
5. Ensuring and monitoring the implementation of IT projects are in accordance with IT strategic plans, IT budgets and IT project delivery.
6. Determine the IT priorities and budget allocations that have been decided by the Board of Directors.
7. Deciding or providing directives regarding the planning, development, and addition of strategic IT systems.
8. Discussing and resolving strategic issues within the scope of IT and investment directives in the IT sector.
9. Delegating authority to appointed officials to decide and carry out operational matters in the IT sector.

**Membership Structure**

FUNCTION	OFFICIAL
Chairman	President Director
Deputy Chairman	1. Vice President Director 2 2. Information Technology & Operations Director
Secretary 1	Group Head Strategic Planning
Secretary 2	Group Head IT Development

FUNCTION	OFFICIAL
Permanent Voting Member	1. President Director 2. Vice President Director 2 3. Information Technology & Operation Director 4. Finance & Strategy Director 5. Risk Management
Permanent Non Voting Member	Compliance & Human Capital Director/Compliance Group officers
Non Permanent Voting Member	1. Director/SEVP Speaker 2. Director/SEVP related to Materials
Contribution Non Voting Member	Speaker Group Head and/or Group Head/ Other equivalent officers related to material
Invitee	SEVP/ Group Head Internal Audit

## Profile of Committee Members

### President Director

**Chairman of the Committee concurrently Permanent Voting Member**

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Vice President Director

**Deputy Chairman of the Committee concurrently Permanent Voting Member**

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Information Technology & Operation Director

**Permanent Voting Member**

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Finance & Strategy Director

**Permanent Voting Member**

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Risk Management Director

**Permanent Voting Member**

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Group Head Strategic Planning Secretary 1

The complete profile is presented in the "Executive Officer Profile" which is contained in the "Company Profile" chapter of this Annual Report.

## Group Head IT Development Secretary 2

The complete profile is presented in the "Executive Officer Profile" which is contained in the "Company Profile" chapter of this Annual Report.

### Duty Implementation during the Fiscal Year

During 2021, the IT Steering Committee has carried out its duties through meetings by discussing the progress of strategic IT initiatives as well as providing directives regarding the planning, development, and addition of strategic IT systems.

## POLICY & PROCEDURE COMMITTEE

The Policy & Procedure Committee consists of the Board of Directors/SEVP. This committee is authorized to recommend/ stipulate policies and procedures, including provisions of product and/or other provisions that are not within the scope of committees under other Directors.

### Duties and Responsibilities

The duties and responsibilities of the Policy & Procedure Committee are:

1. Discuss and recommend policy adjustments/ improvements.
2. Determining the update of the Company's procedures outside the policies and standard procedures for human capital and risk management policies, and matters within the scope of responsibility of other Committees under the Board of Directors.

## Membership Structure

FUNCTION	OFFICIAL
Chairman	Risk Management Director
Deputy Chairman	Compliance & Human Capital Director
Secretary 1	Group Head Policy & Procedure
Secretary 2	Group Head Portfolio Risk & Risk Integration

FUNCTION	OFFICIAL
Permanent Voting Member	1. Risk Management Director 2. Compliance & Human Capital Director 3. Sales & Distribution Director
Permanent Non Voting Member	Group Head Compliance
Non Permanent Voting Member	1. Director/SEVP Speaker 2. Director/SEVP related to Materials
Contribution Non Voting Member	1. Group Head/Official equivalent to Speaker 2. Group Head/Equivalent Officer related to Speakers
Invitee	1. Directors related to the materials being discussed 2. SEVP/ Group Head Internal Audit

## Profile of Committee Members

### Risk Management Director Chairman of the Committee concurrently Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Compliance & Human Capital Director Chairman of Committee and Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Sales & Distribution Director Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Group Head Policy & Procedure Secretary 1

The complete profile is presented in the "Executive Officer Profile" which is contained in the "Company Profile" chapter of this Annual Report.

### Group Head Portfolio Risk & Risk Integration Secretary 2

The complete profile is presented in the "Executive Officer Profile" which is contained in the "Company Profile" chapter of this Annual Report.

### Duty Implementation during the Fiscal Year

During 2021, the Policy & Procedure Committee has carried out its duties, including preparing, adjusting, or improving policies and standard procedures applicable at the Bank.

## BUSINESS COMMITTEE

The Business Committee was established to assist the Board of Directors/SEVP in carrying out the function to determine the Bank's integrated business strategy and development, determine the flagship products and services/ activities as well as the strategy and effectiveness of marketing communication.

### Duties and Responsibilities

The Business Committee is in charge of and responsible for:

1. Evaluating and determining the Bank's business strategy.
2. Discussing and determining the integrated business development, including product development, tariffs, related procedures, risk exposure limits, infrastructure, and business support technology.
3. Discussing and determining the business strategy that is the focus of the Bank, among others through the Bank's anchor client.
4. Monitoring and evaluating the work results of business/ project strategy initiatives.
5. Discussing and resolving strategic business issues, including alliances between the Bank's work units and alliances with the parent company and sister companies.
6. Delegating authority to appointed officials to decide and carry out operational business matters.
7. Communicating and ensuring that all committee decisions/ resolution are carried out in accordance with the decisions to all relevant internal levels of the Company.

### Membership Structure

FUNCTION	OFFICIAL
Chairman	President Director
Deputy Chairman	Vice President Director 1
Secretary 1	Group Corporate Finance Solution
Secretary 2	Group Head Consumer Business 1

FUNCTION	OFFICIAL
Permanent Voting Member	1. President Director 2. Vice President Director 1 3. Wholesale & Transaction Banking Director 4. Retail Banking Director 5. SEVP Consumer Banking 6. Sales & Distribution Director 7. Risk Management Director 8. SEVP Financing Risk
Permanent Non Voting Member	Compliance & Human Capital Director/Compliance Group Officer
Non Permanent Voting Member	1. Director/SEVP Speaker 2. Director/SEVP related to Materials
Contribution Non Voting Member	Group Head/Equivalent to Speaker Officers and Group Head/Other related Equivalent Officers
Invitee	SEVP/Group Head Internal Audit

## Profile of Committee Members

### President Director

#### Chairman of the Committee concurrently Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Vice President Director 1

#### Deputy Chairman of the Committee concurrently Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Wholesale & Transaction Banking Director

#### Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Retail Banking Director

#### Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Sales & Distribution Director

#### Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Risk Management Director

#### Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### SEVP Consumer Banking

#### Permanent Voting Member

The complete profile is presented in the "Profile of Executive Officer" which is contained in the "Company Profile" chapter of this Annual Report.

### SEVP Financing Risk

#### Permanent Voting Member

The complete profile is presented in the "Profile of Executive Officer" which is contained in the "Company Profile" chapter of this Annual Report.

### Group Head Corporate Finance Solution

#### Secretary 1

The complete profile is presented in the "Profile of Executive Officer" which is contained in the "Company Profile" chapter of this Annual Report.

### Group Head Consumer Business 1

#### Secretary 2

The complete profile is presented in the "Profile of Executive Officer" which is contained in the "Company Profile" chapter of this Annual Report.

## Duty Implementation during the Fiscal Year

During 2021, the Business Committee has carried out its duties and responsibilities through meetings to discuss, among others, integrated business development, strategic business issues, business strategy policies, as well as evaluating the implementation of the established business strategies.

## HUMAN CAPITAL COMMITTEE

The Human Capital Committee was established to assist the Board of Directors in carrying out the functions of management, development and Human Resources (HR) policies that are in line with the Bank's vision, mission and strategy, as well as handling staffing cases.

## Duties and Responsibilities

The HC Committee is tasked with and responsible for providing recommendations to the President Director, namely:

1. Developing human capital strategies and policies, including corporate culture, compensation, and benefits.
2. Determining the allocation of the learning budget.
3. Discussing/recommending policies as well as establishing procedures and operational systems for human capital management.
4. Establishing the strategic directions and policies for the operational system of human capital management, including the corporate culture and values.
5. Determine the strategic direction of human capital information system development.
6. Determining and developing the organization according to the Bank's business needs.
7. Determine individual performance management & rewards, talent & succession management, as well as employee relations.
8. Discussing and resolving strategic human capital management issues.

## Membership Structure

FUNCTION	OFFICIAL
Chairman	President Director
Deputy Chairman	Compliance & Human Capital Director
Secretary 1	Group Head Human Capital & Strategy Policy
Secretary 2	Group Head Human Capital Business Partner

FUNCTION	OFFICIAL
Permanent Voting Member	1. President Director 2. Vice President Director 1 3. Vice President Director 2 4. Compliance & Human Capital Director 5. Finance and Strategy Director 6. Sales & Distribution Director 7. Risk Management Director 8. Human Capital SEVP
Non Permanent Voting Member	Director/SEVP Speaker
Contribution Non Voting Member	Group Head/Officer Equivalent to Speaker Group Head/Equivalent Officer related to Speaker
Invitee	SEVP/Group Head Internal Audit

## Profile of Committee Members

### President Director Chairman of the Committee concurrently Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Compliance & Human Capital Director Deputy Chairman of the Committee concurrently Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Vice President Director 1 Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Vice President Director 2 Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Finance and Strategy Director Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Sales & Distribution Director Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Risk Management Director Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Human Capital SEVP Permanent Voting Member

The complete profile is presented in the "Profile of Senior Executive President" which is contained in the "Company Profile" chapter of this Annual Report.

### Group Head Human Capital & Strategy Policy Secretary 1

The complete profile is presented in the "Profile of Senior Executive President" which is contained in the "Company Profile" chapter of this Annual Report.

### Group Head Human Capital Business Partner Secretary 2

The complete profile is presented in the "Profile of Senior Executive President" which is contained in the "Company Profile" chapter of this Annual Report.

### Duty Implementation during the Fiscal Year

During 2021, the Human Capital Committee has carried out its duties and responsibilities through meetings with a decision-making agenda. Among others, regarding the rotation and transfer of the Bank's executive officers, promotion of the Bank's executive officers, and employees in general.



Other decisions: recommendation for Bank SEVP candidates, determination of regional supervision for the Board of Directors and SEVP, improvement of the ODP employee development framework and its facilities, determination of talent classification of Bank Executive officers, implementation of Total Rewards project, review of appointment of newly promoted Bank executive officers, preparation of fraud prevention strategies, renewal of provisions for DPLK and BPJS.

## ASSETS AND LIABILITIES COMMITTEE

The Assets & Liabilities Committee (ALCO) is a committee established to assist the Board of Directors in carrying out the control function by determining strategies on matters related to the management of the Bank's assets and liabilities.

### Duties and Responsibilities

The Assets & Liabilities Committee is in charge of and responsible for:

1. Determining, developing, and reviewing strategies for managing assets and liabilities.
2. Evaluating the position of the Bank's assets & liabilities in accordance with the objectives of managing liquidity risk, interest rates, and exchange rates.
3. Evaluating the Bank's position and the Assets & Liabilities Management strategy to ensure that the results of the Bank's risk-taking position are consistent with the objectives of managing market risk, return risk, investment risk, exchange rate risk, and liquidity risk.
4. Reviewing the pricing of assets and liabilities to ensure that the pricing can optimize the results of the investment, minimizing the cost of funds, and maintaining the structure of the Bank's balance sheet in accordance with the Bank's ALM strategy.
5. Reviewing the deviation between realization and budget projections and the Bank's business plan.
6. Limiting the liquidity management, gap management, pricing management, FX management.
7. Determining the fund transfer pricing methodology.
8. Discussing the scope of ALM, including subsidiaries/ entities under the control of the Bank.

### Membership Structure

FUNCTION	OFFICIAL
Chairman	President Director
Deputy Chairman	Finance & Strategy Director
Secretary 1	Group Head Asset & Liabilities Management
Secretary 2	Group Head Strategic Planning & Performance Management

FUNCTION	OFFICIAL
Permanent Voting Member	<ol style="list-style-type: none"> <li>1. President Director</li> <li>2. Finance &amp; Strategy Director</li> <li>3. Risk Management Director</li> <li>4. Wholesale &amp; Transaction Banking Director</li> <li>5. Retail Banking Director</li> <li>6. Sales &amp; Distribution Director</li> </ol>
Permanent Non Voting Member	Compliance & Human Capital Director/Compliance Group Officer
Non Permanent Voting Member	<ol style="list-style-type: none"> <li>1. Director/SEVP Speaker</li> <li>2. Director/SEVP related to the materials</li> </ol>
Contribution Non Voting Member	Group Head/Officers Equivalent to Speaker and Group Head/Other related Equivalent Officers
Invitee	SEVP/Group Head Internal Audit

## Profile of Committee Members

### President Director

#### Chairman of the Committee concurrently Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Finance & Strategy Director

#### Deputy Chairman of the Committee concurrently Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Finance & Strategy Director

#### Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Risk Management Director

#### Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Wholesale & Transaction Banking Director

#### Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Retail Banking Banking Director

#### Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

### Sales & Distribution Director

#### Permanent Voting Member

The complete profile is presented in the "Profile of the Board of Directors" which is contained in the "Company Profile" chapter of this Annual Report.

## Group Head Asset & Liabilities Management

### Secretary 1

The complete profile is presented in the "Profile of Executive Officers" which is contained in the "Company Profile" chapter of this Annual Report.

## Group Head Strategic Planning & Performance Management

### Secretary 2

The complete profile is presented in the "Profile of Executive Officers" which is contained in the "Company Profile" chapter of this Annual Report.

## Duty Implementation during the Fiscal Year

During 2021, ALCO has carried out its duties and responsibilities through meetings with decision-making agendas related to the Rupiah Deposit and Savings Ratio Policy, Consumer and Retail Banking Financing Special Rate Policy, Bank Investment Management Policies (Securities and Placements in BI), Policies related to BPKH Fund Management, Mid-year and end-of-year Funding Policy, as well as other policies.

## CRISIS MANAGEMENT STEERING COMMITTEE – BUSINESS CONTINUITY MANAGEMENT

### The duties and responsibilities of the Crisis Management– Business Continuity Management Steering Committee are

1. Establishing prevention, handling, recovery strategies, communication strategies for handling the impacts of disasters, including the COVID-19 pandemic to the Bank.
2. Discussing and determining the Bank's operational strategy during a disaster period, including the COVID-19 pandemic, including BCM activation, determination of critical work units, work mechanism of work units (WFH/WFO), operational working hours, as well as other matters required in disastrous emergency conditions, including the COVID-19 pandemic.
3. Discussing and resolving strategic issues, including alliances between work units and alliances with the parent company in preventing and handling COVID-19 at the Bank.
4. Discussing and determining temporary benefits and/ or allowances for employees related to the impact of disasters including the COVID-19 pandemic.
5. Delegating authority to appointed officials to decide and implement matters related to the prevention and handling of disastrous emergencies, including COVID-19.
6. Monitoring and evaluating the implementation of the operational strategy that has been approved by the Steering Committee.
7. Carry out other duties that require the handling of the Crisis Management Team (CMT).

## Membership Structure

FUNCTION	OFFICIAL
Chairman	Vice President 2
Deputy Chairman	Information Technology & Operations Director
Secretary 1	Group Head Cash & Trade Operations
Secretary 2	Group Head IT Strategic Plan

FUNCTION	OFFICIAL
Permanent Voting Member	<ol style="list-style-type: none"> <li>1. Vice President 2</li> <li>2. Information Technology &amp; Operations Director</li> <li>3. Distribution &amp; Sales Director</li> <li>4. Compliance &amp; Human Capital Director</li> <li>5. Risk Management Director</li> <li>6. Finance &amp; Strategy Director</li> <li>7. Operation SEVP</li> <li>8. Human Capital SEVP</li> </ol>
Permanent Non Voting Member	Compliance & Human Capital Director/Compliance Group Officers
Contribution Non Voting Member	<ol style="list-style-type: none"> <li>1. Group Head/Officer Equivalent to Speaker</li> <li>2. Group Head/Other related Equivalent Officers</li> </ol>

## Profile of Committee Members

### Vice President 2

#### Chairman of the Committee concurrently Permanent Voting Member

The complete profile is presented in the “Profile of the Board of Directors” which is contained in the “Company Profile” chapter of this Annual Report.

### Information Technology & Operations Director

#### Deputy Chairman of the Committee concurrently Permanent Voting Member

The complete profile is presented in the “Profile of the Board of Directors” which is contained in the “Company Profile” chapter of this Annual Report.

### Group Head Cash & Trade Operations

#### Secretary 1

The complete profile is presented in the “Profile of Executive Officers” which is contained in the “Company Profile” chapter of this Annual Report.

### Group Head IT Strategic Plan

#### Secretary 2

The complete profile is presented in the “Profile of Executive Officers” which is contained in the “Company Profile” chapter of this Annual Report.

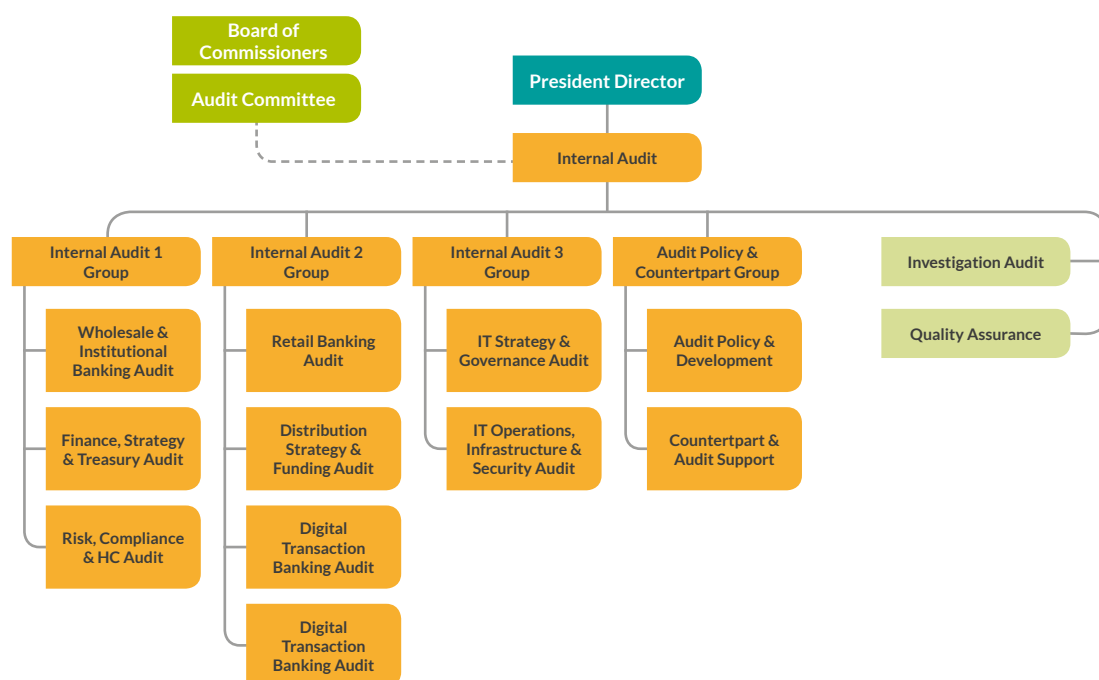
## INTERNAL AUDIT

The Internal Audit Unit (IAU) is the Internal Audit Work Unit (IAU) of Bank Syariah Indonesia which carries out the Internal Audit function. The main responsibility of the Internal Audit Work Unit is to assist the duties of the President Director and the Board of Commissioners in carrying out supervision by operationally describing the planning, implementation, and monitoring of audit results.

### Structure and Position of Internal Audit in the Organization

In carrying out its duties and functions, the Internal Audit Unit (IAU) is led by the Senior Executive Vice President (SEVP) of Internal Audit who oversees 4 (four) Groups and 2 (two) Departments, namely Investigation Audit (IVA) and Quality Assurance (QA), with duty specialization in:

- Internal Audit Group 1 (IA 1)
  1. Wholesale & Institutional Banking Audit
  2. Finance, Strategy & Treasury Audit
  3. Risk, Compliance & HC Audit
- Internal Audit Group 2 (IA 2)
  1. Retail Banking Audit
  2. Distribution Strategy & Funding Audit
  3. Digital Transaction Banking Audit
  4. MIS & Data Analytic
- Internal Audit Group 3 (IA 3)
  1. IT Strategy & Governance Audit
  2. IT Operations, Infrastructure & Security Audit
- Audit Policy and Counterpart Group (APG)
  1. Audit Policy & Development
  2. Counterpart & Audit Support
- Investigation Audit Department (IVA)
- Quality Assurance Department (QAA)



### Position of Internal Audit in the Organizational Structure

The following is the position of the IAU in the Bank's Organizational Structure:

1. Responsible directly to the President Director.
2. In carrying out its duties, the IAU submits reports to the President Director and the Board of Commissioners, and a copy is submitted to the Audit Committee and the Director in charge of the compliance function.
3. Has a functional relationship and able to communicate directly with the Board of Commissioners, Board of Directors, SEVP, Audit Committee, and Sharia Supervisory Board.
4. Has a coordinating relationship with the Integrated Internal Audit Unit (IIAU) of the Parent Bank.

### Profile of the Head of Internal Audit

#### Movianto

#### Acting Head of the IAU concurrently Group Head of Internal Audit 1

Citizenship	Indonesia
Domicile	Jakarta
Age	50 years old
Place, Date of Birth	Semarang, 19 June 1971
Basis of Appointment	<ol style="list-style-type: none"> <li>1. Decree of the Board of Directors of PT Bank Syariah Indonesia Tbk No. 01/118-KEP/DIR dated 28 June 2021</li> <li>2. Decree of the Board of Directors of PT Bank Syariah Indonesia Tbk No. 01/312-KEP/DIR dated 28 June 2021</li> </ol>
Educational Background	<ul style="list-style-type: none"> <li>• Master of Management, Strategic Management, Universitas Gadjah Mada (2005)</li> <li>• Faculty of Economics, Majoring in Accounting, Universitas Trisakti (1995)</li> </ul>
Work Experience	<ul style="list-style-type: none"> <li>• Acting Head of the IAU of PT Bank Syariah Indonesia Tbk (15 July 2021 – 16 January 2022)</li> <li>• Internal Audit Division Head of PT Bank BNI Syariah (March 2019-January 2021)</li> <li>• Financing Audit Head of PT Bank Muamalat Indonesia Tbk (February 2018-January 2019)</li> <li>• Financing Risk Management Head of PT Bank Muamalat Indonesia Tbk (November 2016-January 2018)</li> <li>• SME Risk Underwriting Head of PT Bank Muamalat Indonesia Tbk (June 2016-October 2016)</li> </ul>
Affiliated Relations	Has no affiliated relationship with Members of the Board of Commissioners, Board of Directors, and Controlling Shareholders

### Parties Responsible to Appoint and Dismiss

The Head of the Internal Audit Unit (SKAI) is appointed and dismissed by the President Director after obtaining the approval from the Board of Commissioners by taking into account the recommendations of the Audit Committee. In accordance with the Financial Services Authority Regulation (POJK) No.1/POJK.03/2019 dated 29 January 2019 on Implementation of the Internal Audit Function in Commercial Banks, the IAU is organizationally directly under the coordination of the President Director.

### Internal Audit Charter

In carrying out its duties, the IAU has been equipped with a Work Guidelines called the Internal Audit Charter, which was determined by the President Director after obtaining approval from the Board of Commissioners on 1 February 2021. Apart from being a work guideline, the Internal Audit Charter also has a role in strengthening the role and responsibilities as well as the basis for the existence and implementation of supervisory duties for the IAU. The following are the contents of the Internal Audit Charter:

Chapter I	Vision, Mission, and Function
Chapter II	Position and Scope of Work
Chapter III	Authorities, Duties, Responsibilities and Communications, as well as Internal Audit Relations with Work Units Performing the Control Functions
Chapter IV	Requirements of Internal Auditor
Chapter V	Code of Ethics of Auditor
Chapter VI	Internal Audit activities
Chapter VII	Supervision and Quality Assurance
Chapter VIII	Definition of Internal Audit
Chapter IX	Audit Risk and Legal Protection
Chapter X	Others

### Duties and Responsibilities

The following are the duties and responsibilities of Internal Audit:

- Assisting the duties of the President Director and the Board of Commissioners in carrying out supervision by operationally describing the planning, implementation, and monitoring of audit results.
- Preparing and implementing the Annual Audit Plan and its budget allocation, based on the results of a comprehensive risk assessment, and must be approved by the President Director and the Board of Commissioners, taking into account the recommendations of the Audit Committee.
- Preparing the analysis and assessment in finance, accounting, operations, and other activities through audit and continuous monitoring.
- Identifying all possibilities to improve and increase the efficiency of the use of resources and funds.
- Carrying out audit and evaluations on the adequacy and effectiveness of the internal control system.
- Providing improvement suggestions and objective information on audited activities at all levels of Management.
- Planning and carrying out Internal Audit Activities with an emphasis on high risk (risk-based) areas or activities, as well as evaluating the existing procedures or control systems, to gain the confidence that the Bank's goals and objectives can be achieved optimally and sustainably.
- Implementing the measures to investigation, report, and propose sanctions for fraud to the Management.
- Providing feedback/opinions on proposed policies or systems and procedures to ensure that the new policies or systems and procedures are covered in aspects of internal control. The involvement of Internal Audit in providing feedback/opinions on proposed policies or systems and procedures does not mean that these matters will be excluded as audit objects.
- Carrying out audit development in accordance with the direction of the Bank's policy.
- Developing written policies and procedures as guidelines for Internal Auditors in carrying out their duties.
- Providing consultation to internal parties of PT Bank Syariah Indonesia Tbk to provide added value and improvements to quality control, risk management, and corporate governance.
- Conducting education and training on an ongoing basis in order to improve the competence of the Auditor.
- Conduct continuous evaluation to improve the quality of Internal Audit.

15. Coordinating Internal Audit activities with external audit activities and other assurance provider units/functions. The coordination can be carried out, among others, through periodic meetings to discuss matters that are considered important for both parties.
16. Reporting significant audit results to the President Director or the Board of Commissioners, copies of which are submitted to the Board of Commissioners, the Audit Committee, and the Director in charge of the Compliance function.

#### Authorities

Internal Audit has the authority, namely:

1. Conducting Internal Audit activities on the activities of all Work Units within the Bank's organization and affiliated parties in accordance with applicable governance.
2. Communicating directly with the Board of Directors, Board of Commissioners, and the Audit Committee, as well as the Sharia Supervisory Board.
3. Implementing regular and incidental meetings with the Board of Directors, Board of Commissioners, and the Audit Committee, as well as the Sharia Supervisory Board.
4. To access all relevant Bank data and information related to the duties and functions of Internal Audit, namely printed and electronic data, records, employees, funds, assets, locations or areas. As well as other information related to the Bank's resources. Including but not limited to accounts and/or records of employees and resources as well as other matters deemed necessary related to the duties and functions of Internal Audit.
5. Carrying out investigative activities on cases or issues in every aspect and element of activities indicated by fraud and or violations of the Code of Conduct (CoC).

6. Determining the schedule, audit object, personnel, scope, methodology, techniques, tools, and audit approach related to the implementation of Internal Audit Activities.
7. To coordinate activities with External Auditor.
8. Using the services of external parties or non-Internal Audit, both within the Bank and outside the Bank, in conducting audits if deemed necessary.
9. Implementing the implementation of the Internal Audit Activities in accordance with the Auditor's Code of Ethics.
10. Participate in strategic meetings (except for financing approval discussion meetings) without having voting rights in decision making.

#### Employee Composition

POSITION	TOTAL
SEVP Internal Audit	-
Group Head	4
Department Head	12
Team Leader	51
Officer	60
Staff	7
<b>Total</b>	<b>134</b>

#### Internal Audit Professional Certification

Competency development of auditor is carried out through the Audit Certification Program for both the National and International Levels. Details of the number of employees who have obtained National Level and International Level certifications as of the period of 31 December 2021 are as follow:

#### Risk Management Certification

POSITION	TOTAL	CERTIFICATION	ISSUING INSTITUTION
Group Head	3	Level 4	LSPP
	1	Level 5	LSPP
Department Head	3	Level 2	LSPP
	8	Level 3	LSPP
	1	Level 4	LSPP
Team Leader	7	Level 1	LSPP
	36	Level 2	LSPP
	6	Level 3	LSPP
Officer	15	Level 1	LSPP
	35	Level 2	LSPP
Staff	2	Level 1	LSPP

**Certified Fraud Examiner (CFE)**

POSITION	TOTAL	CERTIFICATION	ISSUING INSTITUTION
Group Head	1	CFE	ACFE
Department Head	2	CFE	ACFE

**Certified Qualified Internal Auditor (QIA)**

POSITION	TOTAL	CERTIFICATION	ISSUING INSTITUTION
Group Head	1	Managerial Level QIA	YPIA
Department Head	1	Managerial Level QIA	YPIA
Team Leader	1	Basic Level QIA	YPIA

**Supervisor Level Certified Bank Internal Auditor (CBIA)**

POSITION	TOTAL	CERTIFICATION	ISSUING INSTITUTION
Group Head	1	CBIA Level Supervisor	LSPP
Department Head	11	CBIA Level Supervisor	LSPP
Team Leader	49	CBIA Level Supervisor	LSPP

**Auditor Level Certified Bank Internal Auditor (CBIA)**

POSITION	TOTAL	CERTIFICATION	ISSUING INSTITUTION
Group Head	1	CBIA Level Auditor	LSPP
Department Head	12	CBIA Level Auditor	LSPP
Team Leader	51	CBIA Level Auditor	LSPP
Officer	59	CBIA Level Auditor	LSPP

**Code of Ethics**

- Integrity**  
Internal Audit has integrity in carrying out its duties which is reflected in its actions:
  - Reliable, firm, honest, and trustworthy.
  - Maintain the confidentiality of information obtained in the performance of its duties.
  - Avoid conflicts of interest.
  - Implementing the Internal Audit Code of Ethics.
  - Comply with the law and carry out disclosures based on laws and regulations, and in accordance with the profession.
- Objectivity**  
Objectivity is an impartial mental attitude that allows Internal Auditors to carry out their duties in such a way that their work can be trusted, and without any compromise in terms of quality. Objectivity requires the Internal Auditor not to base his/her opinion on audit matters to other parties.
- Confidentiality**  
Internal Auditors honor the value and ownership of the information they acquire and do not disclose such information without clear authority unless there is a legal or professional obligation that requires them to do so.
- Competency**  
Competence is the ability of the Internal Auditor, which is demonstrated through a combination of knowledge, expertise, experience, and theoretical learning that are required in carrying out internal audit tasks.



## Competency Development

The following are details of competency development participated by the Internal Audit Unit, both leaders and members:

NO.	DATE	ACTIVITY	THEME/TOPIC	ORGANIZER
1	17-19 and 24, 25 March 2021	Online	Preparing Effective Reports	Tempo Institute
2	30-31 March 2021	Online	KSF Investigative Audit	BSU dan Mandiri
3	30-31 March and 1, 8, 9 April 2021	Online	Preparing Effective Reports	Tempo Institute
4	18 March 2021	Online	Digital Disruption Webinar	BSU
5	27 March 2021	Online	Webinar on Challenges, Risks, and Role of Internal Audit in the Implementation of Digital Banking	IAIB
6	8-10 March 2021	Online	Type D Branch SME Products Roll Out	BSU
7	15, 17, 19, 22 March 2021	Offline	SQL	Binus
8	8, 9, 10, 12, 15 March 2021	Online	Micro Product Roll Out of Type D Branch Office (Makassar Area)	BSU
9	13 March 2021	Online	Workshop on Building an Integrated Anti-Fraud Strategy	ACFE
10	14-16 and 21, 22 April 2021	Online	Preparing Effective Reports	Tempo Institute
11	24 April 2021	Online	Webinar on Quality Assurance Improvement Program	Innovassurance
12	17 April 2021	Online	Webinar on Data Analytics 101 cases	Innovassurance
13	14 April 2021	Online	Webinar on the Role of Internal Audit in Securing the Organization towards Digital Transformation in the New Normal Era	PPIAYPIA
14	6-7 April 2021	Online	Training on Digital Banking, The Basic, Environment and Challenges	IAIB
15	8 May 2021	Online	Webinar on Overview and Case Studies of Fraud Events in the Indonesian Banking Industry	IAIB
16	2 May 2021	Online	Webinar on Analyzing Financial Report	Innovassurance
17	27-28 May 2021	Online	Techniques for Detecting and Handling Lies for Internal Audit	LPFA
18	8-11 June 2021	Online	Fraud Auditing 1 Training	LPFA
19	21-22 June 2021	Online	AML-CFT: Regulation Update and How to Audit	IAIB
20	5-6 July 2021	Online	IT Audit Fundamental	IIA
21	5-12 July 2021	Online	Sharia Basic Audit training	BSU
22	16 July 2021	Online	Webinar on Treasury Auditing	Innovassurance
23	23 July 2021	Online	Webinar Risk Management: Value at Risk	Innovassurance
24	4-5 August 2021	Online	Financing Auditing for Internal Auditors	IIA
25	11-12 August 2021	Online	Smart Power Point	Presenta
26	18 August 2021	Online	KSF Treasury Global Market	BSU
27	7-9 September 2021	Online	Quality Assurance For Internal Audit Department	LPAI
28	13-16 September 2021	Online	Tools & Techniques I: New Internal Auditor	IIA
29	13-17 September 2021	Online	Mobile Security Application & Penetration Testing	Systech
30	27-28 September 2021	Online	Cybersecurity Auditing In An Unsecure World	IIA
31	11-12 October 2021	Online	Policies and Procedures to Prevent Fraud	LPAI

NO.	DATE	ACTIVITY	THEME/ TOPIC	ORGANIZER
32	11-15 October 2021	Online	Network Infrastructure & Penetration Testing	Systech
33	18-19 October 2021	Online	Remote Auditing: How to Make an Effective Audit	IIA
34	25-26 October 2021	Online	Root Cause Analysis	IIA
35	25-27 October 2021	Online	Bank Mandiri Audit Course (BMAC)	Bank Mandiri
36	27-29 October 2021	Online	GRC Forum and Conference	IIA
37	26-27 October 2021	Offline	Powerful Investigative Interview: The Best Way to Detect Fraud and Lies	Narapatih
38	4 November 2021	Online	State of The Art In Cybersecurity	Innovassurance
39	3-5 November 2021	Online	Auditing Business Processes	LPAI
40	6 November 2021	Online	Trade Finance Fraud & Precaution	Innovassurance
41	8-9 November 2021	Online	Fraud Detection & Investigation For Internal Auditors	IIA
42	16-19 November 2021	Online	Effective Business Communication	PPM
43	23-25 November 2021	Online	Creative Thinking Techniques	PPM
44	25-26 November 2021	Online	Implementing Combined Assurance in COVID -19 Era	YPAI
45	26-27 November 2021	Online	Embracing Post Pandemic and Digital Era an Everchanging Fraud Landscape	ACFE
46	21-22 December 2021	Online	Fraud in Digital Banking	Mahaka

### Internal Audit Unit Meeting

#### Policy

Based on POJK No. 1/POJK.03/2019, the Internal Audit Unit has the following authorities:

- Holding regular and incidental meetings with the Board of Directors, Board of Commissioners, and the Audit Committee, as well as the Sharia Supervisory Board.
- Attending in strategic meetings.

#### Meeting Frequency

- 31 Internal Audit Meeting with External Audit (Regulator and KAP) involving the Board of Directors, Board of Commissioners, Audit Committee and the DPS as meeting participants.
- 27 Internal Audit Meetings with the Divisional Directors.
- 6 Internal Audit Meetings with the Board of Commissioners and the Audit Committee.
- 3 Internal Audit Meeting with the Sharia Supervisory Board.

### Duty Implementation during the Fiscal Year

Based on the 2021 Annual Audit Plan and Audit Strategy that have been approved by the President Director and the Board of Commissioners, the 2021 audit plan was established at 40 assignments.

The following is the realization of the implementation of audit activities from 2021 to 31 December 2021:

NO.	TYPE OF AUDIT	PLAN	REALIZATION	REALIZATION PERCENTAGE
1.	General Audit	29	46	158.62%
2.	IT Audit	11	15	136.36%
Total		40	61	152.5%

Audit activities are carried out by general audits and information technology audits with a total of 61 audits during 2021 or 152.5% of the target of 40 audit assignments. Achievement of Service Level Agreement (SLA) on submission of opinion on internal control adequacy which includes opinion/ input on Policies, Standard Procedures, Product Manuals, Technical Instructions, and/or Memorandum of Operational Instructions with a total of 156 opinions, reaching 100.18% of the 95% target.

The development of strategic initiatives includes the Implementation of Monitoring Follow-Up on Development of Audit Results (DMTL On Line) and Benchmarking.

### Follow-up of Audit Results

The follow-up progress of the results of the Internal Audit and External Audit Work Units (OJK, BPK, and others) for the 1 February-31 December 2021 period is as follows:

NO	TYPE OF AUDIT	DMTL TOTAL	DTML COMPLETION	DMTL ON PROGRESS AS OF 31/11/2021	STATUS ON PROGRESS AS OF DECEMBER 2021	
					DUE	CURRENT
1	Internal Audit	1,876	1,763	113	-	113
2	External Audit	1,075	918	157	-	157
Total		2,951	2,681	270	-	270

1. The follow-up progress of the Internal Audit results of a total of 1,876 DMTL items and a total of 1,763 items or 94% of the total Internal Audit DMTL has been completed.
2. The follow-up progress of the External Audit results (OJK, BPK, and others.) of the total of 515 DMTL, 358 items have been completed or 69.5% of the total External Audit DMTL.

## INTERNAL CONTROL SYSTEM

Internal control is a supervisory mechanism established by the Bank's management on an ongoing basis. These efforts are conducted to maintain and secure the Bank's assets, ensure the availability of more accurate reports, improve compliance with applicable regulations, reduce the financial impact or the impact of losses, irregularities including fraud, and violations of prudential aspects, as well as to improve organizational effectiveness and improve cost efficiency.

### Objective of internal control implementation

The Internal Control System is a control mechanism established by the Board of Directors with the approval of the Board of Commissioners on an ongoing basis with the following objectives:

1. Maintain and secure the Bank's assets.
2. Ensuring the availability of more accurate reports.
3. Improving compliance with applicable regulations.
4. Reducing the financial impact/ losses, irregularities, including fraud, and violations to the prudence aspect.
5. Improve organizational efficiency and improve cost efficiency.

### Brief Description of the Internal Control System

#### Finance

The Internal Control System in the financial sector will be able to reduce financial impacts/ losses through the availability of reliable financial information to Management in a correct, comprehensive, and timely manner, relevant to the need for proper and accountable decision making.

#### Operations

The Internal Control System in terms of operations aims to increase the effectiveness and efficiency of the utilization of assets and other resources in order to protect the Bank from the risk of loss.

#### Compliance with the Legislation

The Internal Control System in terms of compliance with laws and regulations will ensure that all business activities of the Bank have been carried out in accordance with applicable sharia principles and laws and regulations, both regulations issued by the government, banking regulators, Bank supervisory authorities, as well as policies, regulations, and internal procedures established by the Bank.

#### Management Oversight and Control Culture

The implementation of a reliable and effective Internal Control System (SPI) is a collective responsibility of all parties involved in the Bank's organization. Based on the Internal Control System Policy of Bank Syariah Indonesia, the responsibility for implementing the SPI is carried out by:

1. Board of Commissioners.
2. Board of Directors/SEVP (Senior Executive Vice President).
3. Sharia Supervisory Board.
4. Relevant work units (including the Internal Audit Unit/ IAU).
5. Bank officials and employees.
6. External parties.

The following is the description of the responsibilities of the parties mentioned above:

NO.	ORGANIZATION	DUTIES AND RESPONSIBILITIES
1	Board of Commissioners	The Bank's Board of Commissioners is responsible for supervising the implementation of internal control in general, and in line with sharia principles, which are the foundation of the Bank's operations, including the policies of the Board of Directors that determine the internal control.
2	Board of Directors/SEVP	The Bank's Board of Directors/SEVP is responsible for creating and maintaining an effective Internal Control System (SPI) and ensuring that the system is running in a safe and reliable manner, in accordance with the internal control objectives set by the Bank. The Director in charge of the Compliance Function has played an active role in preventing irregularities made by management in setting policies related to prudential principles, including sharia principles.
3	Sharia Supervisory Board	The Bank's Sharia Supervisory Board is responsible for providing advice and suggestions to the Board of Directors as well as supervising the Bank's activities to comply with Sharia principles, assessing and ensuring compliance with sharia principles on operational guidelines and products issued by the Bank.
4	Relevant Work Units	
	Internal Audit Unit (IAU)	The IAU evaluates and has an active role in improving the effectiveness of the Internal Control System on an ongoing basis in relation to the operational implementation of BSI that has the potential to cause losses in achieving the targets set by BSI management
	Compliance Work Unit	Serves to monitor, measure, control, and report risks in order to improve the Internal Control System.
	Risk Management Work Unit	Serves to monitor, measure, control, and report risks in order to improve the Internal Control System.
	Other Work Units	Responsible for maintaining and implementing an effective control system in each work unit as well as ensuring that the system is running in a safe and sound manner in accordance with the objectives of the Internal Control System set by the Bank.
5	Bank Officials and Employees	Every officer and employee of the Bank is required to understand and implement the Internal Control System (SPI) that has been determined by the Bank Management. Effective internal control will increase the responsibilities of officials and employees, encourage an adequate risk culture, and accelerate the identification process of unhealthy banking practices and on the organization through an efficient early detection system.
6	External Parties	External parties include the Financial Services Authority (OJK), Bank Indonesia (BI), External Auditors, and Customers with an interest in the implementation of a reliable and effective Bank Internal Control System

## Control Culture

### Organizational Culture

The Board of Directors and Board of Commissioners are responsible for improving work ethics and high integrity as well as creating an organizational culture that emphasizes on the importance of the applicable internal control in the Bank to all employees.

In order to create a control culture, the measures that have been taken into consideration and implemented by the Bank include:

1. The Board of Directors and Board of Commissioners as role models for all employees or have a high personal commitment to the development of a sound Bank.
2. The Board of Directors and Board of Commissioners manage human capital, including in the process of placing employees according to skills, knowledge, and behavior.
3. The Board of Directors and Board of Commissioners increase the awareness of all Bank employees regarding the importance of effective implementation of their respective duties and responsibilities and subsequently the employees communicate to the relevant management regarding any issues that occur in the Bank's operational activities.

### Bank Internal Provisions as Support for the Control Culture

To support the control culture, all policies, standard procedures, product manuals, and/or technical operational instructions, have been documented in writing and are available or accessible to every relevant employee. The following are internal provisions related to the internal control system, among others:

1. Internal Audit Charter of PT Bank Syariah Indonesia Tbk, taking effect on 01 February 2021.
2. Internal Audit Policy of PT Bank Syariah Indonesia Tbk, taking effect on 27 August 2021.
3. Internal Control System Policy of PT Bank Syariah Indonesia Tbk, taking effect on 01 February 2021.
4. Anti-Fraud Policy of PT Bank Syariah Indonesia Tbk, taking effect on 01 February 2021.
5. Standard Procedures for Internal Audit Control, taking effect on 27 August 2021.
6. DMTL Online Operational Technical Manual (D-ONE), taking effect on 01 February 2021.
7. Continuous Monitoring Operational Technical Instructions, taking effect on 01 February 2021.

### Strengthening of Ethical Values

In order to strengthen ethical values, the Bank avoids policies and practices that can lead to incentives or opportunities to commit deviations or violations, such as emphasizing on achieving short-term targets by ignoring the impact of long-term risks, compensation systems that only focus on short-term performance, ineffective separation of functions, and imposition of sanctions that are too light or too excessive for the violations committed. This is regulated through Human Capital Policies, Human Capital Standard Operating Procedures (SOP), and Technical Operational Guidelines (TOP) for Gratuity Control.

### Identification and Assessment of Risk

Risk assessment is a series of actions carried out by the Board of Directors in the context of identifying, analyzing, and assessing the risks faced by the Bank in order to achieve the established targets.

Risks that may arise or change according to the conditions of the Bank include:

1. Changes in the Bank's operational activities;
2. Changes to personnel structure;
3. Changes in information system;
4. Rapid growth in certain business activities;
5. Technological development;
6. Development of new services, products, or activities;
7. Business mergers, business consolidations, takeovers, and restructuring of the Bank;
8. Changes in the accounting system;
9. Business expansion;
10. Changes to laws and regulations; and,
11. Changes in customer behavior and expectation.

The Bank believes that an effective SPI requires the Bank to continuously identify and assess risks that may affect the achievement of targets. The risk assessment is carried out by the Internal Auditor, to ensure that the scope of the audit carried out is wider and more comprehensive.

The risk assessment identifies the types of risks faced by the Bank, setting risk limits, and risk control techniques. The risk assessment methodology becomes a benchmark for creating a risk profile in the form of data documentation that can be updated regularly. Risk Assessment also includes an assessment of measurable (quantitative) and non-measurable (qualitative) risks as well as controllable and uncontrollable risks, taking into account the costs and benefits. Furthermore, the Bank decides whether to take the risk, by reducing certain business activities.

Risk Assessment covers all risks faced, both individual risk and as a whole in the aggregate, which includes: Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Legal Risk, Reputational Risk, Strategic Risk, Compliance Risk, Return Risk, and Investment Risk.

Internal control is reviewed appropriately in the event that there are risks that have not been controlled, both existing risks and emerging risks. The implementation of the review includes, among others, continuous evaluation on the effects of any changes in the environment and conditions, as well as the impact of target achievement or the effectiveness of internal control in the Bank's operational and organizational activities.

### Control Activities and Separation of Functions

Control activities involve all employees of the Bank, including the Board of Directors and have been planned and implemented to control the identified risks, to ensure that they run in an effective manner. Control activities include the establishment of control policies and procedures as well as an early verification process to ensure that the policies and procedures are consistently adhered to, and are activities that are inseparable from every function or activity of the Bank.

### Control Activity

Control activities include policies, procedures, and practices that provide confidence to the Bank's officials and employees that the directives of the Bank's Board of Directors, Sharia Supervisory Board, and Board of Commissioners have been implemented effectively. These control activities will be able to assist the Bank's Board of Directors, Sharia Supervisory Board, and Board of Commissioners in managing and controlling risks that may affect performance or result in losses to the Bank.



Control activities are implemented at all functional levels in accordance with the Bank's organizational structure, which at least includes:

#### 1. Management Review (Top Level Management)

The Bank's Board of Directors periodically requests for explanations (information) and operational performance reports from officials and employees, enabling the Board of Directors to review the results of progress (realization) compared to the set targets, such as financial statements compared to the set budget plan. Based on the review, the Board of Directors immediately detects problems such as control weaknesses, financial statement errors, or fraud.

#### 2. Operational Performance Review (Functional Review)

This review is carried out by the Internal Audit Unit (IAU) with a higher frequency, both daily, weekly, and monthly reviews. In reviewing operational performance, the IAU performs the following:

- a. Reviewing the risk assessment (risk profile report) generated by the Risk Management Work Unit.
- b. Analyzing operational data, both risk-related data and financial data, namely verifying details and transaction activities compared to the output (report) generated by the Risk Management Unit.
- c. Reviewing the realization of the implementation of the work plan and budget, in order to:
  - Identifying the cause of significant irregularities.
  - Determining requirements for corrective actions

#### 3. Information System Control

The Bank verifies the accuracy and completeness of transactions and carries out authorization procedures, in accordance with the Bank's internal regulations. Information system control activities can be classified into 2 (two) criteria, namely:

- a. General controls, including control over data center operations, software procurement and maintenance systems, access security, as well as development and maintenance of existing application systems. These general controls are applied to the mainframes, servers, and users' workstations, as well as to internal-external networks.
- b. Application control, applied to programs utilized by the Bank in processing transactions and to ensure that all transactions are true, accurate, and properly authorized. In addition, application control must be able to ensure the availability of an effective audit process and to check the correctness of the intended audit process.

#### 4. Physical Controls

- a. Physical asset control is carried out to ensure the implementation of physical security for the Bank's assets.
- b. This activity includes securing assets, records, and limited access to computer programs and data files, as well as comparing the value of the Bank's assets and liabilities with the values stated in the control records, particularly checking the value of assets on a regular basis.

#### 5. Documentation

- a. The Bank has formalized and adequately documented policies, procedures, accounting systems and standards, as well as the audit process, including the 2021 Accounting Policies, 2021 Accounting Standard Operating Procedures (SOPs), and Technical Operating Procedures (TOP) for Accounting Reconciliation and Monitoring of Head Office and Bank Outlets in 2021.
- b. The document must be updated regularly in order to illustrate the actual operational activities of the Bank, and must be informed to Bank officials and employees.
- c. Upon request, these documents must always be available in the interest of the Internal Auditor, Public Accountant, and Bank Supervision by the Financial Services Authority (OJK).
- d. The accuracy and availability of documents must be assessed by the Internal Auditor when conducting routine or non-routine audits.

#### Separation of Functions

The separation of functions is intended to ensure that everyone in their position does not have the opportunity to commit and hide mistakes or irregularities in the implementation of tasks at all levels of the organization and all steps of operational activities. The Bank adheres to the principle of separation of functions, known as the "Four-Eyes Principle".

If required, due to changes in the characteristics of business and transaction activities, as well as the Bank's organization, the Bank's Board of Directors has established procedures (authorities), including the establishment of a list of officers who can access high risk transactions or business activities.

An effective Internal Control System (SPI) requires the separation of functions and avoiding the assignment of authorities and responsibilities that can lead to various conflicts of interest. All aspects that may lead to conflicts of interest have been identified, minimized, and carefully monitored by other independent parties, such as a Public Accountant.

In implementing the separation of functions, the Bank has taken several measures, among others:

1. Establish certain functions or tasks that separate or allocate several people in order to reduce the risk of manipulation of financial data or misuse of Bank assets.
2. The separation of functions is not limited to front and back-office activities, but also in the context of controlling the following:
  - a. Approval of disbursement of funds and realization of expenditure.
  - b. Customer accounts and bank owner accounts.
  - c. Transactions in the Bank's bookkeeping.
  - d. Providing information to Bank customers.
  - e. Assessment on the adequacy of financing documentation and monitoring of debtors after the disbursement of financing.
  - f. Other business activities that may cause a conflict of interest.
  - g. Independence of the Bank's Risk Management function.

#### Accounting and Information System

An adequate accounting, information, and communication system aims to identify problems that may arise and be used as a means of exchanging information in the context of carrying out tasks in accordance with their respective responsibilities.

1. Accounting System
  - a. The Accounting System includes methods and records in order to identify, classify, analyze, classify, record or post, and report Bank transactions.
  - b. To ensure accurate and consistent accounting data with available data based on system processing results, the reconciliation process between accounting data and management information system is carried out periodically or at least every month. Any irregularities that occur have been investigated and the issues have been resolved. The reconciliation process has also been documented as part of the overall requirement for audit trail process.
2. Information System
  - a. The information system must be able to generate reports on business activities, financial conditions, implementation of Risk Management, and compliance with provisions that support the implementation of the duties of the Board of Directors and Board of Commissioners.
  - b. An effective Internal Control System (SPI) at least provides sufficient and comprehensive internal data or information regarding the Bank's finances and the Bank's compliance with laws and regulations, market information (external conditions), as well as any events and conditions required for the appropriate and accountable decision making.

- c. The SPI has provided a reliable information system regarding all functional activities of the Bank, especially functional activities that are significant and have high risk potential. The information system, including the system for storing and using electronic data, is guaranteed to be safe, monitored by an independent party (Internal Auditor), and is supported by an adequate contingency program.
- d. The Bank has organized a contingency recovery plan and a back-up system to prevent high-risk business failures. To ensure that the entire contingency recovery plan and process as well as the backup system are working effectively, the implementation of procedures, processes, and the backup system has been documented and tested for effectiveness on a regular basis. The Bank documents the implementation of testing periodically, furthermore, the Board of Directors has given full attention to the findings of weaknesses in procedures, processes and systems based on the test results, and subsequently took the necessary corrective measures.
- e. The Bank has established and maintains a management information system that is organized, both in electronic and non-electronic forms. Given that the electronic information system and the use of information technology have a risk impact, the Bank has controlled it effectively in order to avoid business interruptions and the possibility of significant losses.
- f. In the context of internal control over the operation of information systems and technology, the Bank has taken into account the following matters:
  - Availability of sufficient evidence and documents to support the audit trail process. The audit trail process is implemented effectively and documented to ensure that the automation process has worked effectively and accurately. The IAU assesses the effectiveness and accuracy of the audit trail process when evaluating the implementation of the Bank's internal control.
  - Implementation of control over computer systems and their security (general controls) as well as controls on software applications and other manual procedures (application controls).
  - Anticipating the risk of disruption or loss caused by factors that are beyond the scope of the Bank's routine control, to that end, the Bank organizes a recovery system and contingency plan as well as regular checks on the possibility of issues that are difficult to predict beforehand (disaster and recovery plan).





- The information system provides data and information that is relevant, accurate, timely, accessible to interested parties, and presented in a consistent format.
  - As part of the recording or bookkeeping process, the Bank's information system is supported by a proper accounting system, including the establishment of procedures and schedules for retention of transaction records.
3. Communication System
- a. The communication system is able to provide information to all parties, both internal and external, such as the Financial Services Authority (OJK), External Auditors, Shareholders, and Bank Customers.
  - b. The Bank's Internal Control System (SPI) has ensured that there are effective communication channels to ensure that all Bank officials and employees fully understand and comply with policies and procedures in carrying out their duties and responsibilities.
  - c. The Bank's Board of Directors maintains an effective communication channel to ensure that the required information is accessible to interested parties. This applies to any information, both regarding established policies and procedures, risk exposure, and actual transactions, as well as regarding the Bank's operational performance.
  - d. The Bank's organizational structure allows for adequate flow of information, namely information up, down, and across work units or work units, as follows:
    - Upward information to ensure that the Bank's Board of Directors, Board of Commissioners and executive officers are aware of the risks and operational performance of the Bank. The information channel can respond well, resulting in the implementation of corrective measures and can be observed by the management.
    - Downward information to ensure that the Bank's objectives, strategies and expectations as well as policies and procedures have been communicated to lower-level managers and operators.
    - Across work unit information to ensure that information recognized by a particular work unit can be conveyed to other relevant work units, in particular to prevent conflicts of interest in decision making and to create adequate coordination.

### Monitoring Activities and Deviation Corrective Actions

In its implementation, the following are realized:

1. The Bank conducts continuous monitoring on the overall effectiveness of internal control implementation. Monitoring on the Bank's main risks is prioritized and serves as part of the Bank's daily activities, including periodic evaluations, both by the operational work unit (risk taking unit) and by the IAU.
2. The Bank continuously monitors and evaluates the adequacy of the Internal Control System (SPI) in relation to changes in internal and external conditions and increases the capacity of the SPI to ensure that its effectiveness can be improved.
3. Measures taken by the Bank in the context of implementing effective monitoring activities include:
  - a. Ensuring that the monitoring function has been clearly defined and well-structured within the Bank's organization.
  - b. Establish a work unit or employee that is assigned to monitor the effectiveness of internal control.
  - c. Establishing the appropriate frequency for monitoring activities based on the risks inherent in the Bank and the nature or frequency of changes that occur in operational activities.
  - d. Integrating the Internal Control System (SPI) into operational activities and providing routine reports, such as bookkeeping journals, management reviews, and reports regarding approval of exceptions or deviations from established policies and procedures (justification for irregularities), which will then be reviewed;
  - e. Reviewing documentation and evaluation results from work units or employees assigned to carry out monitoring.
  - f. Establishing information or feedback in an appropriate format and frequency.

### Functions of the Internal Audit Unit (IAU)

1. The Bank implements an effective and comprehensive internal audit on the Internal Control System (SPI). The implementation of internal audit carried out by the IAU is supported by independent, competent, with sufficient number of auditors.
2. As part of the SPI, the IAU reports findings directly to the Board of Commissioners or the Audit Committee, the President Director, and the Director in charge of the compliance function.
3. The IAU conducts an independent assessment on the Bank's adequacy and compliance with the established policies and procedures.

4. In determining the position, authority, responsibility, professionalism, organization, and scope of duties of the Internal Audit Unit, the Bank is also guided by the provisions of laws and regulations regarding the implementation of the compliance function for commercial banks and the standards for the implementation of the internal audit function.

#### **Fixing of Weaknesses and Corrective Actions for Deviations**

1. Weaknesses in internal control, both identified by the operational work unit (risk taking unit), the IAU, or other parties, are reported to and brought to the attention of the authorized official and/or Board of Directors. Material internal control weaknesses have been reported to the Board of Commissioners.
2. Corrective measures taken by the Bank in order to improve internal control weaknesses, among others:
  - a. Every report regarding weakness in internal control or ineffectiveness of Bank Risk control has been followed up by the Board of Directors, Board of Commissioners, and related executive officers.
  - b. The IAU conducts reviews or other adequate monitoring measures on weaknesses that occur and immediately reports to the Board of Commissioners, the Audit Committee, and the President Director in the event that there are weaknesses that have not been corrected or recommendations for corrective actions that have not been followed up.
  - c. To ensure that all weaknesses have been followed up, the Board of Directors creates a system that can track weaknesses in internal control and take corrective measures.
  - d. The Board of Directors and Board of Commissioners receive periodic reports in the form of an overview of the results of the identification of all issues in internal control.

#### **Conformity with COSO**

The Internal Control System consists of 8 (eight) components that are interrelated with each other and are implemented effectively at all organizational levels of Bank Syariah Indonesia in order to oversee the achievement of the Bank's objectives. This Internal Control System is a development of the 5 (five) main elements of the Internal Control System regulated by the Regulator based on POJK No. 35/SEOJK.03/2017 on Standard Guidelines for Internal Control Systems for Commercial Banks.

At BSI, the Internal Control System is realized in the form of an Internal Control System Policy that refers to the 2008 Model COSO as developed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO), which consists of:

1. Internal Environment
2. Objective Setting
3. Event Identification
4. Risk Assessment
5. Risk Response
6. Control Activities
7. Information & Communication
8. Monitoring

#### **Overview on the Effectiveness of the Internal Control System**

The Bank conducts continuous monitoring on the adequacy and effectiveness of internal control implementation. Weaknesses in internal control, both identified by the operational work unit (risk taking unit), the Internal Audit Unit or other parties, must be immediately reported to and brought to the attention of the authorized official or the Board of Directors. Material internal control weaknesses must also be reported to the Board of Commissioners.

#### **Statement of the Board of Directors and/or Board of Commissioners on the Adequacy of the Internal Control System**

##### **Evaluation of Internal Control System Implementation**

The Board of Directors is responsible for the implementation of a reliable and effective Internal Control System and has an obligation to promote an effective risk awareness culture and ensure that it is inherent at every level of the organization.

The Internal Audit is responsible for evaluating and playing an active role in improving the effectiveness of the Internal Control System on an ongoing basis related to the implementation of bank operations in achieving the targets set by the company. Internal Audit conducts periodic and incidental audits of all activities in the Work Unit.

The results of the evaluation on the Internal Control System are submitted to the Board of Directors and Board of Commissioners for effective follow-up and monitoring of their implementation. In order to strengthen the Internal Control System, particularly to control fraud incidents, PT Bank Syariah Indonesia Tbk has implemented a comprehensive and integrated anti-fraud strategy as part of its strategic policy. Based on the evaluation carried out during 2021, the Board of Directors and Board of Commissioners stated that the Internal Control System at PT Bank Syariah Indonesia Tbk in general has been adequate.

## RISK MANAGEMENT

The discussion on risk management is presented in a separate chapter contained in this Annual Report.

## PUBLIC ACCOUNTANT

Based on the Financial Services Authority Regulation No. 32/POJK.03/2016 on amendments to No. 6/POJK.03/2015 on Transparency and Publication of Bank Reports, audits of the Bank's financial statements for the 2021 fiscal year have been carried out by independent, competent, professional, and objective public accountants, in accordance with the Professional Standards of Public Accountants, as well as work agreements and audit scopes which have been set.

The Bank holds regular meetings with external auditors to discuss several significant issues. This is conducted to ensure that the audit process is in accordance with the Professional Standards of Accountants and the work agreement as well as the audit scope that has been determined. In addition, the audit results will be able to be completed in accordance with the set target time.

### Implementation of External Audit Function

The External Auditor has a function to audit the Bank's financial statements, form and express an opinion on the fairness of the Bank's financial statements as well as auditing internal controls, including re-audit items that have been audited by Internal Audit and observation of procedures carried out by Internal Audit.

Considerations for the need for External Audit for a Bank include the following:

1. The implementation of good corporate governance requires an internal audit function that is independent and has adequate authority, competent resources, and access to information.
2. The implementation of an effective internal audit provides independent assurance to the Bank regarding the quality and effectiveness of internal control, risk management, as well as processes and governance systems to protect the organization and reputation of the Bank;
3. The bank's internal audit practice includes the application of the professional standards of internal audit set by the internal audit association;

The purpose of the audit is to express an opinion on the financial statements. The Second Party Audit is carried out based on the Auditing Standards set by the Indonesian Institute of Certified Public Accountants (Indonesian Auditing Standard). The standards require the Second Party to comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves the implementation of procedures to acquire audit evidence regarding the figures and disclosures in the financial statements. The procedure selected depends on the auditor's judgment, including an assessment on the risks of material misstatement of the financial statements, whether due to fraud or error. In performing the risk assessment, the auditor considers internal control that are relevant to the fair preparation and presentation of the First Party's financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the First Party's internal control.

Bank Indonesia Regulation No. 11/3/PBI/2009 dated 29 January 2009 on Sharia Commercial Banks, Article 3 confirms that Banks must have articles of association which in addition to meeting the requirements of the articles of association, as stipulated in the provisions of laws and regulations must also contain the following provisions: The Bank's GMS determines management duties, remuneration of the Board of Commissioners and Board of Directors, annual accountability report, appointment and fees for public accountant services, use of profits, and other matters stipulated in Bank Indonesia regulations.

Furthermore, Financial Services Authority Regulation No. 6/POJK.03/2015 dated 31 March 2015 on Transparency and Publication of Bank Reports, Article 6: Financial statements for the position of the end of December announced on a quarterly and annual basis must be audited by a Public Accountant registered with the Financial Services Authority.

Financial Services Authority Regulation No. 13/POJK.03/2017 dated 27 March 2017 on the Use of Public Accountants and Public Accounting Firms in Financial Services Activities Article 13 paragraph (1): Appointment of Public Accountants (AP) and/or Public Accounting Firms (KAP) to provide audit services on annual historical financial information must be decided by the General Meeting of Shareholders of the Party Conducting Financial Services Activities by taking into account the proposal of the Board of Commissioners.

### Appointment of Public Accountant

1. The appointment of KAP and AP as well as the determination of fees/honorariums to audit the Company's books for the year are carried out based on the recommendation of the Board of Commissioners in accordance with the recommendations of the Audit Committee.
2. KAP and/or AP that have carried out the audit work well, can be re-proposed to audit the annual financial statements of the following financial year after taking into account the requirements in the applicable provisions.

The following are the requirements to audit the Company's financial statements for the fiscal year ending 31 December 2021 and the evaluation of the Board of Commissioners:

- The Public Accounting Firm has a valid business license from the Ministry of Finance.
- The Public Accounting Firm is registered in the Public Accounting Firm Information System of the Audit Board.
- The Public Accountant who is the Signing Partner is actively registered at the Center for Financial Professional Development of the Ministry of Finance and the Financial Services Authority and SOE Banks that are members of the State Bank Association.
- Affiliated as a member (not correspondence) of an international Public Accounting Firm.
- Experienced in auditing the annual financial statements of commercial banks with breast of more than Rp10 trillion
- Experienced in auditing the annual financial statements of Sharia banks or Sharia business units.

#### Public Accounting Firm

YEAR	PUBLIC ACCOUNTING FIRM	PERIOD	NAME OF ACCOUNTANT	PERIOD OF ACCOUNTANT	AUDIT FEES
2021	Public Accounting Firm Tanudiredja, Wibisana, Rintis, & Rekan	1 year assignment	M. Jusuf Wibisana	1 year assignment	Rp5,100,000,000 (including: VAT & OPE)

#### Other Services Provided

There were no other services provided to the Bank by KAP in the fiscal year.

results in greater challenges and risk exposures, accordingly, various efforts are required to mitigate these risks.

#### Audit Opinion for the Fiscal Year

The audit results provided a "Fair" opinion, in all material respects, the financial position of PT Bank Syariah Indonesia Tbk as of 31 December 2021, as well as a statement of profit or loss and other comprehensive income, a statement of changes in equity, a statement of cash flows, a report on sources and distribution of *zakat* funds, and reports on sources and uses of charity funds for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Efforts that must be carried out by the Compliance Unit are ex-ante in nature, which are highly crucial to reduce or minimize the potential risks of bank business activities that are expected to occur. To implement the compliance function, the company has established a Compliance Work Unit, which is independent of the operational work unit.

The compliance function consists of a series of strategies used by the Bank to ensure that the policies, regulations, systems and procedures, as well as the business activities carried out by the Bank are in accordance with the provisions of Bank Indonesia and the prevailing laws and regulations.

#### Coordination of External Auditor and Audit Committee

Bank Syariah Indonesia continuously strives to improve communication between the Public Accounting Firm, the Audit Committee, and the Internal Audit in order to minimize the obstacles that occur during the audit process. In order to ensure that the audit process is in accordance with the Professional Standards of Accountants as well as the work agreement and scope of the audit that has been determined and completed according to the set target time, regular meetings are held to discuss several significant issues.

In implementing the Compliance function, Bank Syariah Indonesia refers to Financial Services Authority Regulation No.46/POJK.03/2017 dated 12 July 2017 on Implementation of the Compliance Function of Commercial Banks.

#### Organizational Structure

BSI has established a Compliance Work Unit in accordance with Financial Services Authority Regulation No.46/POJK.03/2017 on Implementation of the Compliance Function of Commercial Banks. The Compliance Unit is headed by a Compliance Group Head who is responsible to the Compliance Director. As of 31 December 2021, the number of personnel in the Compliance Work Unit is 39 people.

## COMPLIANCE FUNCTION

Bank Syariah Indonesia is committed that compliance with regulations from Bank Indonesia, the Financial Services Authority, as well as other laws and regulations, must be implemented by the Board of Commissioners, Board of Directors, and all employees within the Bank's organization. Therefore, any failure to implement compliance can lead to compliance risk, reputation risk, and other risks. This

#### Director in Charge of the Compliance Function

BSI has appointed a Compliance Director who oversees the compliance ranks in accordance with Financial Services Authority Regulation No. 46/POJK.03/2017 on



Implementation of the Compliance Function of Commercial Banks. Currently, the Director of Compliance is Tribuana Tunggadewi. The Compliance Director has passed the Fit and Proper Test from the OJK, this proves that independence has been fulfilled. The Compliance Director has met the independence requirements and other criteria as determined by Bank Indonesia and the Financial Services Authority.

#### Independency of the Compliance Unit

There is no financial relationship, management relationship, relationship of share ownership and family of the Compliance Director with Members of the Board of Commissioners, with the Sharia Supervisory Board and between fellow members of the Board of Directors and with Controlling Shareholders, thereby the Compliance Director is able to act independently in carrying out its duties and responsibilities.

#### Duties and Responsibilities of the Compliance Function

The Compliance Function has duties and responsibilities to:

1. Develop the measures to support the creation of compliance culture in all business activities of the Bank at every level of the organization;
2. Identifying, measuring, monitoring, and controlling compliance risk by referring to the provisions of the Financial Services Authority which regulates the implementation of risk management for commercial banks and the provisions of the Financial Services Authority that regulate the implementation of risk management for sharia commercial banks and sharia business units;
3. Assessing and evaluating the effectiveness, adequacy and suitability of policies, provisions, systems and procedures of the Bank with the provisions of laws and regulations;
4. Conduct a review and/or recommend the updating and improvement of policies, provisions, systems and procedures of the Bank in accordance with the provisions of the Financial Services Authority and provisions of laws, including Sharia Principles for sharia commercial banks and sharia business units;
5. Make efforts to ensure that the policies, provisions, systems and procedures, as well as the Bank's business activities are in accordance with the provisions of the Financial Services Authority and the provisions of laws;
6. Perform other duties related to the compliance function.

#### Duty Implementation During the Fiscal Year

Throughout the 2021 financial year, the Compliance Function has carried out its duties with the following descriptions:

1. Socialization and Follow-up of New Regulations
  - a. Disseminate regulations using various media, such as memos, emails or the GRC Compass application. If there is a new external regulation, the regulation will be announced and socialized through compliance news to all BSI employees.

- b. Analyzing and compiling a resume on new regulations issued by the Regulator (Bank Indonesia, Financial Services Authority, Financial Services Authority-Capital Market, LPS or other external regulations related to Banking) and submitted to the Board of Commissioners, Board of Directors, SEVP and related Group Heads.

- c. Conducting online/virtual regulation socialization to related work units if there are new regulations/provisions.
- d. Submit a compliance opinion on every request for advice/ compliance opinion of Working Group Policy & Procedure (WPP).

#### 2. Bank's New Products and Activities

Carry out mentoring/clinic on the Bank's New Products and Activities (PAB) with related Work Units included in the PAB criteria into the RBB.

#### 3. Compliance Testing

Conducting analysis, evaluating the effectiveness, adequacy, and suitability, as well as test compliance with policies and decisions of the Board of Directors that are financing and non-financing related, as well as providing reviews, opinions and compliance responses to current policies and contracts that will be used to ensure compliance with the provisions and applicable sharia principles.

#### 4. Compliance Monitoring

- a. Updating the reminder system for reporting obligations to third parties and PIC reports to third parties, as well as strengthening and enhancing the Compliance Information System (SIK);
- b. The Compliance Unit monitors the prudential banking ratio including the ratio of NPF, LLL, Statutory Reserves, Net Open Position, and CAR;
- c. The Compliance Unit ensures the fulfillment of all BSI commitments on the findings of OJK, BPK, External Auditors and other regulatory parties.

#### 5. Good Corporate Governance (GCG)

- a. Carry out compliance with the provisions/ policies and procedures that must be owned by the Bank in accordance with the provisions of the regulations contained in the OJK Regulation, BI Regulation and BI Circular Letter on GCG Implementation in Sharia Commercial Banks (BUS) & Sharia Business Units (UUS).
- b. Fulfillment of the Governance Structure and GCG policy in accordance with the regulations contained in the Financial Services Authority through Bank Indonesia Regulation No. 11/33/PBI/2009 on the Implementation of GCG in BUS and UUS.
- c. GCG Self-Assessment and GCG Implementation Report in accordance with the regulations contained in the Financial Services Authority through Bank Indonesia Regulation No. 11/33/PBI/2009, Financial Services Authority Regulation No. 8/POJK.03/2014 and Financial Services

- Authority Circular Letter No.10/SEOJK.03/2014 on Assessment on the Soundness Level of Sharia Commercial Banks and Sharia Business Units.
- d. Implementation of Governance, Risk, and Compliance at BSI
6. Syariah Compliance
    - a. Ensuring that all products and services of the Bank, the Operational Guidelines for products and services are in accordance with the Fatwa of the National Sharia Council (DSN) and the Opinion of the Sharia Supervisory Board (SSB).
    - b. Assist in the preparation of new products and activities.
    - c. Provide assistance in large amounts of financing which is the decision of the board of directors.
    - d. Ensure that the proposed policy submissions and the Board of Directors' decisions are in conformity with the applicable sharia principles.
    - e. Ensuring the implementation of sharia principles in the ex-post stage (in collaboration with the IAU)
    - f. Conduct sampling tests to branch offices to ensure that the implementation of activities at branch offices is in accordance with sharia principles.
  7. Implement Compliance Assurance on the Bank's Operational activities. Compliance assurance is carried out in an effort to ensure that the decisions made by management are in accordance with applicable regulations.
    - a. Financing
      - (1) Reviewing financing compliance, technical meeting implementation, and providing financing compliance opinions at the Board of Directors Level Financing Committee Meetings.
      - (2) Reviewing compliance with large debtor financing that has been disbursed in order to ensure compliance with the disbursement process and fulfillment of customer agreements with the Bank.
    - b. Office Network of the Bank
      - (1) Ensuring that operational preparation for opening, changing of location address, improving the status of bank offices has met the requirements through the issuance of a compliance checklist set by the regulator
      - (2) Monitoring the fulfillment of RBB (Bank Business Plan) related to the realization of office network development
    - c. Cost Control
      - (1) Ensuring compliance with the procurement of goods and services through reviews and opinions on the implementation of the plan for the procurement of goods and services
      - (2) Ensuring the expenditure of other costs in bank operations that can improve the efficiency of cost control
      - (3) Carry out a compliance review in the context of cost control, which is carried out through a sampling test

d. Other Operational Activities

- (1) Conduct compliance testing on the implementation of operational activity processes
  - (2) Provide compliance opinion on operational activities that require opinion from the Compliance Function.
- These activities are carried out to ensure that all business activities and bank operations are in accordance with applicable laws and regulations, and to ensure that all commitments to other parties have been carried out.
- 6.1 The Board of Directors has a self-assessment policy to assess the performance of the Board of Directors.
  - 6.2 The self-assessment policy to assess the performance of the Board of Directors is disclosed through the Public Company's annual report.
  - 6.3 The Board of Directors has a policy regarding the resignation of members of the Board of Directors if they are involved in financial crimes.

## ANTI MONEY LAUNDERING AND COUNTER FINANCING OF TERRORISM (AML & CFT) POLICY

Law No. 8 of 2010 on the Prevention and Eradication of the Crime of Money Laundering defines money laundering transactions as activities related to receiving placements, deposits, withdrawals, book transfers, transfers, payments in the form of money. This includes grants, donations, safekeeping, and/or exchange of a sum of money or other actions and/or activities related to money.

While the financing of terrorism as confirmed in Law no. 9 of 2013 on the Prevention and Eradication of Terrorism Financing Crimes, are all actions in the context of providing, collecting, giving, or lending funds, either directly or indirectly. The purpose of the activity is to be used and/or known to be used for terrorist activities, terrorist organizations, or terrorists.

The policy of PT Bank Syariah Indonesia Tbk ("BSI", "Bank") related to Anti-Money Laundering and Counter Financing of Terrorism (AML & CFT), among others refer to these regulations. Up to now, policies related to AML & CFT have been implemented in the Bank and will continue to be evaluated periodically to be adjusted to developments, especially those occurring in the financial and banking industry.





### Legal Basis of Implementation

In implementing policies regarding AML & CFT, BSI refers to a number of regulations, both external and internal, including the following.

#### External Regulations

1. Law No. 8 of 2010 on the Prevention and Eradication of the Crime of Money Laundering.
2. Law No. 9 of 2013 on the Prevention and Eradication of the Financing of Terrorism.
3. Law No. 21 of 2008 on Sharia Banking.
4. Law of the Republic of Indonesia No. 3 of 2011 dated 23 March 2011, on Fund Transfer, along with all the amendments.
5. Financial Services Authority Regulation No. 12/POJK.01/2017 on Implementation of Anti-Money Laundering and Counter Financing of Terrorism Programs in the Financial Services Sector.
6. Financial Services Authority Regulation No. 23/POJK.01/2019 on the Amendment to Financial Services Authority Regulation No. 12/POJK.01/2017 on the Implementation of Anti-Money Laundering and Counter Financing of Terrorism Programs.
7. Financial Services Authority Circular Letter (SEOJK) No. 32/SEOJK.03/2017 on Implementation of Anti-Money Laundering and Counter Financing of Terrorism Programs in the Banking Sector
8. Financial Services Authority Circular Letter No. 38/SEOJK.01/2017 dated 18 July 2017 on Guidelines for the Immediate Blocking of Customer Funds in the Financial Services Sector whose identities are listed in the List of Suspected Terrorists and Terrorist Organizations, along with all the amendments.
9. Financial Services Authority Circular Letter No. 29/SEOJK.01/2019 dated 23 December 2019 on Amendment to the Circular Letter of the Financial Services Authority No. 38/SEOJK.01/2017 on Guidelines for the Immediate Blocking of Customer Funds in the Financial Services Sector whose identities are listed in the List of Suspected Terrorists and Terrorist Organizations.
10. Financial Services Authority Circular Letter No. 31/SEOJK.01/2019 dated 26 December 2019 on Guidelines for the Immediate Blocking of Customer Funds in the Financial Services Sector whose identities are listed in the Funding List for the Proliferation of Weapons of Mass Destruction.
11. Regulation of the Head of PPATK No. PER-09/1.02.2/PPATK/09/12 on Procedures for Submission of Suspicious Financial Transaction Reports and Cash Financial Transaction Reports for Financial Services Providers, along with all amendments.
12. Regulation of the Head of PPATK No. PER-11/1.02/PPATK/09/2012, on Cash Financial Transactions Exempted from Reporting Obligations, along with all amendments.
13. Regulation of the Head of PPATK No. PER-11/1.02/PPATK/06/2013, on the Identification of Suspicious

Financial Transactions for Financial Service Providers, along with all the amendments.

14. Regulation of the Head of PPATK No. PER-12/1.02/PPATK/06/13, on Procedures for Submission of Financial Transaction Reports on Transfers of Funds to and from Overseas for Financial Services Providers, along with all amendments.
15. Regulation of the Head of PPATK No. PER-21/1.02/PPATK/11/2013, on Identification of Cash Financial Transactions for Financial Service Providers, along with all the amendments.
16. Regulation of the Head of PPATK No. PER-02/1.02/PPATK/02/2014, on the Integrated Service User Information System, along with all the amendments.
17. Regulation of the Head of PPATK No. Per-02/1.02/PPATK/02/15, on the Category of Service Users with the Potential to Commit Money Laundering, along with all the amendments.
18. Regulation of the Head of PPATK No. 18 of 2017 dated November 16, 2017 on the Implementation of Temporary Suspension and Postponement of Transactions by Financial Service Providers.
19. Regulation of the Head of PPATK No. 11 of 2020 on Procedures for Utilizing Politically Exposed Person Applications.
20. Regulation of the Head of PPATK No. 1 of 2021 dated 29 January 2021 on Procedures for Submission of Reports on Suspicious Financial Transactions, Cash Financial Transactions, and Financial Transactions for Transfers of Funds To and From Overseas Through the GoAML Application for Financial Service Providers.
21. Regulation of the Head of PPATK No. 11 of 2021 on the Information System for Alleged Financing of Terrorism.
22. Circular of PPATK No. SE-01/1.02/PPATK/02/14 on Examples of the Use of Perpetrator Approach and Account Approach in the Implementation of Cash Financial Transaction Identification, along with all the amendments.
23. Circular of PPATK No. SE-02/1.02/PPATK/03/14 on Procedures for Submission of Integrated Service User Information, along with all the amendments.
24. Circular of PPATK No. 1 of 2019 dated 31 January 2019 on Indicators of Suspicious Financial Transactions Related to Umrah Travel Bureaus/Agents.
25. Circular of PPATK No. 08 of 2019 dated 5 August 2019 on Indicators of Suspicious Financial Transactions Related to Narcotics Crime.

#### Internal Regulations

1. Legal, Compliance, and AML CFT Policy of PT Bank Syariah Indonesia Tbk.
2. Standard Procedures for Control of Anti-Money Laundering and Counter Financing of Terrorism of PT Bank Syariah Indonesia Tbk.
3. Operational Technical Guidelines of Individual Risk Assessment.
4. Technical Instructions for Operational Applications of BISA (BSI Integrated System of AML CFT).



### Person in Charge of AML CFT

The policy for the AML and CFT programs implementation at PT Bank Syariah Indonesia Tbk has been approved by the Board of Directors and the Board of Commissioners, who also actively supervise its implementation. In its implementation, BSI has established an Anti-Money Laundering and Counter Financing of Terrorism (AML CFT) Group Work Unit called AMG.

The Head of the AMG reports directly to the Compliance Director. AMG serves to coordinate the implementation of the Bank's AML and CFT programs, both at the head office and at all outlets, to ensure that they run in accordance with applicable regulations. The establishment of the AMG has taken into account various provisions, including:

1. The AMG consists of at least 1 (one) person acting as the leader and 1 (one) person as the executor.
2. The leaders and executor at AMG may not have concurrent functions.

3. In the event that the Bank assigns an official to be in charge of the implementation of the AML and CFT program, the official must be stipulated or appointed by the Board of Directors and can only concurrently carry out the risk management and/or compliance function.

In addition, each AMG member is required to meet predetermined requirements, namely:

1. Has adequate knowledge regarding the implementation of the AML and CFT programs, risk assessment, risk mitigation and other regulations related to funding and banking products.
2. Has the authority to access all customer data and other related information in the context of carrying its tasks.
3. Has adequate experience in banking.

### Duties and Responsibilities of the Person in Charge of AML CFT

The implementation of the AML and CFT policies within the Bank is carried out in stages, involving the Board of Commissioners to special work units. Details of the duties and responsibilities are presented in the following table..

OFFICIAL	DUTIES AND RESPONSIBILITIES
Board of Commissioner	<ol style="list-style-type: none"><li>1. Approve the AML and CFT policy</li><li>2. Supervise the implementation of the responsibilities of the Board of Directors/SEVP through the Director in charge of the Compliance function and the Bank's Internal Audit Unit for the implementation of the AML and CFT Programs, including commitments made by the Bank to regulators.</li><li>3. Ensuring that there are discussions related to Money Laundering and/or Financing of Terrorism in meetings of the Board of Directors and the Board of Commissioners.</li><li>4. Provide directives/suggestions to the Board of Directors/SEVP regarding the implementation of the AML and CFT programs.</li></ol>
Board of Directors/SEVP	<ol style="list-style-type: none"><li>1. Ensuring that the Bank has AML and CFT Program Policies and Procedures.</li><li>2. Propose written policies for the AML and CFT Program to the Board of Commissioners.</li><li>3. Ensuring that the implementation of the AML and CFT Program is carried out in accordance with the written policies and procedures that have been established.</li><li>4. Establish a special Work Unit that implements the AML and CFT Program and/or appoints an official who is responsible for the AML and CFT Program.</li><li>5. Supervising the compliance of Work Units in implementing the AML and CFT Programs.</li><li>6. Ensuring that written policies and procedures regarding the AML and CFT Program are in line with changes and developments in the Bank's products, services, and technology, as well as in accordance with the development of modes of money laundering or financing of terrorism.</li><li>6. Ensuring that all employees, particularly employees from related work units and new employees, have attended training related to the AML and CFT Program on a regular basis.</li></ol>
Compliance Director	<ol style="list-style-type: none"><li>1. Establishing the required measures to ensure that the Bank has complied with the regulatory provisions regarding AML and CFT and other relevant and applicable laws and regulations.</li><li>2. Ensuring that the scope of active supervision of the Board of Directors has been adequately met.</li><li>3. Monitoring and maintaining the Bank's compliance with all commitments made by the Bank to regulators, including commitments in the action plan, report on data updating activity plans, and results of regulatory oversight related to the implementation of the AML and CFT programs.</li><li>4. Monitor the implementation of the duties of the Special Work Unit and/or Bank officials in charge of the implementation of the AML and CFT Program.</li><li>5. Provide approval of reporting to regulators related to:<ol style="list-style-type: none"><li>a. Reports of suspicious financial transactions.</li><li>b. Report on the plan and realization of updating data to the regulator.</li><li>c. Delay and suspension of transactions.</li><li>d. Termination of business relationships and rejection of transactions.</li><li>e. Exempted cash financial transactions.</li><li>f. Termination of business relationships with refunds through agencies in accordance with applicable laws and regulations.</li><li>g. Determination of registrar, reporting administrator, and liaison in the context of reporting to PPATK.</li></ol></li></ol>



OFFICIAL	DUTIES AND RESPONSIBILITIES
AML and CFT Special Work Unit	<p>The Special Work Unit (UKK) related to AML and PPT is carried out by 3 (three) functions:</p> <p>A. AMG with the duties:</p> <ol style="list-style-type: none"> <li>1. Develop and propose guidelines for the implementation of the AML and CFT programs to the Director in charge of the Compliance function.</li> <li>2. Ensuring the existence of a system that supports the AML and CFT Programs, namely systems that can identify customers, suspicious financial transactions, and other financial transactions required by law.</li> <li>3. Analyze regularly the risk assessment of money laundering and/or financing of terrorism crimes related to customers, countries, or geographic areas, products, services, transactions or distribution networks (delivery channels). The risk assessment must refer to Indonesia's risk assessment on money laundering and terrorism financing crimes nationally (National Risk Assessment) and sectoral (Sectoral Risk Assessment).</li> <li>4. Reviewing and monitoring the duties and responsibilities of work units in updating customer profiles and customer transaction profiles.</li> <li>5. Coordinate and monitor the implementation of the provisions of the AML and CFT programs with related work units dealing with customers.</li> <li>6. Reviewing policies and procedures to comply with the latest developments in AML and CFT Program, changes and developments, which include, among others, products, services, and technology at the Bank, the activities and complexity of the Bank's business, the volume of Bank transactions, and the mode of money laundering and/or financing of terrorism.</li> <li>7. Ensuring that forms related to customers have accommodated the data required in the implementation of the AML and CFT programs.</li> <li>8. Analyze the conformity of financial transactions with customer profiles, especially customers and high-risk transactions related to AML and CFT by referring to applicable regulations and adequate sources of information.</li> <li>9. Receive reports of suspicious financial transaction indications from the relevant work units and perform analysis on these reports.</li> <li>10. Identify transactions that meet suspicious criteria based on reports on the results of financial transaction analysis from the relevant Work Units and/or the results of monitoring carried out.</li> <li>11. Ensure the identification of high-risk areas related to the implementation of the AML and CFT programs by referring to the provisions of laws and regulations and adequate sources of information.</li> <li>12. Evaluate the results of monitoring and analysis of customer transactions to ensure whether there are suspicious financial transactions, cash financial transactions, and/or financial transactions of fund transfers to and from overseas.</li> <li>13. Prepare reports of suspicious financial transactions, cash financial transactions, and/or financial transactions of fund transfers from and to overseas, and other reports as stipulated in the Law on Prevention and Eradication of the Crime of Money Laundering/ regulatory provisions to be submitted to PPATK/other relevant regulators based on the approval of the Director in charge of the Compliance function.</li> <li>14. Administer the results of monitoring and evaluation.</li> <li>15. Ensuring that: <ul style="list-style-type: none"> <li>- There is an adequate working mechanism from each related work unit to UKK or to officers in charge of the implementation of the AML and CFT Program by maintaining the confidentiality of information; and</li> <li>- The relevant work units carry out their functions and duties in order to prepare reports on suspected Suspicious Financial Transactions/ other reports related to AML and CFT prior to submitting them to UKK or the official responsible for the implementation of the AML and CFT Program.</li> </ul> </li> <li>16. Propose officials and/or employees of related work units to assist in the implementation of the AML and CFT programs.</li> <li>17. Reporting suspicious financial transactions, cash financial transactions, and/or financial transactions of transferring funds from and to overseas carried out by the Board of Directors, Board of Commissioners, and/or affiliated parties with the Board of Directors or Board of Commissioners directly to PPATK</li> <li>18. Monitor, analyze, and recommend AML and CFT Program training needs for Bank employees, including to be a speaker in the activity.</li> <li>19. Maintain the confidentiality of information by taking into account the Anti Tipping Off provisions.</li> <li>20. Taking the role as a contact person for the competent authorities related to the implementation of AML and CFT (among others the Supervisory and Regulatory Institutions, Bank Indonesia, PPATK, and Law Enforcers)</li> </ol> <p>B. Custodian AML and CFT Official with the duties:</p> <ol style="list-style-type: none"> <li>1. Monitor custodial customer transactions.</li> <li>2. Evaluating the results of monitoring and analyzing customer transactions to ensure whether there are suspicious financial transactions, as well as reporting suspicious transactions.</li> <li>3. Ensure the updating of customer data and profiles as well as customer transaction data and profiles.</li> <li>4. Supervise the implementation of AML and CFT programs in related work units.</li> <li>5. Ensure that all activities in the context of the AML and CFT program implementation are carried out properly (among others ensuring that account opening activities have been carried out in accordance with policies and procedures).</li> <li>6. Conducting the socialization and application of AML and CFT programs.</li> </ol>

OFFICIAL	DUTIES AND RESPONSIBILITIES
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C. AML Officer Region with the duties:

1. Monitor customer accounts and implementation of customer transactions.
2. Evaluating the results of monitoring and analyzing customer transactions to ensure whether there are suspicious financial transactions, as well as reporting suspicious transactions to the AMG of Head Office.
3. Ensure the updating of customer data and profiles as well as customer transaction data and profiles.
4. Ensure that business activities with high risk of money laundering and/or financing of terrorism crimes are identified effectively in accordance with the policies and procedures of financial service providers (PJK).
5. Supervise the implementation of AML and CFT programs for related work units.
6. Ensure that all activities in the context of the AML and CFT program implementation are carried out properly (among others ensuring that account opening activities have been carried out in accordance with policies and procedures).
7. Conducting socialization and application of AML and CFT program.
8. Provide input regarding the implementation of AML and CFT to employees at outlets/ AMG at the head office. AMG head office can consider the number of AML Officer employees in each region on a risk-based basis. Matters that affect the level of risk regionally include:
  - a. The use of the products and services offered requires approval from Bank Indonesia/other relevant regulators and/or regulatory and supervisory agencies.
  - b. Number of high-risk customers owned.
  - c. Business volume of the outlet
  - d. Overseas transaction activities.
  - e. The location of the outlet is in an area known as a cash society

### AML and CFT Implementation in 2021

The determination of the AML and CFT programs in the 2021 fiscal year refers to a number of applicable laws and regulations. Among others:

1. Law on the Prevention and Eradication of the Crime of Money Laundering No. 8 year 2010.
2. Law on the Prevention and Eradication of the Financing of Terrorism No. 9 of 2013.
3. Financial Services Authority Regulation No. 12/POJK.01/2017 on Guidelines for the Immediate Blocking of Customer Funds in the Financial Services Sector whose identities are listed in the List of Suspected Terrorists and Terrorist Organizations
4. Regulation of the Indonesian Financial Transaction Reports and Analysis Center (PPATK)

Referring to these regulations, BSI has implemented AML and CFT policies within the Bank, the details of which are described as follows:

#### A. Active Supervision of the Board of Commissioners and Board of Directors

The active role of the Board of Commissioners and Board of Directors is highly required to create an effective implementation of the AML and CFT Program. The forms of active supervision that have been realized include:

1. Fulfillment of the monthly Anti-Money Laundering and Counter Financing of Terrorism (AML CFT) reports to the Compliance and Human Capital (CHC) Director.
2. Authority of the Compliance and Human Capital (CHC) Director in approving the Suspicious Financial Transaction Report (LTKM), which is carried out independently.
3. Discussion of AML CFT material in committees under the Board of Directors.

4. Fulfillment of quarterly reports to the Board of Commissioners.
5. Tone From the Top is recognized and integrated across all business lines as well as consistency in the application of AML and CFT.
6. Engagement leadership related to the urgency of AML and CFT implementation in the context of the role of the Board of Directors in supporting the effectiveness of AML and CFT implementation.
7. The effectiveness of the Board of Commissioners' supervision in maintaining the Bank's compliance in the era of principle-based regulation.

#### B. Policies and Procedures

The Bank continuously reviews/updates on a regular basis the policies and procedures for AML CFT programs implementation that have been prepared in accordance with applicable regulations. The material regulated in the procedure, among others:

1. Identification of bank service user profiles.
2. Category of high-risk customer.
3. Closing, termination, and rejection of transactions.
4. Management information system, data monitoring and updating.
5. Administration of documents, confidentiality of customer data and reporting.
6. Internal control system, human capital, and sanctions.

In addition to procedures, the Bank has also developed other policies, namely: individual self-assessment in order to address mutual evaluation review (MER) and implementation of customer database screening against sanctions lists, terrorist lists and proliferation lists.

### C. Internal Control

In order to ensure that the implementation of the AML and CFT programs has been implemented well, the Bank conducted a sampling test. This is conducted by direct visit (on the spot) and online to view transaction documents and account opening documents.

This activity is an important part of fulfilling the implementation of the AML and CFT programs in accordance with external regulations, both from Financial Services Authority Regulations and other laws and regulations as well as internal regulations. In addition, the Bank also conducts audits aimed at ensuring the implementation of the AML and CFT programs by the Internal Audit has been running effectively. After the sampling test is complete, it is continued with the socialization of the AML and CFT programs implementation at outlets/branches.

The implementation of sampling test in 2021 was carried out by AMG and AML Officers in the region. The details are outlined in the following table.

OFFICIAL	REALIZATION OF SAMPLING TES ACTIVITY	
	ONLINE	ONSITE
AMG	<ul style="list-style-type: none"> <li>Semarang Region (2 branches)</li> <li>Jakarta 1 Region (1 branch)</li> <li>Region Jakarta 2 (1cabang)</li> <li>Jakarta 2 Region (1 branch)</li> <li>Jakarta 3 Region (1 branch)</li> </ul>	<ul style="list-style-type: none"> <li>Bandung Region (1 branch)</li> <li>Surabaya Region (4 branches)</li> </ul>
AML Officer	<ul style="list-style-type: none"> <li>Aceh Region (5 branches)</li> <li>Palembang Region (7 branches)</li> <li>Semarang Region (10 branches)</li> <li>Makassar Region (9 branches)</li> <li>Banjarmasin Region (1 branch)</li> </ul>	<ul style="list-style-type: none"> <li>Aceh Region (22 branches)</li> <li>Palembang Region (11 branches)</li> <li>Jakarta 1 Region (15 branches)</li> <li>Jakarta 2 Region (11 branches)</li> <li>Jakarta 3 Region (6 branches)</li> <li>Bandung Region (26 branches)</li> <li>Semarang Region (20 branches)</li> <li>Surabaya Region (46 branches)</li> <li>Makassar Region (21 branches)</li> <li>Banjarmasin Region (10 branches)</li> </ul>

### D. Management Information System

Improving the quality of the implementation of the AML & CFT program within BSI is based on a risk-based approach (RBA). This initiative is in line with the growing complexity of products and services and the increasing use of information technology (IT). Therefore, the Bank is required to have an information system that is able to identify, analyze, monitor, and provide reports on the characteristics of transactions made by customers.

For this purpose, the Bank already has the BSI Integrated System of AML CFT (BISA) which is a web-based software application. This application serves to screen prospective customers, determine/measure the risk level of potential customers, detect unusual transactions, as well as analyze and generate suspicious transaction reports. The application also has integrated modules required for the implementation of AML-CFT, which are operated by officers at branch offices and head office.

Officers at branch offices are required to use the BISA application in carrying out their work activities. This is part of the efforts to mitigate risks related to money laundering and/or financing of terrorism crimes.

The authority of branch officers in accessing the BISA application as a tool to implement the AML and CFT program implementation are, among others:

1. Individual and Non-Individual Customer Onboarding Menu
2. Alert Monitoring Menu
3. Link Analysis Menu
4. Expired Document Identification Menu
5. Rejection/Termination of Business Relations Menu
6. Safe Deposit Box Menu
7. Customer Detail Menu

### E. HC and Training

Efforts made by AML CFT Group (AMG) since the legal merger of 3 (three) banks: Bank BRI Syariah, Bank Syariah Mandiri and Bank BNI Syariah on 1 February 2021 until now are laying the foundation for the understanding of AML and CFT for all BSI employees. Details of the realization of activities, including for management level activities, are described in the following table.

NO.	ORGANIZATIONAL LEVEL	ACTIVITY
1	Board of Commissioners	Strengthening the understanding, with the theme: "The Effectiveness of Supervision of the Board of Commissioners in Maintaining Bank Compliance Towards the Principle-Based Regulation Era" organized by the Communication Forum for Banking Compliance Director (FKDKP) on 25 March 2021.
2	Board of Directors and SEVP	AML & CFT Leadership Engagement with the theme: "The Urgency of the Role of the Board of Directors in Supporting the Effectiveness of the AML & CFT Implementation" in collaboration with the LPPI on 31 March 2021.
3	Middle Management: Group Head, Regional CEO, Executive Business Officer, Executive Risk & Recovery Officer, Department Head, Deputy Regional, Project Leader, Project Head	Strengthening the understanding, with the theme: "Strengthening Anti-Money Laundering and Counter Financing of Terrorism" which was held on 25 March 2021.

The Bank also carries out structured classroom training, in collaboration with BSI University. The structured classes are divided into 3 (three) types with implementation time from June to November 2021, with the following details.

1. Basic Class with Frontliners (CS and Teller) as participants.
2. Intermediate Class with CS Supervisors, Branch Operation & Service Managers (BOSM) and Area Operation & Service Managers (AOSM) as participants.
3. Advance Class with Branch Managers as participants.

CLASS	JUNE		JULY					AUGUST					SEPTEMBER					OCTOBER				NOVEMBER		TOTAL CLASS	TOTAL PARTICIPANTS
	1	2	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	1	2		
Basic	15		6	8	12	14	22	4	11	12	19		6	9	13	16	20	4	6	11	13	8		20	738
Intermediate	17		7		13		19	5		18		23	8		14		23	5		12				12	446
Advance				15		21			9		16			15		22		14	18		21	9	11	11	407
Total Participants																									1,591

Efforts to strengthen awareness on the implementation of AML and CFT programs are also carried out through videos and comics that can be accessed through the internal BSI application and correspondence, the details of which are described as follows:

NO.	METHOD	THEME/ MATERIAL OF CONTENT
1	Making the video on AML and CFT	<ol style="list-style-type: none"> <li>1. Account blocking, transaction suspension, and transaction delay</li> <li>2. AML CFT implementation</li> <li>3. Enhanced Due Diligence (EDD)</li> <li>4. Socialization of the crime of money laundering (predicate crime and stages of money laundering)</li> </ol>
2	AML CFT comics	<ol style="list-style-type: none"> <li>1. Screening of Prospective Customers</li> <li>2. Enhanced Due Diligence (EDD)</li> </ol>
3	Correspondence	<ol style="list-style-type: none"> <li>1. Account blocking, transaction suspension and transaction delay</li> <li>2. Prevention of the financing of the proliferation of weapons of mass destruction</li> <li>3. Submission of a list of high-risk countries</li> <li>4. Video awareness on AML CFT implementation for walk-in customers on the EXA BSI system</li> <li>5. Update of customer data</li> <li>6. The modus operandi of fraud by companies in Indonesia using the abbreviations "PTE, LTD, SDN BHD, and INC"</li> <li>7. Implementation of AML and CFT certification using the siMANTAP PPAATK application</li> <li>8. Identification and verification of prospective customers</li> <li>9. Screening of prospective customers</li> <li>10. PPAATK's appeal to be wary of cash withdrawal transactions</li> <li>11. Separation of functions of AML Officer (AMLO) in regional office</li> <li>12. Publication of lists of high-risk countries and other jurisdictions monitored by the Financial Action Task Force (FATF)</li> <li>13. Opening of political party accounts</li> </ol>

## F. Reporting Realization

### 1. To PPATK

The Bank has realized the APU PPT program implementation related to reporting obligations to the Indonesian Financial Transaction Reports and Analysis Center (PPATK) and fulfilling requests for data/information from regulators/ law enforcement officials in 2021.

#### Realization of Reports to PPATK for the 2 January-31 December 2021 Period

NO.	TYPE OF REPORT	TOTAL
1	Cash Financial Transactions	65,162
2	Suspicious Financial Transactions	435
3	Financial Transactions from and to Overseas (TKL)-Incoming	13,674
4	LTKL-Outgoing	9,536
5	Integrated Service User Information System (SIPESAT)*	2,629,666
6	Transaction Delay	3
7	Temporary suspension of transactions	6

### 2. Data Requests from Regulators/Law Enforcement Officials

Throughout 2021, submission of data at the request of regulators/ law enforcement officers was submitted to the Directorate General (DG) of Taxes, Ministry of Finance, reaching 3,033 data. Followed by PPATK. Details of all realizations of data fulfillment are presented in the following table.

#### Realization of Fulfillment of Requests for Data/Information from Regulators/Law Enforcement Apparatus period 2 January 2021 to 31 December 2021

NO.	TYPE OF REPORT	TOTAL
1	Directorate General of Taxes, Ministry of Finance	3,018
2	Indonesian Financial Transaction Reports and Analysis Center (PPATK)	262
3	Corruption Eradication Commission (KPK)	35
4	Customs, Ministry of Finance	15
5	Special Detachment (Densus) 88 Indonesian Police Force	10
6	National Narcotics Agency (BNN)	6
7	Indonesian Police Criminal Investigation Agency (Bareskrim)	6
8	Indonesian Police Force	6
9	Directorate of Economic and Special Crimes (DITTPIDEKSUS), Bareskrim, Indonesian Police Force	4
10	Indonesian Deposit Insurance Corporation (LPS)	2
11	Ministry of Communication and Informatics (Kominfo)	2
12	Attorney General of the Republic of Indonesia	2

### Corporate Governance and Compliance Support

Ensuring that reports to the relevant parties are fulfilled in a timely manner, including:

1. Quarterly Compliance Function Report to the President Director.
2. Report on the Implementation of the Compliance Function of the Director in charge of the Compliance Function to OJK.
3. Integrated Compliance Implementation Report to PT Bank Mandiri (Persero) Tbk
4. Self-assessment report on GCG implementation every semester as a form of evaluation reported to OJK.
5. Self-assessment report on the implementation of Integrated Governance every semester as a form of evaluation that is reported to the Main Entity, namely PT Bank Mandiri (Persero) Tbk
6. Annual GCG Implementation Report to stakeholders.

Ensuring the optimization of GCG implementation, which is carried out through:

1. Conducting continuous socialization of GCG implementation to the Bank's ranks through:
  - a. Email blast to Bank staff regarding GCG implementation.
  - b. Providing basic material of GCG implementation in training classes.
2. Updating internal provisions related to the implementation of GCG and CoC.
3. Consolidation with the parent company in the implementation of GCG.
4. Participate in the Corporate Governance Perception Index program as a form of evaluation of GCG implementation carried out by independent parties to provide positive input to improve GCG implementation.
5. Supervise the implementation of the 2021 Bank Compliance Business Plan and the fulfillment of the Compliance Follow-up Monitoring List.
6. Supervise the fit and proper test process for the Board of Directors, Board of Commissioners and Sharia Supervisory Board, the implementation of the GMS and the preparation of the Annual Report.
7. Monitoring the fines of Bank Syariah Indonesia to ensure that the amount of fines can be minimized every year.
8. Review on GMS implementation.

### Gratuity Control

In carrying out daily business activities, the Bank needs to maintain good cooperative relationships with customers, vendors, partners, business partners, and all stakeholders. The cooperation is based on ethics, mutual trust, and responsibility.

Gratuity control is an important activity to keep business processes running in accordance with business ethics that upholds the value of integrity. Therefore, Bank Syariah Indonesia has established a Gratuity Control Unit through the Operational Technical Guidelines (PTO) for Gratuity Control.

This is aimed at increasing the understanding on gratuity, describing the reporting process, aspects of prevention and prosecution, and the introduction of the Gratuity Control System. Therefore, business interests continue to be implemented in a proper and ethical manner but do not conflict with the provisions on the prohibition of gratuity in carrying out daily business activities with customers, vendors, partners and all stakeholders.

As an effort to prevent and eradicate corruption, the Bank refers to the Presidential Instruction No. 10 of 2016 on Actions for Prevention and Eradication of Corruption and Financial Services Authority Letter No. S-11/PB.3/2021 dated 16 March 2021 on the Implementation of the Indonesian National Standard (ISO) 37001 Anti-Bribery Management System in Banks. The policy instructs to make efforts to prevent and eradicate corruption. One of them is to initiate anti-corruption certification efforts through the implementation of ISO 37001:2016 Anti-Bribery Management System.

In the Presidential Instruction, the National Standardization Agency (BSN) was appointed to be in charge by involving the Ministry of National Development Planning (Bappenas), the Ministry of PAN and RB, the Corruption Eradication Commission (KPK) and the Central Statistics Agency (BPS) in finalizing the ISO 37001 International Standard on Anti-Corruption. Bribery Management System for the private sector and government in supporting the governance of SOEs and the Private sector.

In 2021, BSI has acquired the ISO 37001:2016 certification on Anti-Bribery Management System and the Bank has also developed an Anti-Bribery Management System Policy.

With the implementation of gratuity control, all levels of employees are expected to be able to do the following:

1. Establish the values of Good Corporate Governance and instilling value integrity.
2. Does not receive and/or give gratuities related to his/her position and contrary to his/her obligations or duties.
3. Report any receipt of gratuities related to his/her position and that is contrary to his/her obligations or duties to the Anti Bribery Unit.

The duties and responsibilities of the Anti-Bribery Unit are:

1. Prepare and/or evaluate provisions related to gratuity control.
2. Receive the gratuity report along with the completeness of the documents from the whistleblower.
3. Reviewing the gratuity report to determine the category of gratuity under the authority of Bank Syariah Indonesia and if necessary, the UPG may request information from related parties regarding the gratuity report.
4. Coordinate with external and internal parties.
5. Prepare and compile reports on the implementation of gratuity control on a quarterly basis to the Director in charge of the Compliance Function.
6. Storing goods from gratuity





### Compliance Risk Management

Ensuring policies, provisions, systems and procedures, as well as business activities are in accordance with regulatory rules and applicable sharia principles. Efforts conducted include:

1. Analyzing and compiling exsams on new regulations issued by regulators (Bank Indonesia, Financial Services Authority, other external regulations related to banking) which are submitted to the Board of Commissioners, Board of Directors, SEVP and Group Heads.
2. Analyzing and preparing a Memorandum of Study on new regulations that have a direct impact on BSI, which is submitted to the Board of Directors and SEVP, which is then submitted to the relevant/interested Group.
3. Submitting a compliance opinion/note on every request for advice/compliance opinion related to the Working Group Policy & Procedure (WPP).
4. Analyze and evaluate the effectiveness, adequacy, and suitability of the Bank's internal policies, provisions, systems and procedures in accordance with the applicable laws and regulations, as well as provide input and responses to internal provisions in the Working Group Policy & Procedure (WPP).
5. Updating of the reminder system for reporting obligations to third parties and PIC reports to third parties on the Compliance Information System (SIK).
6. Implement an Integrated Compliance Unit (SKK) with Bank Mandiri regarding regulations that have an impact on the Bank.
7. Prepare the compliance risk profile reports on a monthly, quarterly, semi-annual basis to regulators, integration with the parent company and to Bank management, as well as other support reports to related work units.
8. Ensuring the implementation of the compliance risk management (identification, monitoring and control) risk management process by referring to Bank Indonesia and OJK regulations regarding the implementation of risk management.
9. Carry out coordination meeting (prudential meeting) with the work unit that received a fine from the regulator to find a solution and monitor it.

10. Submitting and monitoring action plans for sanctions from regulators who are subject to fines to identify and mitigate to ensure that they do not happen again.
11. Prepare and monitor action plans on external provisions to be submitted to the relevant work units and implement the Integrated Compliance Work Unit (SKK) with the Parent Entity related to regulations that have an impact on the Bank.
12. Assess and evaluate the effectiveness, adequacy, and suitability of the Bank's policies, provisions, systems and internal procedures in accordance with applicable laws and regulations;
13. Conducting socialization on external regulations to related work units as well as coordination (dotted line) on Regional Business Control (RBC) and Decentralize Compliance & Operation Risk (DCOR).
14. Ensuring the dissemination of issued policies, guidelines, and regulations to relevant work units and representing the bank for the socialization activities of Bank Indonesia, the Financial Services Authority, and as liaison officers to Bank Indonesia and the Financial Services Authority.

### Syariah Compliance

Ensuring and overseeing the implementation of sharia principles in the Bank's operational activities, through:

1. Ensure the availability of sharia studies at the request of work units.
2. Ensure the availability of the SSB opinion at the request of work units.
3. Ensuring follow-up on sharia audit results, both internally and externally.
4. Ensuring the compilation of reports on the results of DPS supervision and submission to the OJK periodically (semesters).
5. Ensuring the implementation of supervision on sharia aspects in the financing committee forum at the Board of Directors level.
6. Ensuring the implementation of People Development, particularly in the sharia aspect.
7. Ensuring the implementation of the SSB sampling test goes well and the Compliance Group (CPG) provides assistance to the SSB in the implementation of the sampling test, which has been carried out to the following areas/branches:

## SSB Sampling Test in 2021

NO.	DATE	NAME OF ORGANIZER
1	9 – 23 April 2021	Medan Ahmad Yani Branch Office
2	15 April – 4 Mei 2021	Medan S. Parman Branch Office
3	3- 6 Mei 2021	Malang Suprpto Branch Office
		Malang Sutoyo Branch Office
		Jombang/ Pasuruan Branch Office
4	5 July – 23 August 2021	Manado Mantos Branch Office/ Manado Tendean Branch Office
5	3 July – 16 August 2021	Mamuju Branch Office
6	3 July – 16 August 2021	Palu M. Yamin Branch Office
7	11 – 13 October 2021	Yogyakarta Sudirman Branch Office
		Yogyakarta Kusumanegara Branch Office
		Yogyakarta Kolonel Sugiono Branch Office
8	7 – 9 November 2021	Bandung Asia Afrika Branch Office
		Bandung Ahmad Yani Branch Office
9	14 – 20 November 2021	Lhokseumawe Syekh Syamsuddin Branch Office
		Banda Aceh Diponegoro Branch Office

8. Ensuring the implementation of sharia clinic for the Head Office business units.
9. Sharing session on sharia aspects with RO/Area/Branch throughout Indonesia.
10. Implementation of coordination with the Sharia Supervisory Board.
  - a. Coordination with the Sharia Supervisory Board during 2021 between the CPG and the Sharia Supervisory Board is carried out through a sampling test which was carried out 9 (nine) times.
  - b. Scope of supervision on sharia aspects: The scope of supervision on sharia aspects carried out includes:
    - Assistance of the SSB in the Sampling Test, namely by examining financing documents to work units that are the object of the DPS Sampling Test, including financing and funding based on the following contracts:
      - (a) *Murabahah*
      - (b) *Mudharabah*
      - (c) *Musyarakah*, including *Musyarakah Mutanaqisah*
      - (d) *Ijarah*, including *Ijarah Muntahiyah Bit Tamlik*
      - (e) Take Over Financing, both from Conventional Financial Institutions and Sharia Financial Institutions
      - (f) Financing for the purpose of refinancing
      - (g) Financing to cooperatives
      - (h) Savings Account, Current Account, and Time Deposit Account Opening Form

- The inspection method is carried out on desk and on site with inspection through documents and interviews with the relevant Work Units (Area/Branches).
- Ensuring the fulfillment of Sharia aspects in the financing committee forum at the Board of Directors level by attending Technical Meetings and Financing Committee Meetings at the Board of Directors Level.

### Business Compliance

The implementation of the Compliance Review on the Bank's strategic activities, including the following:

1. Conducting compliance review on the proposed financing distribution plan, which will be decided by the Financing Committee at the Board of Directors level. Testing through the participation of the Compliance Work Unit in the process of Technical Meetings (Ratek) and Financing Committee Meetings (RKP) with the Compliance Note Independent (CNI) tools conducted by the Compliance Work Unit to ensure that the financing process complies with external and internal regulations.
2. Ensuring the operational readiness for the plan to open/ change address/ change status of bank office networks through compliance with the list of requirements contained in the compliance check list set by the regulator.
3. Implementing Compliance on Visit (CoV) in the Work Unit that supervises the process of structuring the Bank's office network in 2021, to ensure that the arrangement process is carried out in accordance with the Bank's external and internal regulations.

4. Reviewing the process of procurement of goods and services for committee at the Board of Directors level to ensure that the process of procurement for goods and services that will be decided by committee at the Board of Directors level has been carried out in an orderly, efficient, transparent manner, and in accordance with the applicable GCG principles.
5. Provide input/opinion on the material for the issuance of the Bank's internal provisions in the form of draft policies, circulars, SOPs are in accordance with prevailing laws and regulations and Bank Indonesia/ Financial Services Authority regulations.
6. Reviewing the distribution of social funds in the context of Corporate Social Responsibility (CSR) and Sociobusiness activities carried out by BSI in collaboration with the National Amil Zakat Institution, Bangun Sejahtera Mitra Masyarakat (LAZNAS BSMU).

3. Coordinate with Decentralize Compliance and Operational Risk (DCOR) in implementing the effectiveness of compliance control according to their respective roles and duties.

## PROVISION OF FUNDS FOR SOCIAL AND/OR POLITICAL ACTIVITIES

Descriptions related to corporate social responsibility are submitted in the Corporate Social Responsibility section, which is an integral part of this Annual Report.

As for the provision of funds for political activities, during 2021 Bank Syariah Indonesia has never provided funds for political activities or to political parties.

## LITIGATION

Strategic measures to improve/supervise work unit compliance/ management development:

1. Organizing a Financing Review Evaluation Forum involving business units, risk assessment units, and support units in coordinating between work units to minimize/ prevent non-compliance procedures in the financing process. The evaluation forum is held regularly every quarter.
2. Preparing the Bank Compliance Control Procedure Standard that are used as guidelines by the Bank's personnel in carrying out the Bank's Compliance Function.

Throughout 2021, Bank Syariah Indonesia faced important cases, whether in the form of civil, criminal, or industrial relations. Some of them are still in the process of completion and the rest have been declared inkraht or have permanent legal force.

The summary of the important cases faced is described in the following table. The following are the details:

### Litigation in 2021

NO.	LITIGATION	TOTAL		
		CIVIL	CRIMINAL	INDUSTRIAL RELATIONS
1	Cases/Legal Issues that are still in the process of being resolved	220	38	3
2	Cases/Legal Issues that have been completed and/or inkraht	95	6	2
	Total	315	44	5
	<b>TOTAL</b>		<b>364</b>	

Information related to cases in court with a value of material claims or decisions of  $\geq$  Rp5 billion and the sanctions received and their effects on the continuity of the Bank's business:

NO.	SUBJECT OF THE CASE / CLAIMS AND THE PARTIES	SETTLEMENT STATUS	EFFECT ON THE COMPANY	MANAGEMENT EFFORT	SANCTION
1	Litigation case no. 404/Pdt.G/2013/PN.Jkt. Pst between PT Atriumasta Sakti as the Plaintiff and BSI (formerly BSM) as the Defendant related to the implementation of the arbitration award in which the Plaintiff prevailed	<ul style="list-style-type: none"> <li>The Central Jakarta District Court stated that the Central Jakarta District Court could not accept it on the grounds that the execution of the decision had been requested to the Central Jakarta District Court and was therefore asked to wait for its execution.</li> <li>The DKI Jakarta High Court upheld the decision of the Central Jakarta District Court.</li> </ul>	The risk of compensation, however, is not material to BSI's business.	The Central Jakarta Religious Court has summoned/ <i>aanmaning</i> BSI to implement the stated decision. BSI has attended the <i>aanmaning</i> summons, but the Plaintiff was not present. Up to now, BSI has not received any other summons/ <i>aanmaning</i> .	Compensation
2	<p>Litigation No. 647/Pdt.G/2018/PN.Jkt.Sel between Othniel Wirata Purbowo as the Plaintiff and BSI as the Defendant and OJK as the Co-Defendant related to the submission of a check in the amount of Rp10 billion rupiah to Mr. Oktavianti Budhi Nugroho, who serves as the head of the BSI KCP Sultan Iskandar Muda branch, but the customer has not received proof of the deposit slip for the placement of the data.</p> <p>Claim Value:</p> <ul style="list-style-type: none"> <li>Material amounting to Rp13,916,000,000,-</li> <li>Immaterial amounting to Rp10,000,000,000,-</li> </ul>	The South Jakarta District Court stated that the Plaintiff's claim was unacceptable. Against this decision, the Plaintiff filed an appeal and is still in the process of being examined at the DKI Jakarta High Court.	Risk of compensation	BSI has filed a Counter Memorandum of Appeal against the Memorandum of Appeal filed by the Plaintiff. Until now, the investigation process is still at the High Court level.	None
3	<p>Litigation No. 383/Pdt.G/2017/PN.Jkt.Pst between Hasan Basri, SE as the Plaintiff and BSI (formerly BRIS) as the Defendant related to the decision on the Criminal Negligence of BSI Employees (formerly BRIS) in the transfer of accounts.</p> <p>Claim Value:</p> <ul style="list-style-type: none"> <li>Materials amounting to Rp500,000,000,000,000,-</li> <li>Immaterial amounting to Rp1,400,000,000,000,000,-</li> </ul>	<ul style="list-style-type: none"> <li>The Central Jakarta District Court has decided on the case, which essentially stated that the Defendant had committed an unlawful act and sentenced the Defendant to pay material losses to the Plaintiff in the amount of Rp6,000,000,000,-.</li> <li>The DKI Jakarta High Court has decided on the Appeal case, which essentially affirms the decision of the District Court.</li> <li>The Supreme Court of the Republic of Indonesia has decided on the Appeal, which essentially rejected the BRIS Appeal application.</li> <li>Subsequently, BRIS filed for a Judicial Review, and based on the website of the Supreme Court of the Republic of Indonesia that the request for a judicial review of BRIS was granted, however, all court documents and a copy of the decision have not yet been delegated to the Central Jakarta District Court.</li> </ul>	Risk of compensation	BSI has filed a Counter Memorandum of Appeal against the Memorandum of Appeal filed by the Plaintiff. Until now, the investigation process is still at the High Court level.	None



NO.	SUBJECT OF THE CASE / CLAIMS AND THE PARTIES	SETTLEMENT STATUS	EFFECT ON THE COMPANY	MANAGEMENT EFFORT	SANCTION
4	<p>Litigation No. 334/Pdt.G/2021/PN.Bdg between H. Yana Sunaryana as the Plaintiff and BSI (formerly BRIS) as Defendant I related to the sale of the Plaintiff's guarantee on the auction conducted by PT Bank Jasa Arta before it was acquired by ex-legacy BRIS.</p> <p>Claim Value:</p> <ul style="list-style-type: none"> <li>Materials amounting to Rp500,000,000,000,000,-</li> <li>Immaterial amounting to Rp1,400,000,000,000,000,-</li> </ul>	Until now, it is still in the process of being investigated at the Bandung District Court. (no court decision yet).	Risk of compensation	BSI has attended the trial process and is currently in the process of answering.	None
5	<p>Litigation No. 360/Pdt.G/2021/PN.Jkt.Pst between Firhat Esfandiari as the Plaintiff and BSI as Defendant II related to the auction that will be conducted by BSI against collateral belonging to the customers in the name PT Mitra Kosasih.</p> <p>Claim Value:</p> <ul style="list-style-type: none"> <li>Material amounting to Rp31,645,822,960,-</li> <li>Immaterial amounting to Rp100,000,000,000,-</li> </ul>	It is still in the process of being investigated at the Central Jakarta District Court. (no court decision yet).	Risk of compensation	BSI has attended the trial process and is currently in the process of answering.	Paying compensation

In addition to the above litigations, BSI also faces industrial relations cases, the details of which are described in the following table.

NO.	SUBJECT OF LITIGATION/ CLAIM	SETTLEMENT STATUS	IMPACT ON THE COMPANY'S CONDITIONS	MANAGEMENT EFFORT	SANCTION
1	<p>Industrial Relations Case No.268/Pdt. Sus-PHI/2020/PN.Jkt.Pst between (Mr. Alam Sani et al) retired employees of BSI (formerly PT Bank Syariah Mandiri) as the Plaintiffs and BSI (formerly PT Bank Syariah Independent) as the Defendant.</p> <p>Claim Value:</p> <p>Material amounting to Rp833,357,637,-</p>	<p>On 2 August 2021, the Industrial Relations Court at the Central Jakarta District Court has decided on the case with the following verdict:</p> <p>RULING:</p> <p>in compensation</p> <p>In Exception:</p> <ul style="list-style-type: none"> <li>- Rejecting the Defendant's exception in its entirety</li> </ul> <p>In the Main Case</p> <ol style="list-style-type: none"> <li>1. To declare that the claims of Plaintiff I, Plaintiff II, Plaintiff III, Plaintiff IV, Plaintiff V, and Plaintiff VI are unacceptable (Niet Ontvankelijke Verklaard;</li> <li>2. Charged Plaintiff I, Plaintiff II, Plaintiff III, Plaintiff IV, Plaintiff V, and Plaintiff VI in the amount of Rp1,646,000 (one million six hundred and forty-six thousand rupiah).</li> </ol> <p>For this decision, the Plaintiff filed an appeal and is currently in the process at the Supreme Court of the Republic of Indonesia.</p>	Reputation risk	<p>BSI has made maximum efforts by appointing external lawyers (Dewansyam &amp; Partners) to defend BSI's legal interests. The Decision of the Industrial Relations Court at the Central Jakarta District Court has prevailed BSI.</p> <p>For this decision, the Plaintiff filed an appeal and is currently in the process at the Supreme Court of the Republic of Indonesia</p>	None

NO.	SUBJECT OF LITIGATION/ CLAIM	SETTLEMENT STATUS	IMPACT ON THE COMPANY'S CONDITIONS	MANAGEMENT EFFORT	SANCTION
2	<p>Industrial Relations Case No.62/Pdt. Sus-PHI/2020/PN.Jkt. Pst between (Mr. Muhamad Yazid) a former employee of PT BRI Syariah as the Plaintiff and PT BRI Syariah as the Defendant.</p> <p>Claim value: Material amounting to: IDR 193,948,163,-</p>	<p>On 8 July 2021, the Industrial Relations Court at the Central Jakarta District Court has decided on the case with the following verdict:</p> <p>RULING IN PROVISION</p> <ul style="list-style-type: none"> <li>- Rejecting the claim of the Plaintiff's Provisions;</li> </ul> <p>IN THE MATTER OF</p> <ol style="list-style-type: none"> <li>1. Granted the Plaintiff's claim in part;</li> <li>2. To declare that the letter of Termination of Employment to the Plaintiff, NOKEP: R.018-PPPF/03-2019 to be null and void;</li> <li>3. Declaring the Termination of Employment Relationship between the Plaintiff and the Defendant as of 5 March 2019;</li> <li>4. Sentencing the Defendant to pay the compensation money in the form of severance pay, service award money, compensation for rights, DPLK and JHT Jamsostek in cash and all at once in the amount of Rp80,885,525.88 (eighty million eight hundred eighty-five thousand five hundred twenty-five rupiah point eighty-eight cents);</li> <li>5. Charge the Defendant with court fees in the total amount of Rp891,000.00 (eight hundred and ninety-one thousand rupiah);</li> <li>6. Reject the Plaintiff's claim for other than and the rest.</li> </ol> <p>For this decision, BSI has filed an Appeal.</p> <p>On 11 February 2021, the Supreme Court of the Republic of Indonesia has decided on the case with the following verdict:</p> <p>RULING:</p> <ul style="list-style-type: none"> <li>- Reject the appeal from the Appeal Petitioner PT Bank BRISyariah Tbk,;</li> <li>- Sentencing the Appeal Petitioner to pay court fees at the appeal level set at Rp500,000.00 (five hundred thousand rupiahs).</li> </ul>	The risk of compensation, however, is not material to BSI's business.	BSI will make payments to the Plaintiff based on the stated decision of the Supreme Court of the Republic of Indonesia.	Paying compensation



NO.	SUBJECT OF LITIGATION/ CLAIM	SETTLEMENT STATUS	IMPACT ON THE COMPANY'S CONDITIONS	MANAGEMENT EFFORT	SANCTION
3	<p>Industrial Relations Case No. 105/Pdt. Sus-PHI/2020/PN.Jkt. Pst between Br. Adhi Murmansyah (ex BSI employee/ formerly BRI Syariah) as the Plaintiff with BSI (formerly BRI Syariah) as the Defendant.</p> <p>Claim value:</p> <ul style="list-style-type: none"> <li>Material amounting to Rp219,238,764,-</li> <li>Immaterial amounting to Rp300,000,000,-</li> </ul>	<p>On 20 July 2021, the Industrial Relations Court at the Central Jakarta District Court has ruled on the case with the following verdict:</p> <p>RULING:</p> <ol style="list-style-type: none"> <li>1. Granted the Plaintiff's claim in part;</li> <li>2. Declaring that the letter of Termination of Employment to the Plaintiff with NOKEP: 187-HCD/HCOS/07/2019 to be null and void;</li> <li>3. Declaring the termination of the employment relationship between the Plaintiff and the Defendant as of 22 July 2019;</li> <li>4. Sentencing the Defendant to pay the Compensation money to the Plaintiff in the form of severance pay, service award money, compensation for rights, and DPLK in cash and at the same time totaling Rp93,708.041.62 (ninety three million seven hundred eight thousand forty one rupiah point sixty two cents);</li> <li>5. Charge the Defendant with court fees in the total amount of Rp641,000 (six hundred and forty-one thousand rupiahs);</li> <li>6. Reject the Plaintiff's claim for other than and the rest.</li> </ol> <p>For this decision, BSI has filed a cassation.</p> <p>On 12 November 2020, the Supreme Court of the Republic of Indonesia has decided on the case with the following verdict:</p> <p>RULING:</p> <ul style="list-style-type: none"> <li>- Reject the appeal from the Appeal Petitioner PT Bank BRI Syariah Tbk,;</li> <li>- Sentencing the Appeal Petitioner to pay court fees at the appeal level set at Rp500,000.00 (five hundred thousand rupiahs).</li> </ul>	The risk of compensation, however, is not material to BSI's business.	BSI will make payments to the Plaintiff based on the stated decision of the Supreme Court of the Republic of Indonesia.	Paying compensation



### Administrative and Other Sanctions from Regulators

Details of administrative sanctions received throughout 2021 are outlined in the following table:

BANK LEGACY	PERIOD		REGULATOR	REFERENCE	TYPE OF VIOLATION	NOMINAL (RP)	WORK UNIT (GIC)	BRIEF DESCRIPTION
	REPORT	IMPOSITION						
BSM	Jan-21	Jan-21	Financial Services Authority	Financial Services Authority Letter S-1/ PB.3401/2021 dated 6 January 2021	Division relocation report	1,000,000	ISG	Late in Submitting Division Relocation Report for 1 (one) day
BRIS	Mei-Aug 2020	Jan-21	Bank Indonesia (BI)	Message Type BI dated 19 January 2021	LSMK	1,402,600,000	AFD	Late submission of corrections to the LSMK Report for May to August 2020 Data
BRIS	Aug-20	Jan-21	Financial Services Authority	Financial Services Authority Letter S-3/ PB.03401/2021 dated 26 January 2021	LSMK	96,200,000	AFD & FSD	OJK Audit Results for LSMK and SLIK Reports Data Position Check for 31 August 2020 due to errors in restructuring customer collectability data in LSMK and SLIK reports because a lot of data was not filled
BSM	Oct-20	Feb-21	Bank Indonesia (BI)	BI Letter 23/38/ DPKL-GPLB- PLBP/Srt/B dated 8 February 2021	LHBU	50,000	GMG	Late in the Submission of Correction LHBU Form 201 (non-Bank Buyer code) for the 16 October 2020 report date
BSM	Jan-21	Feb-21	Bank Indonesia (BI)	BI Letter 23/28/ DPKL-GPLB- PLBP/Srt/B dated 8 February 2021	LHBU	1,000,000	ALM	Did not submit the LHBU report Header Form 407 for the 6 January 2021 report date
BSM	2000 - 2019	Feb-21	Directorate General of Taxes	Inspection Results of the Director General of Taxes	Taxes	25,326,480	CFA	Arrear Payment of Branch Tax for 102 ex BSM Branches (Notification from the Director General of Taxes on the submission of the BSI Fiscal Certificate)
BRIS	Jan-21	Feb-21	Ministry of Finance	Instructions of Director General of Treasury - State Treasury Management	SBSN	22,629,637	AFD	Delay in SBSN Debt on 8 January 2021
BNIS	Mar & June 2020	Mar-21	Financial Services Authority	Financial Services Authority Letter S-5/ PB.3401/2021 dated 8 February 2021	SLIK	21,900,000	ELO BNIS & FOG	Late submission of SLIK report corrections for the reporting month - March 2020 (for 2 debtors for 19 Business Days) - June 2020 (for 40 debtors for 35 Business Days)



BANK LEGACY	PERIOD		REGULATOR	REFERENCE	TYPE OF VIOLATION	NOMINAL (RP)	WORK UNIT (GIC)	BRIEF DESCRIPTION
	REPORT	IMPOSITION						
BSM	Mar-21	Mar-21	Directorate General of Taxes	Audit Results of the Directorate General of Taxes	Taxes	2,711,896	CFA	Arrear Payment of Branch Tax for 13 ex BSM branches (Notification from the Director General of Taxes on the submission of the BSI Fiscal Certificate)
BSM	Apr-21	Apr-21	Directorate General of Taxes	Audit Results of the Directorate General of Taxes	Taxes	131,884	CFA	Arrear Payment of Branch Tax for 1 (one) ex BSM branch (Notification from the Director General of Taxes on the submission of the BSI Fiscal Certificate)
BSM	Feb-20	Jun-21	Financial Services Authority	Financial Services Authority Letter S-13/PB.3401/2021 dated 25 May 2021	SLIK	50,000	FOG	Late in the Submission of Corrections to the SLIK Report for the February 2020 Report period for as many as 1 Debtor
BSM	Jun-21	Jun-21	Directorate General of Taxes	Audit Results of the Directorate General of Taxes	Taxes	200,000	CFA	Late Payment/ Tax Reporting of PPh 21 for ex-BSM Branches (Notification from the Director General of Taxes on the submission of the BSI Fiscal Certificate)
BSM	Jun-21	Jun-21	Directorate General of Taxes	Audit Results of the Directorate General of Taxes	Taxes	641,595	CFA	Late Payment/ Tax Reporting of PPh 21 for ex-BSM Branches (Notification from the Director General of Taxes on the submission of the BSI Fiscal Certificate)
BNIS	Feb-21	Jun-21	Bank Indonesia (BI)	BI Letter No.23/98H/DPKL-GPLB/Srt/Rhs dated 31 May 2021	LSMK	200,000,000	DSG, ELO BNIS	Did not submit the LSMK Report for the February 2021 data period for 4 ex BNIS branches (BNIS Sigli Branch Office, BNIS Langsa Branch Office, BNIS Meulaboh Branch Office, and BNIS Bireun Branch Office).

BANK LEGACY	PERIOD		REGULATOR	REFERENCE	TYPE OF VIOLATION	NOMINAL (RP)	WORK UNIT (GIC)	BRIEF DESCRIPTION
	REPORT	IMPOSITION						
BSM	Jan-Dec 2020	Aug-21	Bank Indonesia (BI)	BI Letter No.23/3/DUPK/ Srt/Rhs dated 29 July 2021	UMKM	-	ex BSM	MSME Financing Distribution Ratio in the December 2020 position did not reach 20% (posted at 14.16%) for ex legacy BSM
BNIS	Jan-Dec 2020	Aug-21	Bank Indonesia (BI)	BI Letter No.23/3/DUPK/ Srt/Rhs dated 29 July 2021	UMKM	-	ex BNIS	MSME Financing Distribution Ratio for the December 2020 position did not reach 20% (posted at 19.97%) for ex legacy BNIS
BSM	Jan-21	Aug-21	Bank Indonesia (BI)	BI Letter No.23/216/DPKL- GPLB-PLBP/Srt/B dated 19 August 2021	LHBU	750,000	ALM	Delay in submitting the LHBU Report Form 407 for 3 (three) data for the 16 January 2021 reporting date
BSM	Nov-20	Aug-21	Financial Services Authority	Financial Services Authority Letter No. S-372/ EP.121/2021 dated 12 August 2021	Customer Complaint	3,100,000	CCG, KCP Cikini	Delay in submitting responses to requests for documents related to Complaints with Indications of Dispute for 31 (thirty-one) days. (should have been submitted on 13 November 2020 but fulfilled on 14 December 2020)
BSM	Dec-18	Aug-21	Ministry of PUPR	Ministry of PUPR Letter No. KU 0604-Pg.2/1971 dated 14 July 2021	FLPP	437,922	CF1	Late Payment of FLPP Principal Refund for the period of December 2018
BSM	Jun-21	Aug-21	Bank Indonesia (BI)	BI Letter No. 23/51/DPSP- GOSP-KIM/Srt/B dated 23 July 2021	SKNBI	101,000	CTG, KCP Sabang Aceh	Error in TSA Transaction Passcode 51-52 at Sabang Aceh Sub- Branch Office

BANK LEGACY	PERIOD		REGULATOR	REFERENCE	TYPE OF VIOLATION	NOMINAL (RP)	WORK UNIT (GIC)	BRIEF DESCRIPTION
	REPORT	IMPOSITION						
BSI	4-Dec-21	24-Dec-21	Financial Services Authority	S-882/PM.112/2021	Capital Market Securities Transaction	10,000	CSG, TGM	Late in the submission of Securities transaction data reports for the September 2021 reporting period with a total delay of L1 (BSI as Seller Participant) of 1 Hour
2021 Regulatory Fines Total Sanctions						1,778,840,414		

## INVESTOR RELATIONS

Bank Syariah Indonesia has established a work unit called Investor Relations. Through this work unit, the Bank is expected to be able to provide fast and accurate information as well as to become a liaison between the Bank and capital market entities.

Through the provision of precise and accurate data, the Bank seeks to assist the capital market in the investment decision-making process at the Bank. Information related to strategy, operational performance, and financial performance that are presented will be useful as material to shape the perceptions and expectations of investors and potential investors

### Duties and Responsibilities

The duties and responsibilities of Investor Relations in the BSI organization include:

1. Introducing BSI as a merged bank to the capital market.
2. Create, develop and maintain cooperative relationships with constituents from the Indonesian capital market, including fund managers, buy-side & sell-side analysts, stock brokers, investment bankers, and rating agencies.
3. Provide accurate qualitative and quantitative information in order to form a long-term valuation of BSI shares. The information includes: Quarterly Earnings Call, Investor Conference, Teleconference, Web-Casts, IR Website, Broker Sponsorship, Road Show & Non-Deal Road Show both Local and International.

4. Represents management in meetings with analysts and investors, either one-on-one or public presentation sessions to communicate opinions, attitudes, and reactions to corporate issues as well as provide strategic feedback to the Company's management.
5. Observing the pattern of sales and ownership of the Company's shares, including managing and developing investor databases and contact reports.
6. Maintaining transparency, accuracy and timeliness of disclosure of relevant information to capital market participants.

### Communication Channels

BSI has provided communication channels for stakeholders to communicate with Investor Relations regarding the Bank's information. The details of the information channel are:

### Investor Relations Group

The Tower Building  
Jl. Gatot Subroto No 27  
Kel. Karet Kuningan  
Kec. Setiabudi  
South Jakarta  
Jakarta 12190 INDONESIA  
Website: [www.ir.bankbsi.co.id](http://www.ir.bankbsi.co.id)  
E-mail: [investor-relations@bankbsi.co.id](mailto:investor-relations@bankbsi.co.id)

### Realization of Activities during the Fiscal Year

During the 2021 fiscal year, Investor Relations has realized a number of activities, the details of which are described in the following table.

#### Activities of Investor Relation in 2021

NO.	TYPE OF ACTIVITY	DESCRIPTION	TOTAL	DATE	TOPIC OF DISCUSSION	LOKASI
1	Public Expose	Public disclosure from the Listed Company to the public to explain the performance and other information regarding the Listed Company, with the aim that the information is spread evenly to the public.	1	9 September 2021	<ul style="list-style-type: none"> <li>Indonesia Macroeconomic &amp; Banking Industry</li> <li>BSI Business Strategy</li> <li>Financial Highlight</li> <li>Digital Update</li> <li>Acknowledgements &amp; Target Guidance</li> </ul>	Jakarta (Zoom Meeting)
2	Adhoc Investor Meeting/ Teleconference	Update on the Bank's performance information	27	<ul style="list-style-type: none"> <li>5 February 2021</li> <li>5 February 2021</li> <li>5 February 2021</li> <li>5 February 2021</li> <li>19 February 2021</li> <li>24 March 2021</li> </ul>	Post Merger Corporate Update	Jakarta
				<ul style="list-style-type: none"> <li>11 May 2021</li> <li>21 May 2021</li> <li>4 June 2021</li> <li>10 June 2021</li> <li>16 June 2021</li> <li>24 June 2021</li> <li>30 June 2021</li> <li>8 July 2021</li> <li>12 July 2021</li> </ul>	Q1'2021 Corporate Update	Jakarta
				<ul style="list-style-type: none"> <li>5 August 2021</li> <li>9 August 2021</li> <li>19 August 2021</li> <li>30 August 2021</li> <li>21 September 2021</li> </ul>	1H'2021 Corporate Update	Jakarta
				<ul style="list-style-type: none"> <li>10 November 2021</li> <li>16 November 2021</li> <li>18 November 2021</li> <li>7 December 2021</li> <li>14 December 2021</li> <li>21 December 2021</li> <li>28 December 2021</li> </ul>	9M'2021 Corporate Update	Jakarta
3	Virtual investor Conference	Virtual conference related to Bank performance updates.	2	12 August 2021	1H'2021 Corporate Update	Jakarta and Hong Kong
4	Corporate Update	Meeting at the location of the prospective shareholder's office to update the Bank's performance.	2	4 November 2021	Courtesy Meeting	Dubai



## Activities of Investor Relation in 2021

NO.	TYPE OF ACTIVITY	DESCRIPTION	TOTAL	DATE	TOPIC OF DISCUSSION	LOKASI
5	Earning Call/ Analyst Meeting	Presentation of quarterly financial performance reports to investors and analysts.	3	10 May 2021	<ul style="list-style-type: none"> <li>• Macroeconomic &amp; Industry</li> <li>• Q1-2021 Financial Highlight</li> <li>• Digital &amp; Social Updates</li> <li>• Company 2021: Strategy &amp; Guidance</li> </ul>	Jakarta (Zoom Meeting)
				30 July 2021	<ul style="list-style-type: none"> <li>• Indonesia Macroeconomic &amp; Banking Industry</li> <li>• BSI Business Strategy</li> <li>• 1H-2021 Financial Highlight</li> <li>• Digital Update</li> <li>• Acknowledgements &amp; Target Guidance</li> </ul>	Jakarta (Zoom Meeting)
				29 October 2021	<ul style="list-style-type: none"> <li>• Macroeconomic &amp; Banking Industry</li> <li>• What We Have Done Since Legal Merger</li> <li>• Financial Highlight Building</li> <li>• Sustainable Business</li> <li>• Acknowledgements &amp; Target Guidance</li> </ul>	Jakarta (Zoom Meeting)
6	Review Meeting with Rating Agencies	Meeting of the Bank with rating agencies to update the annual rating of PT Bank Syariah Indonesia Tbk.	4	12 October 2021	Annual Rating Review - Site Visit	Jakarta
				26 October 2021	Annual Rating Review - Management Meeting	Jakarta
				2 December 2021	Annual Rating Review	Jakarta
				7 December 2021	Annual Rating Review	Jakarta
7	Factory Visit	Meeting with analysts at the Bank's location	1	11 November 2021	Courtesy Meeting	Jakarta
8	Investor Gathering	Meeting between the Bank and Investors/Analysts in the process of exchanging information and updating the Company's performance	1	4 March 2021	Post merger Corporate Update	Jakarta (Zoom Meeting)

### Activities of Investor Relation in 2021

NO.	TYPE OF ACTIVITY	DESCRIPTION	TOTAL	DATE	TOPIC OF DISCUSSION	LOKASI
9	AGMS	Annual General Meeting of Shareholders	1	6 May 2021	<ol style="list-style-type: none"> <li>1. Approval of the Annual Report and Report on the Supervisory Duties of the Board of Commissioners, as well as Ratification of Financial Statements for the financial year ending 31 December 2020 from the three Merger Participating Banks, namely BSM, BNIS, and BRIS, including the submission of an Accountability Report on the Realization of the Use of Proceeds from the Initial Public Offering (IPO) of the Company ending on 31 December 2020.</li> <li>2. Approval of the Use of the Company's Net Profit for the 2020 Fiscal Year</li> <li>3. Determination of remuneration (salary/ honorarium, allowances, facilities, and other benefits) for the Board of Directors, Board of Commissioners and Sharia Supervisory Board of the Company for the 2021 Fiscal Year, as appointed based on Deed Number 38 dated 14 January 2021 made before Jose Dima Satria, S.H., M.Kn., Notary in Jakarta, and determination of Tantiem to the Board of Commissioners and Board of Directors and Bonuses for the Sharia Supervisory Board from the three Merger Participating Banks for the financial year ending 31 December 2020</li> <li>4. Approval for the appointment of a Public Accounting Firm and a Public Accountant to audit the Company's Financial Statements for the 2021 Fiscal Year.</li> <li>5. Approval of Changes in the Composition of the Sharia Supervisory Board in accordance with the recommendation of the MUI National Sharia Council.</li> <li>6. Approval of the Amendment to the Company's Articles of Association</li> </ol>	Jakarta
10	EGMS	Extraordinary General Meeting of Shareholders	1	24 August 2021	Changes in the Composition of the Company's Board of Commissioners	Jakarta



## ACCESS TO COMPANY DATA AND INFORMATION

Bank Syariah Indonesia has been very consistent in disclosing updated and accurate information about the Bank's progress to the stakeholders. The information disclosed here is the summary and internal processing, which is presented as a report for a certain period pursuant to all applicable regulations on information disclosure.

The information is disclosed as part of the application of the principle of transparency and compliance with all regulatory provisions, such as capital market regulations on information disclosure.

The transparency aspects of information submitted by the Bank cover a range of matters, from position, condition, performance, financial prospects in annual reports, periodic financial reports, and interim reports, to press releases and other information disclosures to the public. Stakeholders can use all of the information material to analyze the Bank's performance.

The information is updated regularly to be further submitted to Shareholders and capital market authorities through various communication channels. The periodic report submission of information is part of efforts to create effective and equitable communication between the Bank and all stakeholders.

### Press Release

The following are press releases published by BSI throughout 2021.

NO.	DATE	PRESS RELEASE TITTLE
1	7 February 2021	Migration of Bank Syariah Indonesia
2	13 February 2021	BSI Griya Financing
3	10 February 2021	Opening of Rembang Branch
4	11 February 2021	Pefindo Rating for Bank BSI
5	15 February 2021	BRIS Market Cap
6	17 February 2021	Cooperation with the Indonesian Mosque Council
7	17 February 2021	Indonesian Mosque Council
8	22 February 2021	Syndicated Financing for the Sumatran Jalintim Preservation Project
9	22 February 2021	Assistance for Flood-affected Residents
10	24 February 2021	Launching Modest Fashion Faounders Fund 2021
11	25 February 2021	BSI is one of Issuers with Largest Market Capitalization
12	25 February 2021	Award from Zakat House
13	1 March 2021	Cooperation with UNHCR
14	3 March 2021	Cooperation with Dubai Islamic Bank
15	7 March 2021	BSI Griya Hasanah Promo
16	8 March 2021	BSI Oto Promo
17	14 March 2021	Cooperation with Ekraf Higher Education Research Institute
18	16 March 2021	BSI-Ministry of Tourism and Creative Economy Cooperation Related to Financing for MSME Tourism and Creative Economy
19	16 March 2021	Issuance of Sukuk SR014
20	18 March 2021	BSI Encourages Digitalization of Transactions at the Cipali Toll Rest Area
21	23 March 2021	BSI Collaborates with Coordinating Ministry for the Economy to Improve Literacy for Muhammadiyah Youth

NO.	DATE	PRESS RELEASE TITLE
22	23 March 2021	BSI forges synergy for Jamkrindo Syariah to Guarantee Gold Ownership Financing
23	25 March 2021	Bank Syariah Indonesia Produces Millennial Entrepreneurs Through Business Incubator Scholarships
24	26 March 2021	Bank Syariah Indonesia Implements Financial Digitization in Mosque Environment
25	26 March 2021	East Java Sharia Economics Workshop
26	26 March 2021	The signing of the Nizamia Andalusia Foundation Financing Agreement
27	26 March 2021	BSI support for LKS Qanun
28	31 March 2021	Roll Out Makassar BSI
29	4 April 2021	MUI PBNU Memorandum of Understanding
30	9 April 2021	award from iNews in the iNews Maker Awards 2021
31	9 April 2021	BSI Hasanah Card teams up with Bukalapak
32	13 April 2021	BSI Holds Mass Contract of 1,500 KPR Sejahtera Program Customers
33	14 April 2021	BSI Distributes Rp38 trillion in Mortgage
34	15 April 2021	BAZNAS and Bank Syariah Indonesia Synergize to Manage Zakat
35	16 April 2021	IIMS 2021 Held, BSI Intensify Auto Financing
36	17 April 2021	Bank Syariah Indonesia Holds Virtual Exhibition
37	20 April 2021	BSI Continues Unification of Service System Operations in Manado
38	21 April 2021	BSI Strengthens Women's Role in Sharia Economic Development
39	25 April 2021	BSI Records Digital Transaction Volume of more than IDR 40.85 Trillion, BSI Mobile Increases 82%
40	27 April 2021	BSI Encourages Micro Businesses to Go Digital
41	29 April 2021	BSI Takes an Important Role in Optimizing ZISWAF in Indonesia
42	30 April 2021	BSI Provides Banking Services for the Constitutional Court
43	2 May 2021	BSI and BPH Migas Provide Pertashop Financing
44	3 May 2021	Increasing Business Cooperation, BSI Collaborates with PT KAI and Jasa Marga's Subsidiaries
45	4 May 2021	Roll-Out Preparation in Aceh, BSI Conducts Internal and External Consolidation
46	5 May 2021	BSI and Ministry of Tourism and Creative Economy Synergize to Encourage MSMEs in the Tourism Sector to Upgrade themselves
47	6 May 2021	Bank BSI Recorded Rp742 billion in Profit, Up 12.85% in Quarter I-2021
48	7 May 2021	Targeting Millennial Customers, BSI Launches Griya Simuda
49	10 May 2021	In Support of Green Campus, Bank Syariah Indonesia to Facilitate Water Station at IPB
50	10 May 2021	Synergy between BSI and Sinarmas Land Drives Property Sector Growth
51	21 May 2021	Press Release Welcoming Eid Al-Fitr 1442 H, BSI Prepares IDR 6.37 Trillion Funds
52	20 May 2021	Press Release Optimizes Management of Zakat Infaq Alms, Indonesian Islamic Bank Inaugurates UPZ
53	25 May 2021	BSI Migrates 1.18 Million Accounts, Expands Services in Greater Semarang, Solo, Yogyakarta and Purwokerto
54	26 May 2021	Forbes Names BSI The World's Best Banks 2021
55	27 May 2021	Bank Syariah Indonesia: Economic Growth Quarter II-2021 Close to 5%
56	31 May 2021	Strengthening Sharia Financial Inclusion, BSI Facilitates Sharia Banking Services for PLN
57	3 June 2021	BSI Distributes Rp693.83 Billion Syndicated Financing to Build the Makassar-Parepare Railway
58	4 June 2021	BSI Collaborates with MES and Pertamina Distributes Pertashop Financing for Islamic Boarding Schools
59	5 June 2021	BSI Collaborates with BPRS to Develop Sharia Digital Ecosystem
60	11 June 2021	Bank Syariah Indonesia Opens Islamic Financial Literacy and ODP Program
61	15 June 2021	Bank Syariah Indonesia: Aceh Supports 8% National Sharia Market Share
62	17 June 2021	Bank Syariah Indonesia: Prospects for Islamic Banking to Grow in 2021



NO.	DATE	PRESS RELEASE TITLE
63	18 June 2021	Bank Syariah Indonesia and Peruri Collaborate to Develop Islamic Economy in Indonesia
64	19 June 2021	BSI Leads IDR 1.8 Trillion Sharia Syndicated Financing for Serang Panimbang Toll PPP Project
65	20 June 2021	BSI and UGM Strengthen Islamic Financial Literacy
66	21 June 2021	BSI Ready to Manage the Accounts of Banten Police Headquarter
67	22 June 2021	Bank Syariah Indonesia Facilitates Islamic Banking Products and Services for MUI
68	24 June 2021	The Latest Features of Biometrics, Open an Account at BSIMobile Now takes Less than 5 Minutes
69	25 June 2021	International MSME Day, BSI & Shopee Holds Go Digital Training
70	29 June 2021	Press Release BSI Won 5 Awards from InfoBank Banking Service Excellence Award 2021
71	6 July 2021	Supporting the Implementation of Emergency PPKM, BSI Changes Customer Migration Scheme
72	7 July 2021	Resilience During the Pandemic, Islamic Bank Performance Remains Stable and Positive
73	9 July 2021	Green Economy Movement, BSI and Plasticpay Launch Plastic Waste Machine Vending
74	10 July 2021	Young BSI Collaborates with Warnas.id Distributes 200 self-quarantine Packages in Tanah Abang Jakarta
75	12 July 2021	Virtual Alms Photo News for the Country
76	13 July 2021	BSI Supports Islamic Financial Literacy for Baitul Maal Wat Tamwil
77	14 July 2021	Cash Withdraw is Now Easier with BSI Mobile
78	15 July 2021	Appointed as Deposit Receiving Bank, BSI Improves Services & Encourages Young Generation for Hajj
79	21 July 2021	Eid al-Adha 1442H: BSI Distributes More Than 3,000 Sacrificial Animals
80	21 July 2021	BSI Performs Auto Migration For Ex-BRIS Customers
81	23 July 2021	BSI Ready to Distribute Non-Cash Social Assistance in 2021 in Aceh
82	24 July 2021	Accelerating Herd Immunity Targets, BSI Holds Mosque-to-Mosque Vaccinations
83	29 July 2021	Dirut BSI Raih Gelar Doktor Ungkap 3 Variabel Penting yang Pengaruhi Kinerja Private Wealth Management
84	2 August 2021	BSI President Director Wins Doctoral Degree, Reveals 3 Important Variables Affecting Private Wealth Management Performance
85	5 August 2021	BSI Collaborates with Muhammadiyah Student Association Alumni Family Forum
86	9 August 2021	BSI Facilitates Ministry of Villages Related to Banking Products and Services
87	9 August 2021	Working with BMT Nusantara, BSI Continues to Strengthen the Sharia Finance Ecosystem
88	11 August 2021	For easier international transfer, BSI Collaborates with Western Union
89	12 August 2021	BSI: Ex-BNIS Customers Can Activate BSI Mobile For Transactions
90	13 August 2021	BSI is Committed to Supporting MSMEs through the 2020 ISDP Program
91	18 August 2021	Strengthening Penetration, BSI Opens Service Office at Ministry of PUPR
92	19 August 2021	BSI Facilitates Sharia Banking Services at Ministry of Finance DJKN
93	20 August 2021	Synergy and Collaboration as BSI Strategy Committed to National Economic Recovery
94	23 August 2021	E-Commerce and E-Wallet Push Increase in BSI Mobile Transaction
95	24 August 2021	BSI EGMS, Agree to Change the Composition of the Board of Commissioners
96	25 August 2021	Holds KPR Sejahtera Mass Contract, BSI Targets Rp1.1 Trillion Disbursement
97	1 September 2021	BSI, A Merged Bank to Strengthen Sharia Economic Ecosystem
98	2 September 2021	The Ministry of Social Affairs and BSI Accelerate the Distribution of Social Assistance in Aceh
99	3 September 2021	The Ministry of Social Affairs and BSI Accelerate the Distribution of Social Assistance in Aceh
100	4 September 2021	Commemorating Customer Day, Bank Syariah Indonesia Strengthens Ultimate Service through Digital Transformation
101	4 September 2021	Strengthening Literacy, BSI Introduces Sharia Banking to undergrad students of UNPAD
102	10 September 2021	BSI Facilitates UNS Sharia Banking Services
103	14 September 2021	Bank Syariah Indonesia Operates The Tower Branch Office

NO.	DATE	PRESS RELEASE TITLE
104	16 September 2021	Bank Syariah Indonesia Wins Indonesia Business Award
105	23 September 2021	BSI and 5 Universities Agree to Cooperate to Increase Islamic Banking Literacy
106	23 September 2021	Signing of Product and Service Cooperation between BSI and PT PNM (Persero) Tbk
107	29 September 2021	Strengthening Sharia Literacy in NTB, Bank Syariah Indonesia Holds BOD Teaching at Mataram University
108	30 September 2021	BSI and DMI Collaborate to Optimize the Role of Mosques in Indonesia
109	1 October 2021	BSI Makes Mobile Banking a Locomotive of Sharia Economic Development
110	7 October 2021	Bank Syariah Indonesia Supports PT Pupuk Iskandar Muda in Syndicated Financing A Total of IDR1.1 Trillion
111	13 October 2021	BSI Launches Cobranding Debit Member Card for Indonesian Santripreneurs
112	13 October 2021	Increasing Islamic Financial Literacy, 1123 Students of 5 Famous Campuses Participates in SSBM BSI
113	18 October 2021	Bank Syariah Indonesia Cooperates with BPD to Expand Sharia Penetration in the country's suburban
114	19 October 2021	Bank Syariah Indonesia and Ministry of Religious Affairs n Distribute Incentives for Non-PNS Teachers in Aceh
115	22 October 2021	4,700 BSI Smart Agents Ready to Serve the Acehese
116	22 October 2021	BSI Proves Excellent Performance of Islamic Banking during the Pandemic
117	25 October 2021	BSI Ready to be the Main Driver of Sharia Economic Growth in Indonesia
118	26 October 2021	BSI and LAZNAS BSMU Synergize to Improve the HR of Islamic Boarding School to Ignite Halal Ecosystem
119	29 October 2021	Supporting Regional Infrastructure Development, BSI Distributes Jalin Sumatra Syndicated Financing
120	29 October 2021	Focusing on Digitalization, BSI's Post Merger Performance is Increasingly Solid
121	29 October 2021	BSI Collaborates with BPM Istiqal in Optimizing the Mosque Functions to Strengthen the People's Economy
122	1 November 2021	BSI Tasyakuran Breaks MURI Record, Cutting 1300 Traditional Cake Tumpeng in Indonesia
123	1 November 2021	BSI Continues to Innovate, Customers Can Apply for Mitraguna Financing via Online
124	1 November 2021	After the Single System, BSI believes that the Company's Performance and Assets are increasingly bigger
125	5 November 2021	BSI Get Operational License in Dubai
126	12 November 2021	BSI was Named The Strongest Islamic Bank 2021
127	18 November 2021	Faster Hajj Registration Access via BSI Mobile
128	18 November 2021	Intensifying Sharia Banking Literacy, BSI Cooperates with POLRI
129	22 November 2021	Aiming for Automotive Market Share Through BSI Otoshow
130	25 November 2021	BSI's Synergy with BPJS Health Improve Health Facilities
131	26 November 2021	LinkAja and BSI Collaborate, Presenting Digital Ease and Igniting Financial Literacy
132	29 November 2021	BSI Hasanah Card Strengthens the Halal Ecosystem in the Culinary Sector
133	2 December 2021	Synergizing with Kimia Farma, BSI Launches Use in Aceh
134	3 December 2021	BSI together with BSMU Launch BSI Scholarship Program
135	6 December 2021	BSI Sends Medical Volunteers to Locations Affected by the Semeru Eruption
136	6 December 2021	Expansive in the Consumer Segment, BSI Drives Home Financing Through Digital Platforms
137	8 December 2021	Entering the Top 5 Ranks in National Banking, BSI Registers 11.57% Growth in Savings
138	9 December 2021	Delivering Outstanding Performance, BSI Wins 3 Awards at the End of 2021
139	9 December 2021	Driving Halal Potential, BSI Hopes the Sharia Banking- Industry Synergy to Get Stronger

## Analyst Meeting

NO.	ACTIVITY	TIME	PLACE	SUBJECT OF DISCUSSION
1	Earning Call/Analyst Meeting	Monday, 10 May 2021	Zoom Meeting	<ul style="list-style-type: none"> <li>- Macroeconomic &amp; Industry</li> <li>- 1-2021 Financial Highlight</li> <li>- Digital &amp; Social Updates</li> <li>- Company 2021 Strategy &amp; Guidance</li> </ul>
		Friday, 30 July 2021	Zoom Meeting	<ul style="list-style-type: none"> <li>- Indonesia Macroeconomic &amp; Banking Industry</li> <li>- BSI Business Strategy</li> <li>- 1H-2021 Financial Highlight</li> <li>- Digital Update</li> <li>- Acknowledgments &amp; Target Guidance</li> </ul>
		Friday, 29 October 2021	Zoom Meeting	<ul style="list-style-type: none"> <li>- Macroeconomic &amp; Banking Industry</li> <li>- What We Have Done Since Legal Merger</li> <li>- Financial Highlight</li> <li>- Building Sustainable Business</li> <li>- Acknowledgments &amp; Target Guidance</li> </ul>

## Transparency of Report Submission

NO.	DATE OF MEMO/LETTER	NO OF MEMO/LETTER	OBJECTIVE MEMO/LETTER	MATER
1	6 January 21	23/011-3/TIG	Financial Services Authority Supervision of Capital Market Supporting Institutions and Professionals	Report on Activity and Asset Value Under Custody of PT Bank Syariah Mandiri for the December 2020 Period
2	6 January 21	23/010-3/TIG	Financial Services Authority Directorate of Sharia IKNB	Report on Guarantee Fund Activity of PT Bank Syariah Mandiri for the December 2020 Period
3	13 January 2021	23/080-3/DIR-TIG	Financial Services Authority Capital market supervision department 2B	Report on Realization of Data Update for 2020 of PT Bank Syariah Mandiri as Custodian Bank
4	2 February 2021	02/001-BSI/2021	Financial Services Authority capital market and IDX	Report on Material Information or Facts Announcement of Results of the Merger of BSM and BNIS to BRIS and Change of Name to PT Bank Syariah Indonesia Tbk
5	3 February 2021	01/098-3/DIR-CSG	Financial Services Authority capital market and IDX	Report of Change in Corporate Secretary
6	3 February 2021	02/002-BSI/2021	Financial Services Authority capital market and IDX	Submission of Proof of Advertising for the Announcement of the Merger of BSM and BNIS into BRIS and Change of BRIS Name to PT Bank Syariah Indonesia Tbk
7	3 February 2021	02/003-BSI/2021	Financial Services Authority capital market and IDX	Report on Information or Material Facts on Disclosure of Information Regarding Affiliated Transactions
8	3 February 2021	02/004-BSI/2021	Financial Services Authority capital market	Information Disclosure on Affiliated Transactions (only to OJK Capital Market Supervisor)
9	5 February 2021	02/005-BSI/2021	Financial Services Authority capital market and IDX	Report on Material Information or Facts about Changes to the Company's Articles of Association
10	5 February 2021	01/0005-3/DBG	Bank Indonesia	Submission of the QRIS Transaction Activity Obligation Report for January 2021
11	5 February 2021	01/037-3/CFS	Financial Services Authority DLPM	Information on Merger and Change of Company Name

NO.	DATE OF MEMO/LETTER	NO OF MEMO/ LETTER	OBJECTIVE MEMO/LETTER	MATER
12	5 February 21	01/040-3/CFS	Financial Services Authority Direktorat IKNB Syariah	Information on Merger and Change of Company Name
13	5 February 21	01/042-3/CFS	Financial Services Authority Supervision of Capital Market Supporting Institutions and Professionals	Report on Activity and Asset Value Under Custody PT Bank Syariah Indonesia January 2021
14	5 February 21	01/043-3/CFS	Financial Services Authority Direktorat IKNB Syariah	Report on Guarantee Fund Activity of PT Bank Syariah Indonesia for January 2021
15	5 February 21	01/044-3/CFS	Financial Services Authority Supervision of Capital Market Supporting Institutions and Professionals	Submission of Administrator Responsible Officer (ARO) Aplo Custody Bank
16	10 February 2021	01/070-3/CSG	Financial Services Authority capital market IDX	Report on Company Debt/Liability Data in Foreign Exchange as of January 31, 2021
17	10 February 2021	01/069-3/CSG	IDX	Monthly Report on Securities Holder Registration ended January 31, 2021
18	11 February 2021	01/0008-3/DBG	Indonesian Payment System Association (ASPI)	Submission of Information on the Use of PT Bank Syariah Indonesia's QRIS System, Tbk
19	11 February 2021	01/0008A-3/DBG	The National Electronic Transaction Settlement (PTEN)	Submission of Information on the Use of PT Bank Syariah Indonesia's QRIS System, Tbk
20	16 February 2021	01/417-3/DIR-CSG	Financial Services Authority capital market and IDX	Changes in the Remuneration and Nomination Committee of Issuers or Public Companies
21	23 February 2021	01/00020-3/DBG	Bank Indonesia	Submission of Data related to the Implementation of Open API of PT Bank Syariah Indonesia Tbk
22	2 March 2021	01/0021-3/DBG	Bank Indonesia	Submission on PT Visa Worldwide Indonesia License Agreement.
23	4 March 21	01/182-3/CFS	Financial Services Authority Supervision of Capital Market Supporting Institutions and Professionals	Report on Activity and Asset Value Under Custody of PT Bank Syariah Indonesia for the Period of February 2021
24	4 March 21	01/183-3/CFS	Financial Services Authority Directorate of Sharia IKNB	Report on Guarantee Fund Activity of PT Bank Syariah Indonesia for the Period of February 2021
25	9 March 2021	01/616.1-3/CSG	Financial Services Authority capital market and IDX	Report on Material Information or Facts on the Rating Results of 2016 Subordinated Sukuk Mudharabah
26	9 March 2021	01/010-PER/DIR	The Deposit Insurance Agency (LPS)	Report on Submission of SCV (Single Customer View) of PT Bank Syariah Indonesia, Tbk for February 2021
27	10 March 2021	01/124-3/CSG	Financial Services Authority capital market	Report on Company Debt/Liability Data in Foreign Exchange as of February 28, 2021
28	10 March 2021	01/125-3/CSG	IDX	Monthly Report on Securities Holder Registration ended February 28, 2021
29	10 March 2021	01/0035-3/CFA	The Deposit Insurance Agency (LPS)	Report on Deposit of PT Bank Syariah Indonesia, Tbk.
30	10 March 2021	01/0036-3/CFA	The Deposit Insurance Agency (LPS)	Submission of Consolidated Data on Accounts Per Customer of PT Bank Syariah Indonesia for February 2021
31	10 March 2021	01/0037-3/CFA	The Deposit Insurance Agency (LPS)	Monthly Financial Report of PT Bank Syariah Indonesia, Tbk (28 February 2021)
32	12 March 2021	01/129-3/CSG	Financial Services Authority capital market and IDX	Explanation on Mass Media Reporting related to Plan for the Right Issue (request for explanation from IDX)
33	15 March 2021	01/657-3/DIR-CFA	Financial Services Authority	Internal Financial Report of PT Bank Syariah Indonesia, Tbk. Period 28 February 2021
34	17 March 2021	01/231-3/CFS	Financial Services Authority DLPM	Submission of the Second Follow-up on the Result of the Audit on Custodian Compliance

NO.	DATE OF MEMO/LETTER	NO OF MEMO/ LETTER	OBJECTIVE MEMO/LETTER	MATER
35	17 March 2021	01/232-3/CFS	Financial Services Authority DLPM	Refund of Commercial Bank Approval as Custodian on behalf of PT Bank Syariah Mandiri
36	17 March 2021	01/234-3/CFS	Financial Services Authority DLPM	Transfer Report
37	17 March 2021	01/235-3/CFS	Financial Services Authority DLPM	Return of Commercial Bank Registration Certificate as Trustee on behalf of PT Bank Syariah Mandiri
38	17 March 2021	01/236-3/CFS	Financial Services Authority DLPM	Report on the Settlement of the Trustee's Rights and Obligations
39	19 March 2021	01/670-3/DIR-CSG	Financial Services Authority capital market and IDX	Changes in the Audit Committee
40	22 March 2021	01/0024-3/DBG	Bank Indonesia	Yearly Report on to Payment System Service Providers (PJSP) PT Bank Syariah Indonesia, Tbk
41	23 March 2021	01/719-3/DIR-CSG	OJK capital market	Notification of the AGMS Plan to OJK Capital Market
42	29 March 2021	01/327-3/CFS	Financial Services Authority DLPM	Document of Operating Income Results for Custodian Bank Activities of PT Bank Syariah Mandiri
43	29 March 2021	01/338-3/CFS	Financial Services Authority DLPM	Operating Income from the Activities of the Trustee of PT Bank Brisyariah Tbk
44	30 March 2021	01/148-3/CSG	Financial Services Authority capital market and IDX	Announcement of the Plan for Annual General Meeting of Shareholders (AGMS announcement)
45	31 March 2021	01/099-3/DIR-CSG	Financial Services Authority capital market and IDX	Information on changes in Management
46	31 March 2021	01/152-3/CSG	Financial Services Authority capital market and IDX	Yearly Report on Results of Rating
47	31 March 2021	01/148-3/CSG	Financial Services Authority capital market	Submission of proof of publication of AGMS announcement to OJK Capital Markets
48	5 April 2021	01/0042-3/DBG	Bank Indonesia	Monthly QRIS Transaction Report for the March 1 to March 31, 2021 period
49	6 April 21	01/388-3/CFS	Financial Services Authority Supervision of Capital Market Supporting Institutions and Professionals	Report on Activity and Asset Value Under Custody PT Bank Syariah Indonesia for March 2021 Period
50	6 April 21	01/389-3/CFS	Financial Services Authority Directorate of Sharia IKNB	Report on Guarantee Fund Activity of PT Bank Syariah Indonesia for March 2021 Period
51	8 April 2021	01/168-3/CSG	Financial Services Authority capital market	Report on the Company Debt/Liability Data in Foreign Currency for the months ended March 31, 2021
52	8 April 2021	01/174-3/CSG	Financial Services Authority capital market and IDX	Requests for Information by Issuers and Public Companies regarding Responses to OJK Letters
53	9 April 2021	01/176-3/CSG	IDX	Monthly Report on Securities Holder Registration for months ended March 31, 2021
54	9 April 2021	01/022-PER/DIR	The Deposit Insurance Agency (LPS)	Submission of SCV (Single Customer View) Report of PT Bank Syariah Indonesia, Tbk. For March 2021 Period
55	12 April 2021	01/818-3/DIR-CFA	Financial Services Authority	Internal Financial Report of PT Bank Syariah Indonesia, Tbk. for the months ended March 31, 2021 period
56	12 April 2021	01/0044-3/CFA	The Deposit Insurance Agency (LPS)	Submission of Data Consolidated Account Per Customer PT Bank Syariah Indonesia for March 2021 period
57	12 April 2021	01/0045-3/CFA	The Deposit Insurance Agency (LPS)	Report on Deposit of PT Bank Syariah Indonesia, Tbk. With a nominal value of up to IDR 100 million for March 2021 period
58	12 April 2021	01/0046-3/CFA	The Deposit Insurance Agency (LPS)	Monthly Financial Report of PT Bank Syariah Indonesia, Tbk (31 March 2021)



NO.	DATE OF MEMO/LETTER	NO OF MEMO/ LETTER	OBJECTIVE MEMO/LETTER	MATER
59	13 April 2021	01/0044-3/DBG	Indonesian Payment System Association (ASPI)	Submission of the report on the implementation of the domestic chip technology national standard and the issuance of the TW 1/2021 national logo
60	14 April 2021	01/182-3/CSG	Financial Services Authority capital market and IDX	Summon of the Annual General Meeting of Shareholders
61	14 April 2021	01/184-3/CSG	Financial Services Authority capital market and IDX	Submission of Annual Report
62	15 April 2021	01/183-3/CSG	Financial Services Authority capital market and IDX	Submission of proof of publication of the summon of AGMS to OJK Capital Market
63	21 April 2021	01/0048-3/CFA	The Deposit Insurance Agency (LPS)	Yearly Financial Report of PT Bank Syariah Indonesia Tbk, for December 2020 period.
64	21 April 2021	01/027-PER/DIR	The Deposit Insurance Agency (LPS)	Submission of the Yearly Financial Report of PT Bank Syariah Indonesia, Tbk for 2020 Period
65	22 April 2021	01/876-3/DIR-CPG	Financial Services Authority	Submission of PT BSI Tbk Consolidated 2020 GCG Implementation Report 2020
66	22 April 2021	01/877-3/DIR-CPG	Bank Mandiri	Submission of PT BSI Tbk Consolidated 2020 GCG Implementation Report 2020
67	28 April 2021	01/951-3/DIR-CPG	Bank Mandiri	Submission of the DymFK Duties and Responsibilities Implementation Report for the First Quarter of 2021
68	4 May 21	01/522-3/CFS	Financial Services Authority Supervision of Capital Market Supporting Institutions and Professionals	Report on Activity and Asset Value Under Custody PT Bank Syariah Indonesia April 2021
69	4 May 21	01/523-3/CFS	Financial Services Authority Directorate of Sharia IKNB	Report on Guarantee Fund Activity of PT Bank Syariah Indonesia April 2021
70	5 May 2021	01/0061-3/DBG	Bank Indonesia	Submission of the QRIS transaction activity report for the position of April 2021
71	6 May 2021	01/035-PER/DIR	The Deposit Insurance Agency (LPS)	Submission of SCV (Single Customer View) Report of PT Bank Syariah Indonesia, Tbk.
72	7 May 2021	01/251-3/CSG	IDX	Monthly Report on Securities Holder Registration for the period ended April 30, 2021
73	7 May 2021	01/253-3/CSG	Financial Services Authority capital market	Report on Company Debt/Liability Data in Foreign Exchange for the months ended April 30, 2021
74	7 May 2021	01/256-3/CSG	Financial Services Authority capital market and IDX	Submission of Proof of Advertising on Information on Interim Financial Statements March 31, 2021
75	7 May 2021	01/1002-3/DIR-CFA	Financial Services Authority	Submission of Newspaper Cutouts Containing the Announcement of Quarterly Financial Statements for the months ended March 31, 2021
76	7 May 2021	01/1003-3/DIR-CFA	Financial Services Authority	Submission of Report on Transaction Between the Bank and Related Parties and Provision of Funds for the months ended March 31, 2021
77	7 May 2021	01/0058-3/CFA	The Deposit Insurance Agency (LPS)	Submission of Data Consolidated Account Per Customer PT Bank Syariah Indonesia April 2021
78	7 May 2021	01/0059-3/CFA	The Deposit Insurance Agency (LPS)	Report of Deposit of PT Bank Syariah Indonesia, Tbk. With a nominal value of up to IDR 100 million for the period of April 2021
79	7 May 2021	01/0060-3/CFA	The Deposit Insurance Agency (LPS)	Monthly Financial Report of PT Bank Syariah Indonesia, Tbk (April 30, 2021)
80	10 May 2021	01/1010-3/DIR-CSG	Financial Services Authority capital market and IDX	Announcement of the summary of the Minutes of the AGMS
81	10 May 2021	01/301-3/DIR-AMG	Financial Services Authority	Copy of Report on Immediate Blocking



NO.	DATE OF MEMO/LETTER	NO OF MEMO/LETTER	OBJECTIVE MEMO/LETTER	MATER
82	10 May 2021	01/1008-3/DIR-CFA	Financial Services Authority	Internal Financial Report of PT Bank Syariah Indonesia, Tbk. For the months ended April 30, 2021
83	11 May 2021	01/260-3/CSG	Financial Services Authority capital market and IDX	Submission of Proof of Advertising on GMS Results
84	11 May 2021	01/1023-3/DIR-CSG	Financial Services Authority capital market and IDX	Disclosure of Information on Certain Shareholders (Board of Directors)
85	20 May 2021	01/1038-3/DIR-CSG	Financial Services Authority capital market and IDX	Disclosure of Information on Certain Shareholders (Board of Directors)
86	21 May 2021	01/607-3/CFS	Polri copy of Financial Services Authority	Report on Zero Immediate Blocking
87	31 May 2021	01/016-3/KOM	Financial Services Authority capital market and IDX	Information Disclosure of Certain Shareholders (Commissioners)
88	3 June 2021	01/017-3/KOM	Financial Services Authority capital market and IDX	Information Disclosure of Certain Shareholders (Commissioners)
89	3 June 2021	01/018-3/KOM	Financial Services Authority capital market and IDX	Information Disclosure of Certain Shareholders (Commissioners)
90	4 June 2021	01/1251-3/DIR-CSG	Financial Services Authority capital market	Submission of Minutes of Annual General Meeting of Shareholders
91	4 June 21	01/656-3/CFS	Report of Activity R and Asset Value Under Custody of PT Bank Syariah Indonesia for May 2021 period	Report of Activity R and Asset Value Under Custody of PT Bank Syariah Indonesia for May 2021 period
92	4 June 21	01/657-3/CFS	Financial Services Authority Directorate of Sharia IKNB	Report on Guarantee Fund Activity PT Bank Syariah Indonesia for the May 2021 Period
93	7 June 2021	01/311-3/CSG	Financial Services Authority capital market	Report on the Company Debt/Liability Data in Foreign Currency for the months ended May 31, 2021
94	7 June 2021	01/309-3/CSG	IDX	Monthly Report on Securities Holder Registration for the months ended May 31, 2021
95	7 June 2021	01/0106-3/DBG	Bank Indonesia	Submission of Report on QRIS Transaction Activity Obligation for the May 2021 position
96	7 June 2021	01/040-PER/DIR	The Deposit Insurance Agency (LPS)	Submission of SCV (Single Customer View) Report of PT Bank Syariah Indonesia, Tbk. For the May 2021 Period
97	7 June 2021	01/0067-3/CFA	The Deposit Insurance Agency (LPS)	Submission of Data Consolidated Account Per Customer PT Bank Syariah Indonesia for the May 2021 period
98	7 June 2021	01/0068-3/CFA	The Deposit Insurance Agency (LPS)	Report on Deposit of PT Bank Syariah Indonesia, Tbk. With a nominal value of up to IDR 100 million for the May 2021 Period
99	7 June 2021	01/0069-3/CFA	The Deposit Insurance Agency (LPS)	Monthly Financial Report of PT Bank Syariah Indonesia, Tbk (31 May 2021)
100	10 June 2021	01/1184-3/DIR-RBD	Financial Services Authority capital market and IDX	Disclosure of Information on Certain Shareholders (Board of Directors)
101	11 June 2021	01/1198-3/DIR-CFA	Financial Services Authority	Internal Financial Report of PT Bank Syariah Indonesia, Tbk. For May 31, 2021 Period
102	23 June 2021	01/021-3/KOM	Financial Services Authority capital market and IDX	Information Disclosure of Certain Shareholders (Commissioners)
103	30 June 2021	01/349-3/CSG	Financial Services Authority capital market and IDX	Report of Information or Material Facts on the Results of the Implementation of the Share Ownership Program under MESOP Phase I 2021 Program of PT Bank Syariah Indonesia Tbk
104	1 July 2021	01/368-3/CSG	Financial Services Authority capital market and IDX	Explanation of Transaction Volatility (Request for explanation from IDX)
105	5 July 2021	01/0173-3/DBG	Bank Indonesia	Submission of the QRIS Transaction Activity Obligation Report for the June 2021 Position

NO.	DATE OF MEMO/LETTER	NO OF MEMO/ LETTER	OBJECTIVE MEMO/LETTER	MATER
106	5 July 21	01/846-3/CFS	Financial Services Authority Supervision of Capital Market Supporting Institutions and Professionals	Report on Activity and Asset Value Under Custody of PT Bank Syariah Indonesia for the June 2021 Period
107	5 July 21	01/845-3/CFS	Financial Services Authority Directorate of Sharia IKNB	Report of Guarantee Fund Activity of PT Bank Syariah Indonesia for the June 2021 Period
108	5 July 21	01/850-3/CFS	Financial Services Authority Supervision of Capital Market Supporting Institutions and Professionals	Mid-Year Report of the Trustee of PT Bank Syariah Indonesia
109	7 July 2021	01/1284-3/DIR-CTO	Financial Services Authority capital market and IDX	Plan for Fulfillment of Provisions V.1 Exchange Regulation No.I-A
110	7 July 2021	01/024-3/KOM	Financial Services Authority capital market and IDX	Information Disclosure of Certain Shareholders (Commissioners)
111	7 July 2021	01/377-3/CSG	IDX	Monthly Report of Securities Holder Registration for the months ended June 30, 2021
112	8 July 2021	01/0182-3/DBG	Indonesian Payment System Association (ASPI)	Submission of Report on Implementation of National Chip Technology Standards, Processing of Domestic Debit Transactions and Issuing of National Logos Quarter-2/2021
113	8 July 2021	01/041-PER/DIR	The Deposit Insurance Agency (LPS)	Submission of SCV (Single Customer View) Report of PT Bank Syariah Indonesia, Tbk. For the June 2021 Period
114	9 July 2021	01/378-3/CSG	Financial Services Authority capital market	Report on Company Debt/Liability Data in Foreign Exchange for the months ended June 30, 2021
115	9 July 2021	01/1399-3/DIR-CSG	Financial Services Authority capital market	Submission of EGMS Agenda on changes to the Composition of the Board of Commissioners to OJK
116	9 July 2021	01/1405-3/DIR-CFA	Financial Services Authority	Internal Financial Report of PT Bank Syariah Indonesia, Tbk. for the June 30 2021 Period
117	9 July 2021	01/0111-3/CFA	The Deposit Insurance Agency (LPS)	Submission of Data Consolidated Account Per Customer PT Bank Syariah Indonesia for the June 2021 Period
118	9 July 2021	01/0112-3/CFA	The Deposit Insurance Agency (LPS)	Report on Deposit of PT Bank Syariah Indonesia, Tbk. With a nominal value of up to IDR 100 million for the June 2021 Period
119	9 July 2021	01/0113-3/CFA	The Deposit Insurance Agency (LPS)	Monthly Financial Report of PT Bank Syariah Indonesia, Tbk (June 30, 2021)
120	14 July 2021	01/0119-3/CFA	The Deposit Insurance Agency (LPS)	Submission of Calculation of Guarantee Premium PT Bank Syariah Indonesia Tbk Semester II 2021
121	15 July 2021	01/1430-3/DIR-CSG	Financial Services Authority capital market and IDX	Report on the Use of Proceeds from the Public Offering as of June 30, 2021
122	16 July 2021	01/025-3/KOM	Financial Services Authority capital market and IDX	Information Disclosure of Certain Shareholders (Commissioners)
123	16 July 2021	01/462-3/CSG	Financial Services Authority capital market and IDX	Notification of Plan for EGMS (EGM Announcement)
124	18 July 2021	01/462-3/CSG	Financial Services Authority capital market and IDX	Submission of Proof of Announcement of GMS
125	28 July 2021	01/984-3/CFS	Financial Services Authority	Nil Report
126	30 July 2021	01/1494-3/DIR-CPG	Financial Services Authority	Submission of the Report on the Implementation of DymFK Duties and Responsibilities for the Semester I 2021 Period
127	30 July 2021	01/1490-3/DIR-PRI	Financial Services Authority	Submission of Bank Soundness Level Report (TKB) Semester I 2021 PT BSI Tbk

NO.	DATE OF MEMO/LETTER	NO OF MEMO/ LETTER	OBJECTIVE MEMO/LETTER	MATER
128	30 July 2021	01/1493/3-DIR-CPG	Bank Mandiri	Submission of the Report on the Implementation of DymFK Duties and Responsibilities for the Quarter II 2021 Period
129	30 July 2021	01/1495-3/DIR-CFA	Financial Services Authority	Submission of Newspaper Cutouts Containing the Announcement of Quarterly Financial Reports for the months ended June 30, 2021
130	30 July 2021	01/1501-3/DIR-CFA	Financial Services Authority	Submission of Report on Transactions between the Bank and Related Parties and Provision of Funds for the June 30, 2021 Period
131	2 August 2021	01/514-3/CSG	Financial Services Authority capital market and IDX	Summon of the Extraordinary General Meeting of Shareholders
132	2 August 2021	01/506-3/CSG	Financial Services Authority capital market and IDX	Submission of Proof of Ad on Interim Financial Statements for the months ended June 30, 2021
133	4 August 2021	01/516-3/CSG	Financial Services Authority capital market and IDX	Submission of proof of publication of the invitation to the EGMS to OJK Capital Markets
134	4 August 2021	01/0209-3/DBG	Bank Indonesia	Submission of the QRIS Transaction Activity Obligation Report for the July 2021 position
135	4 August 2021	01/1018-3/CFS	Polri copy of Financial Services Authority	Report on Nil Immediate Blocking
136	4 August 21	01/1023-3/CFS	Financial Services Authority Supervision of Capital Market Supporting Institutions and Professionals	Report on Activity and Asset Value Under Custody PT Bank Syariah Indonesia for the July 2021 Period
137	4 August 21	01/1024-3/CFS	Financial Services Authority Directorate of Sharia IKNB	Report on Guarantee Fund Activity of PT Bank Syariah Indonesia for the July 2021 Period
138	6 August 2021	01/531-3/CSG	Financial Services Authority capital market and IDX	Affiliate Transaction Report
139	6 August 2021	01/533-3/CSG	Financial Services Authority capital market	Report on Company Debt/Liability Data in Foreign Exchange as of July 31, 2021
140	6 August 2021	01/526-3/CSG	IDX	Monthly Report on Securities Holder Registration for the months ended July 31, 2021
141	6 August 2021	01/532-3/CSG	Financial Services Authority capital market and IDX	Report on Material Information or Facts about Changes to the Company's Articles of Association
142	6 August 2021	01/043-PER/DIR	The Deposit Insurance Agency (LPS)	Submission of SCV (Single Customer View) Report of PT Bank Syariah Indonesia, Tbk. For the July 2021 Period
143	10 August 2021	01/1577-3/DIR-CFA	Financial Services Authority	Internal Financial Report of PT Bank Syariah Indonesia, Tbk. For the July 31, 2021 Period
144	10 August 2021	01/0128-3/CFA	The Deposit Insurance Agency (LPS)	Submission of Consolidated Data Account Per Customer of PT Bank Syariah Indonesia for the July 2021 Period
145	10 August 2021	01/0129-3/CFA	The Deposit Insurance Agency (LPS)	Report on Deposit PT Bank Syariah Indonesia, Tbk. With a nominal value of up to IDR 100 million for the July 2021 Period
146	10 August 2021	01/0130-3/CFA	The Deposit Insurance Agency (LPS)	Monthly Financial Report of PT Bank Syariah Indonesia, Tbk (July 31, 2021)
147	10 August 2021	01/0127-3/CFA	Bank Indonesia	Submission of the Monetary and Financial System Stability Report (LSMK) of PT Bank Syariah Indonesia Tbk Offline for the July 2021 Reporting Month
148	12 August 2021	01/0214-3/DBG	Bank Indonesia	Application for participation Sandbox QR Code Payments Between Countries Indonesia - Thailand
149	16 August 2021	01/0131-3/CFA	Bank Indonesia	Submission of the Monetary and Financial System Stability Report (LSMK) of PT Bank Syariah Mandiri Tbk Offline for the January 2021 Reporting Month
150	20 August 2021	01/1131-3/CFS	Polri copy of Financial Services Authority	Report on Nil Immediate Blocking

NO.	DATE OF MEMO/LETTER	NO OF MEMO/ LETTER	OBJECTIVE MEMO/LETTER	MATER
151	26 August 2021	01/571-3/CSG	Financial Services Authority capital market and IDX	Plan for Annual Public Expose
153	26 August 2021	01/573-3/CSG	Financial Services Authority capital market and IDX	Announcement of the summary of the Minutes of the EGMS
154	26 August 2021	01/1652-3/DIR-CPG	Financial Services Authority	Submission of the Supervisory Report of the Sharia Supervisory Board on PT Bank Syariah Indonesia Tbk. (DPS) for Semester I 2021
155	30 August 2021	01/582-3/CSG	Financial Services Authority capital market and IDX	Submission of Proof of Ad on GMS Results
156	1 September 2021	01/1685-3/DIR-CSG	Financial Services Authority capital market and IDX	Changes in the Audit Committee
157	1 September 2021	01/1685-3/DIR-CSG	Financial Services Authority capital market and IDX	Changes in the Remuneration and Nomination Committee of Issuers or Public Companies
158	6 September 2021	01/605-3/CSG	Financial Services Authority capital market and IDX	Submission of Annual Public Expose Material
159	6 September 2021	01/601-3/CSG	IDX	Monthly Report of Securities Holder Registration for the months ended August 31, 2021
160	6 September 2021	01/599-3/CSG	Financial Services Authority capital market and IDX	Change of Corporate Secretary
161	6 September 2021	01/0239-3/DBG	Bank Indonesia	Submission of the QRIS Transaction Obligation Report for the August 2021 position
162	7 September 2021	01/602-3/CSG	Financial Services Authority capital market	Report on Company Debt/Liability Data in Foreign Exchange as of August 31, 2021
163	7 September 21	01/1277-3/CFS	Financial Services Authority Supervision of Capital Market Supporting Institutions and Professionals	Report on Activity and Asset Value Under Custody of PT Bank Syariah Indonesia for August 2021
164	7 September 21	01/1278-3/CFS	Financial Services Authority Directorate of Sharia IKNB	Report on Guarantee Fund Activity of PT Bank Syariah Indonesia for August 2021 Period
165	7 September 2021	01/044-PER/DIR	The Deposit Insurance Agency (LPS)	Submission of SCV (Single Customer View) Report of PT Bank Syariah Indonesia, Tbk for August 2021 Period
166	7 September 2021	01/0138-3/CFA	The Deposit Insurance Agency (LPS)	Submission of Data Consolidated Account Per Customer PT Bank Syariah Indonesia for August 2021 Period
167	7 September 2021	01/0139-3/CFA	The Deposit Insurance Agency (LPS)	Report on Deposit of PT Bank Syariah Indonesia, Tbk. With a nominal value of up to IDR 100 million for the August 2021 Period
168	7 September 2021	01/0140-3/CFA	The Deposit Insurance Agency (LPS)	Monthly Financial Report of PT Bank Syariah Indonesia, Tbk (31 August 2021)
169	09 September 2021	01/1726-3/DIR-CFA	Financial Services Authority	Internal Financial Report of PT Bank Syariah Indonesia, Tbk. For August 31, 2021 Period
170	10 September 2021	01/620-3/CSG	Financial Services Authority capital market and IDX	Report on Material Information or Facts about Changes to Articles of Association
171	13 September 2021	01/1723-3/DIR-CSG	Financial Services Authority capital market and IDX	Request for Information by Issuers and Public Companies regarding Company Controlling Information (request from OJK Capital Market Supervisor)
172	14 September 2021	01/628-3/CSG	Financial Services Authority capital market and IDX	Report on Material Information or Facts about Change of Address of PT Bank Syariah Indonesia Tbk Head Office
173	14 September 2021	01/629-3/CSG	Financial Services Authority capital market and IDX	Report of results of Annual Public Expose
174	14 September 2021	01/628-3/CSG	Financial Services Authority capital market and IDX	Change of Address/Phone Number/Fax/E-Mail/ Website/NPWP/NPKP (update new address of KP)



NO.	DATE OF MEMO/LETTER	NO OF MEMO/LETTER	OBJECTIVE MEMO/LETTER	MATER
175	20 September 2021	01/678-3/CSG	Financial Services Authority capital market and IDX	Submission of Minutes of Extraordinary General Meeting of Shareholders
176	5 October 2021	01/0266-3/DBG	Bank Indonesia	Submission of QRIS Transaction Activity Obligation Report for September 2021 position
177	5 October 2021	01/0267-3/DBG	Bank Indonesia	Reporting on Trial Development of Payment System Innovation Technology Sandbox QR Code Payments Between Indonesia – Thailand.
178	5 October 21	01/1472-3/CFS	Financial Services Authority Supervision of Capital Market Supporting Institutions and Professionals	Report on Activity and Asset Value Under Custody of PT Bank Syariah Indonesia for September 2021 Period
179	5 October 21	01/1473-3/CFS	Financial Services Authority Directorate of Sharia IKNB	Report on Guarantee Fund Activity of PT Bank Syariah Indonesia for September 2021 Period
180	6 October 2021	01/045-PER/DIR	The Deposit Insurance Agency (LPS)	Submission of SCV (Single Customer View) Report of PT Bank Syariah Indonesia, Tbk. For September 2021 period
181	7 October 2021	01/732-3/CSG	Financial Services Authority capital market and IDX	Report on Company Debt/Liability Data in Foreign Exchange as of September 30, 2021
182	8 October 2021	01/0268-3/DBG	Indonesian Payment System Association (ASPI)	Submission of Report on Implementation of National Chip Technology Standards, Processing of Domestic Debit Transactions and Issuing of National Logos Quarter-3/2021
183	8 October 2021	01/0269-3/DBG	Bank Indonesia	Submission of Follow-up on Commitments in the Implementation of Electronic Money at PT Bank Syariah Indonesia, Tbk.
184	9 October 2021	01/727-3/CSG	IDX	Monthly Report of Securities Holder Registration for months ended September 30, 2021
185	11 October 2021	01/2030-3/DIR-CFA	Financial Services Authority	Internal Financial Report of PT Bank Syariah Indonesia, Tbk. For September 30 2021 Period
186	13 October 2021	01/0156-3/CFA	The Deposit Insurance Agency (LPS)	Monthly Financial Report of PT Bank Syariah Indonesia, Tbk (September 30 2021)
187	13 October 2021	01/0157-3/CFA	The Deposit Insurance Agency (LPS)	Submission of Consolidated Data Account Per Customer PT Bank Syariah Indonesia September 2021
188	13 October 2021	01/0158-3/CFA	The Deposit Insurance Agency (LPS)	Report on Deposit PT Bank Syariah Indonesia, Tbk. With a nominal value of up to IDR 100 million for the September 2021 Period
189	29 October 2021	01/850-3/CSG	Financial Services Authority capital market and IDX	Submission of Proof of Ad on Interim Financial Statements for months ended September 30, 2021
190	29 October 2021	01/2171-3/DIR-CPG	Bank Mandiri	Submission of the Report on the Implementation of DymFK Duties and Responsibilities for the Third Quarter of 2021
191	29 October 2021	01/2162-3/DIR-CFA	Financial Services Authority	Submission of Newspaper Cutout Evidence Containing the Announcement of Quarterly Financial Statements for the months ended 30, 2021
192	29 October 2021	01/2163-3/DIR-CFA	Financial Services Authority	Submission of Transaction Reports Between the Bank and Related Parties and Provision of Funds for the September 30, 2021 Period
193	1 November 2021	01/849-3/CSG	Financial Services Authority capital market and IDX	Report on Material Information or Facts Bank's Single System Operational
194	4 November 2021	01/862-3/CSG	Financial Services Authority capital market and IDX	Report on Material Information or Facts from the 2016 Subordinated Sukuk Mudharabah Rating Results (BSM)
195	4 November 21	01/1671-3/CFS	Financial Services Authority Supervision of Capital Market Supporting Institutions and Professionals	Report on Activity and Asset Value Under Custody PT Bank Syariah Indonesia for October 2021 period



NO.	DATE OF MEMO/LETTER	NO OF MEMO/ LETTER	OBJECTIVE MEMO/LETTER	MATER
196	4 November 21	01/1672-3/CFS	Financial Services Authority Directorate of Sharia IKNB	Guarantee Fund Activity Report of PT Bank Syariah Indonesia for October 2021 Period
197	5 November 2021	01/863-3/CSG	IDX	Monthly Report of Securities Holder Registration for months ended October 31, 2021
198	5 November 2021	01/864-3/CSG	Financial Services Authority capital market	Data Report of Company Debt/Liabilities in Foreign Currency As of October 31, 2021
199	5 November 2021	01/0307-3/DBG	Bank Indonesia	Submission of the QRIS Transaction Activity Obligation Report for the October 2021 position
200	5 November 2021	01/0308-3/DBG	Bank Indonesia	Reporting Trial Development of Technology Innovation Payment System Sandbox QR Code Payments Between Indonesia – Thailand as per October 2021
201	8 November 21	01/1704-3/CFS	Polri copy of Financial Services Authority	Report on Nil Immediate Blocking
202	8 November 2021	01/060-PER/DIR	The Deposit Insurance Agency (LPS)	
203	8 November 2021	01/0172-3/CFA	The Deposit Insurance Agency (LPS)	Submission of SCV (Single Customer View) Report of PT Bank Syariah Indonesia, Tbk. For October 2021 Period
204	8 November 2021	01/0173-3/CFA	The Deposit Insurance Agency (LPS)	Monthly Financial Report of PT Bank Syariah Indonesia, Tbk (October 31, 2021)
205	8 November 2021	01/0174-3/CFA	The Deposit Insurance Agency (LPS)	Submission of Data Consolidated Account Per Customer PT Bank Syariah Indonesia for October 2021 Period
206	10 November 2021	01/2219-3/DIR-CFA	Financial Services Authority	Report on Deposit of PT Bank Syariah Indonesia, Tbk. With a nominal value of up to IDR 100 million for the October 2021 Period
207	15 November 2021	01/2220-3/DIR-CSG	Financial Services Authority capital market and IDX	Internal Financial Report of PT Bank Syariah Indonesia, Tbk. for October 31, 2021 Period
208	23 November 2021	01/0360-3/DBG	Financial Services Authority	Application for an Account Opening Synergy Service Audience by Bank Mandiri, BRI and BNI
209	29 November 2021	01/2329-3/DIR-CSG	Financial Services Authority	Submission of PT Bank Syariah Indonesia Tbk's Document of Sustainable Finance Action Plan (RAKB).
210	3 December 2021	01/0372-3/DBG	Bank Indonesia	<i>Yearly Report Related to Payment System Service Providers (PJSP) Payment Gateway, Electronic Wallet, Switching, Property Channel</i>
211	6 December 2021	01/996-3/CSG	IDX	Monthly Report of Securities Holder Registration for months ended November 30, 2021
212	6 December 2021	01/0376-3/DBG	Bank Indonesia	Submission of the QRIS Transaction Activity Obligation Report for November 2021 Position
213	6 December 2021	01/0377-3/DBG	Bank Indonesia	Reporting Trial Development of Technology Innovations Sandbox Payment System QR Code Inter-Country Payments
214	6 December 21	01/1912-3/CFS	Financial Services Authority Supervision of Capital Market Supporting Institutions and Professionals	Report on Activity and Asset Value Under Custody PT Bank Syariah Indonesia for November 2021 Period
215	6 December 21	01/1913-3/CFS	Financial Services Authority Directorate of Sharia IKNB	Report on Guarantee Fund Activity of PT Bank Syariah Indonesia for November 2021 Period
216	6 December 2021	01/063-PER/DIR	The Deposit Insurance Agency (LPS)	Submission of SCV (Single Customer View) Report of PT Bank Syariah Indonesia, Tbk. For November 2021 Period
217	7 December 2021	01/1922-3/CFS	Polri copy of Financial Services Authority	Report on Nil Immediate Blocking



NO.	DATE OF MEMO/LETTER	NO OF MEMO/ LETTER	OBJECTIVE MEMO/LETTER	MATER
218	7 December 2021	01/0228-3/CFA	The Deposit Insurance Agency (LPS)	Report on Deposit of PT Bank Syariah Indonesia, Tbk. With a nominal value of up to IDR 100 million for the November 2021 Period
219	7 December 2021	01/0226-3/CFA	The Deposit Insurance Agency (LPS)	Monthly Financial Report of PT Bank Syariah Indonesia, Tbk (November 30, 2021)
220	7 December 2021	01/0227-3/CFA	The Deposit Insurance Agency (LPS)	Submission of Data Consolidated Account Per Customer PT Bank Syariah Indonesia for November 2021 Period
221	8 December 2021	01/997-3/CSG	Financial Services Authority capital market	Report on Company Debt/Liability Data in Foreign Exchange as of November 31, 2021
222	8 December 2021	01/2441-3/DIR-CFA	Financial Services Authority	Internal Financial Report of PT Bank Syariah Indonesia, Tbk. for November 30, 2021 Period
223	9 December 2021	01/0381-3/DBG	Bank Indonesia	Yearly Report Related to Payment System Service Providers (PJSP) Payment Gateway, Electronic Wallet, Switching, Property Channel
224	10 December 2021	01/2442-3/DIR-CFA	Financial Services Authority capital market and IDX	Submission of an explanation regarding the Review Response to the Financial Statements of PT Bank Syariah Indonesia Tbk Mid-Year 2021 to the OJK Capital Market Supervisor (fulfilling the request for explanation from the OJK Capital Market Supervisor)
225	10 December 2021	01/2453-3/DIR-CFS	Financial Services Authority Capital market supervision department 2B	Report on Plan for 2022 Data Update of PT Bank Syariah Indonesia Tbk as Custodian Bank
226	13 December 2021	01/0382-3/DBG	Bank Indonesia	Formalization of Cooperation Agreement Documents for the Use of Bank Indonesia Fast Payment Between Bank Indonesia and Pt Bank Syariah Indonesia, Tbk
227	14 December 2021	01/1025-3/CSG	Financial Services Authority capital market and IDX	Report on Information or Material Facts regarding the Implementation of Share Ownership Program under MESOP Program Phase II of 2021 PT Bank Syariah Indonesia Tbk
228	21 December 2021	01/943-3/DIR-AMG	Financial Services Authority	Updates of Data of PT Bank Syariah Indonesia Tbk in 2022
229	31 December 2021	01/1140-3/CSG	Financial Services Authority capital market and IDX	Report on Material Information or Facts about Changes to the Company's Articles of Association

## ANTI-CORRUPTION POLICY

Pursuant to the provisions of the law on corruption eradication, or Law No 31 of 1999 which was later superseded by Law No 20/2002, an act of corruption is an abuse of authority to gain wealth unlawfully for oneself or anyone else in their circle. To prevent this practice from happening, Bank Syariah Indonesia (BSI) has a policy for this matter, which the Bank continues to socialize within its organization.

Gratification is one of the prohibited acts that can lead someone to committing frauds and corruptions. To prevent that act from happening, BSI already has provisions for the Operational Technical Instructions (PTO) for Gratification Control, which the Bank continues to socialize within its organization.

The Bank hopes that with gratification control, the entire ranks of its employees can do the following:

- a. Build the values of Good Corporate Governance and instill the value of integrity.
  - b. Refrain from receiving and/or giving gratuities related to his position or is against his obligations or duties.
  - c. Report any gratification they receive related to their position or one that is against their obligations or duties to the Gratification Control Unit which is under the coordination of the Compliance Work Unit
5. The report shall be submitted no later than 5 (five) working days after the gratification is received along with a copy to the Head of the Reporting Work Unit.
  6. The Gratification Control Unit shall review the report on receipt of gratification from the Reporting Party and decides on the type of gratification (to be managed by the Bank or may be owned by the Reporting Party) by issuing a Decision Letter on Determination of Gratification no later than 30 (thirty) working days after the report along with supporting documents are received in full.
  7. The Reporting Party shall return the goods/money decided to be the property of the Bank to the UPG no later than 5 (five) working days after the Decision Letter on Gratification determination is issued.

#### Procedures for dealing with corrupt practices, remuneration, bribery fraud and/or gratuities

1. Bank officials shall reject gratification the moment it comes up the very first time related to their respective positions or conflict of interest.
2. In case it is hard or even impossible to reject a gratification, then an official who happens to have received it in the first place shall return the gratification no later than 24 hours afterwards.
3. The above-referred return must be accompanied by authentic evidence of the return, including the minutes of the handover of the return of gratification signed by both the official and the giver or proof of deposit/transfer if the referred gratification is in the form of money.
4. The reporter (the official who reports) must fill out and sign the gratification form completely and correctly, and submit the filled out and signed form to the Gratification Control Unit with supporting documents via email at [antibribery@bankbsi.co.id](mailto:antibribery@bankbsi.co.id) and the subject of "Gratification Reporting" or through the GRC Compass application.

#### Training/Socialization Program

The socialization program aims to increase the understanding of the Bank's organization on gratification control, so as to create an Anti-Fraud awareness culture that refers to the Operational Technical Instructions (PTO) for Gratification Control. In 2021, the programs that have been realized were:

1. Risk Awareness and Anti-Fraud Campaign programs to all employees through email blasts, desktop computers, posters, graphic info, videos and other media, with the following details:
  - a. Socialization of anti-gratification content/posters in collaboration with the Corporate Secretary Group (CSG) via email blast, whatsapp blast, social media and company website with the following details:

NO.	ACTIVITY	DATE	MEDIA
1	Socialization "Say No to Gratification"	20 April 2021	Corporate Website
2	Socialization "Say No to Gratification"	13 April 2021 07 May 2021	BSI's Instagram
3	Socialization "Prohibition of Accepting Gifts for All Personnel of PT Bank Syariah Indonesia, Tbk"	19 April 2021 07 May 2021	Whatsapp blast
4	Socialization "What is Gratuity"	30 June 2021	Whatsapp blast
5	Socialization "The Difference between Gratification, Bribery and Extortion"	30 July 2021	Whatsapp blast
6	Socialization "Acceptable Gratification"	30 September 2021	Whatsapp blast
7	Socialization "Gratification Control Principle"	4 November 2021	Whatsapp blast

NO.	ACTIVITY	DATE	MEDIA
8	Socialization "PT Bank Syariah Indonesia, Tbk Anti-Bribery Commitment."	12 November 2021	Corporate Website & Email Blast - Employee Care
9	Socialization "Gratifications that are Considered Bribes"	7 December 2021	Email Blast - Employee Care

2. Socialization of Anti-Gratification (*Laa Risywah*) to all Bank employees to implement the Code of Conduct and commitment to Good Corporate Governance (GCG) with the following details:
- Taujih Pekanan* (Weekly *Taujih*) on March 19, 2021 with K.H. Dr. Mohamad Hidayat, MBA, MH as key note speaker and opening speech by Tribuana Tunggadewi, Director of Compliance & Human Capital.
  - A webinar collaborated with BSI Corporate University and the Corruption Eradication Commission (KPK) where BBSI were the keynote speaker for the Anti-Gratification Socialization which was held 3 (three) times with the following details:
    - Batch I Knowledge Sharing Forum (KSF) with themed "The Role of Leaders in Strengthening Anti-Gratification on Culture" on July 21, 2021.

The forum was attended by all members of the Boards of Commissioners, Directors, and Sharia Supervisory Board (DPS), Senior Executive Vice President (SEVP), Group Head/level and Regional CEO (RCEO). The opening speech was delivered by the President Director of BSI Hery Gunardi, while the material by Syarif Hidayat, acting Director of the Directorate of Gratification & Public Service of KPK.
- Batch II KSF Gratification Control with the KPK themed "The Role of Leaders in Strengthening Anti-Gratification Culture" on August 18, 2021.
- The event was attended by participants from all Department Heads (DH), Area Managers (AM), Decentralized Compliance & Operational Risk (DCOR), Regional Business Control (RBC), Regional Business Control Manager (RBCM), Branch Manager (BM) and equivalent. The opening speech was delivered by the Compliance & Human Capital Director of BSI Tribuana Tunggadewi, while the material was delivered by Sugiarto, Group Head 5 Gratification and Public Service of the KPK.
- Batch III KSF Gratification Control with the KPK themed "Business Running and Blessed Without Gratification" on August 25, 2021.
- The event was attended by all BSI employees. Opening speech by Director of Compliance & Human Capital BSI Tribuana Tunggadewi, while material by Yulianto Sapto Prasetyo, Group Head 4 Gratification and Public Service KPK.

### Realization of Activities in 2021

Throughout 2021, BSI carried out a number of activities related to the implementation of anti-corruption policies within the Bank. Details of programs/activities and their realization are presented in the table below:

PROGRAM/ACTIVITY	REALIZATION/RESULTS
The signing of the Integrity Pact by the Board of Directors, Board of Commissioners, Sharia Supervisory Board and all organic employees of PT Bank Syariah Indonesia, Tbk. in collaboration with the Distribution Strategy Group (DSG), Human Capital Services (HCS), Human Capital Business Partners (HCBP) 1 and 2.	Based on data released on December 8, 2021, 18,603 organic employees had not signed the Integrity Pact. Of the remaining 892 who had not signed the Integrity Pact were 557 employees from the Head Office and 335 employees from the non-Head Office.
Dissemination and installation of GCG Commitment Posters in each Work Unit in collaboration with the Corporate Secretary Group (CSG) and Distribution Strategy Group (DSG).	To date, digital posters have been distributed to all Head Offices and Branch Offices, while printout posters to all work units of the Head Office will be installed after the Head Office relocation process is complete.
Implementation of ISO 37001:2016 Anti-Bribery Management System	The ISO 37001:2016 standard has been implemented in the scope of the procurement process for goods or services in the Procurement Group

## CODE OF ETHICS

Code of Conduct is the company's internal guidelines that specify systems, values, business ethics, commitment, and enforcement of company regulations for individuals in running business and other activities as well as interacting with stakeholders. The code of ethics is a standard of ethics and behavior that the Bank employees of all levels must follow in discharging daily duties and services as well as during business relationships with customers, partners and their fellow employees or co-workers.

The general objective of the code of conduct is to develop a guideline to early detect any violation of the Code of Conduct and business ethics by all levels of the Bank employees. The banking industry is a business based on the principles of mutual trust and public trust, and hence, shall be run in an ethical and responsible manner.

Business behavior and ethics are expected to prevent improper relationships with customers, or among the Bank's ranks from developing. The provisions encourage the realization of Good Corporate Governance which will ultimately improve the image and reputation of the Bank.

### Code of Conduct

#### a. Objective

The Code of Conduct has been prepared to offer guidelines for the Bank's staff to behave in a sharia, professional, responsible, fair, appropriate, and trustworthy manner in making business relations with customers/prospective customers, partners/potential partners, co-workers and other stakeholders.

#### b. BSI Fundamentals

In running the business and doing other activities as well as interacting with stakeholders, the Bank's ranks must do it based on the Bank's fundamentals. The referred 7 (Seven) Fundamentals of BSI are: Spiritual Foundation, Vision, Mission, Shared Value, Employee Value Proposition, Leadership Characteristics, and Tagline which are regulated in BSI's internal regulations.

#### c. Corporate Culture

Corporate culture is a set of values, behaviors and actions that support the realization of the Company's vision, mission, and spiritual foundation. Corporate values can be interpreted as shared values, while behavior and actions are activities and interactions with stakeholders that are in accordance with these shared values.

The matters regulated in the Code of Conduct are:

#### 1. Conflict of Interest

The implementation of conflicts of interest is as follows:

- a. Bank officials shall avoid activities that may cause conflict of interest. They must always avoid activities that may cause conflicts of interest.
- b. Bank officials shall refrain from giving approval and/or requesting approval for financing facilities, as well as other special margin/profit sharing rates for:
  - i) themselves;
  - ii) their immediate family/or relatives up to the second degree both vertically and horizontally;
  - iii) any company in which the officials and/or their immediate family have an interest.
- c. Family/relative relationship with the Bank's Board of Directors up to the second degree both vertically and horizontally.
- d. The provision of financing facilities to Bank Executive Officers, including family/relatives up to the second degree with Bank Executive Officers, must have approval from the Board of Commissioners in accordance with applicable regulations, and implemented as have been regulated under the Bank's internal regulations.
- e. The Bank's staff must avoid activities related to an organization and/or individual that may cause a conflict of interest.
- f. Bank officials shall refrain from taking or using the Bank Facilities for their own interests, their immediate families', or the interests of other outside parties.
- g. The Bank's ranks can make securities transactions, foreign exchange trading, precious metals, derivative transactions, and other goods for their own interests on condition that they do not do it during working hours and that such transactions contain no conflict of interest, violation of insider trading regulations from the regulator, and other laws and regulations.

#### 2. Prohibition of Risywah

The Bank's staff must take firm steps for any form of gift giving or gifts from customers, partners or other third parties.

#### 3. Confidentiality

Bank officials must maintain the confidentiality of the Bank data, especially everything related to information regarding depositors and their customers as well as investors and their investment customers in accordance with applicable regulations.



#### 4. Abuse of Power

The Bank's officials shall refrain from abusing their authority and taking advantage, either directly or indirectly, based on the information they have from their involvement in the Bank's business activities.

#### 5. Insiders Behavior

Insiders who have confidential information are not allowed to use the information to take advantage for themselves or their families or anyone else in their circle.

#### 6. Data Bank Integration and Accuracy

Banking is a highly regulated industry so all data presented shall be appropriate.

#### 7. Integrity of the Banking System

Bank officials must ensure that they are not involved in criminal acts and/or other illegal activities that can disrupt the banking system, such as fictitious financing, embezzlement of customer funds, transaction fraud, data fabrication and so on.

#### 8. Employee Account Management

The Bank must ensure that all accounts in the name of the Bank's Staff at the Bank are reasonable and in accordance with all the requirements stipulated in the Bank's Company Regulations. The Human Capital Work Unit ensures this type of account is of proper use while taking into account the provisions of Bank confidentiality.

#### 9. Annual Disclosure

In relation to the implementation of the Bank's Code of Conduct, it is mandatory for the Bank's Management to make true and accountable annual statement according to the prescribed form (attachment).

#### 10. Monitoring, Implementation and Updating

The Director/SEVP of Human Capital is responsible for overseeing the implementation of the Code of Conduct without exception by the Bank's Management.

#### 11. Sanctions for Violation/Non-compliance

A violator of or non-compliance with this provision is subject to sanctions in accordance with the applicable provisions.

### Code of Conduct

The code of ethics applied within BSI, among others, regulates:

1. Conflict of Interest
2. Prohibition of *Risywah*
3. Confidentiality
4. Abuse of Power
5. Insiders Behavior
6. Integration and Accuracy of Data Bank
7. Integrity of the Banking System
8. Employee Account Management
9. Annual Statement
10. Sanctions for Violation/Non-compliance
11. Implementation Monitoring and Updating

### Dissemination of the Code of Ethics

The Bank's code of ethics has been regulated and stated in the Bank's internal regulations, such as the Company Regulation (PP) of PT Bank Syariah Indonesia, Tbk. 2021-2023 (PP BSI) and all other provisions that derive from it. PP BSI can be accessed by all levels of management and employees of the Bank through the intranet network (as an effort to reduce paper usage and support sustainable finance programs).

The dissemination or socialization of the code of ethics aims to increase the understanding of all BSI employees and how they should implement it. Thus, all levels of management and employees obey and comply with these provisions. The socialization is carried out by management and related work units.

The socialization program that has been running regularly is "Taujih Pekanbaru". The program is a means used by the Bank's management to convey the Company's values, namely AKHLAK as core values for BSI employees. Through this activity, BSI employees are expected to always be in the right corridor, in line with the Bank's code of ethics. The code of ethics is also disseminated in other forms, such as infographics and letters.

### Efforts to Implement and Enforce the Code of Ethics

The commitment to implement the code of ethics is especially fulfilled through the yearly signing of integrity pact. Signing by the Board of Commissioners, Board of Directors, and executive officers of the Bank is a form of prevention for efforts to control gratification and/or acts that violate the BSI code of ethics, and/or other actions that are in violation of the provisions of the applicable laws and regulations.

### Types of Sanctions for Violation of the Code of Ethics

The nurturing of discipline on employees who do not pull their weight and/or violate company rules/regulations, is carried out other methods, through tiered sanctions:

1. Sanctions for minor disciplinary violations:
  - a. Warning Letter One (ST 1)
  - b. Warning Letter Two (ST 2)
2. Sanctions for moderate disciplinary violations:
  - a. First Warning Letter (SP 1)
  - b. Warning Letter Two (SP 2)
  - c. Warning Letter Three (SP 3)
3. Sanctions for serious disciplinary violations:
  - a. First and Last Warning Letter (SPT)
  - b. Termination of Employment (PHK)

### Total Code of Conduct Violations

The Bank always follows up on events that are considered as violations of the Bank's internal provisions, such as violations of the code of ethics and/or the provisions of the applicable laws and regulations. Follow-ups are decided based on the results investigation on action presumed to have been committed an employee who violates the code of ethics and/or the provisions of the applicable laws and regulations.

The Bank takes a firm and objective action against employees who violate the code of ethics and/or the provisions of the applicable laws and regulations. The types of cases for violations of the code of ethics by employees consist of 2 (two) types of cases, namely audit cases and non-audit cases.

The following are data on violations committed on the code of ethics both in the Bank's internal provisions and/or the provisions of laws and in 2021:

NO.	TYPE OF TRANSACTION	SANCTION CATEGORY	TOTAL SANCTION
1	SPNS	Light	3
2	ST 1		7
3	ST 2	Medium	29
4	SP 1		44
5	SP 2		25
6	SP 3		12
7	SPT	Heavy	0
8	PHK		46
Total			166

## WHISTLEBLOWING SYSTEM MANAGEMENT

BSI realizes that frauds can cause losses to the Bank and damage the Bank's reputation. In addition, frauds can have an impact on the work productivity of the Bank's ranks and the continuity of the Bank's business as a whole. Therefore, employees must actively participate by becoming the first to inform through the whistleblowing system on any alleged fraud.

### Reporting Principle

Submission of reports of alleged frauds by a whistleblower must take into account the following matters:

- The Whistleblower shall provide initial information, namely:
  - The form of fraud/problem reported;
  - The parties involved;
  - Location/Work Unit where the fraud takes place ;
  - Estimated time of deviation;
  - Estimated loss (if any); and
  - Chronological deviation
- To speed up the audit process, the whistleblower includes initial evidence of alleged fraud , namely:
  - Written evidence, including financing documents, letters, and notarial deed.
  - Written statement from witness.
  - Written statement of the violator.

- Evidence of instructions, including electronic documents and/or their printouts, CCTV, voice recordings, SMS, etc.

Evidence of alleged fraud submitted by the whistleblower was not obtained by violating the applicable laws and regulations.

- To facilitate communication, the whistleblower can provide information regarding his/her identity, namely:
  - Whistleblower's name (anonymous is allowed)
  - Telephone number or e-mail address where the whistleblower can be reached.
- Reporting Obligations
  - Every internal party of the Bank is required to report any alleged frauds in the Bank's environment or use the Bank's facilities.
  - Any internal party of the Bank who sees a fraud, but does not report or protect the violator, may be subject to a violation of employee discipline.
- Reporting Channel
 

The Bank provides several channels for reporting frauds, namely:

  - Whatsapp/phone/SMS: 08119146146
  - Email: [complaint@bankbsi.co.id](mailto:complaint@bankbsi.co.id)
  - Letter

### Protection for Whistleblowers

The Bank has established a protection mechanism for whistleblowers as described below:

1. Reporting Rights:
  - a. Report suspected acts of frauds or fraud that are known through the reporting facilities provided.
  - b. Provide information or documents without pressure.
  - c. Get a guarantee for the confidentiality of personal identity.
  - d. Give testimony without having to meet face-to-face with the Reported Party during the case examination.
  - e. Get information regarding the follow-up to the report through the application for reporting frauds or fraud.
2. Obligations of the Whistleblower:
  - a. Delivering factual information.
  - b. In good intention.
  - c. Cooperative.
  - d. Responsible for reports that do not match the facts or are slanderous.
3. Banks provide whistleblower protection including:
  - a. Keep the confidentiality of the whistleblower's identity and the material of the report.
  - b. Obtain Bank protection against destructive treatment, namely:
    - 1) Unfair dismissal;
    - 2) Demotion/rank;
    - 3) Harassment/discrimination in all forms; and
    - 4) Adverse records in the personal data file (personal record).

Bank protection is automatically annulled if the whistleblower report based on the audit is proven to be untrue or defamatory or the whistleblower is a party involved in an act of fraud or the same or different issues.

### Types of Violations That Can Be Reported

The scope of frauds reported in the whistleblowing system are:

1. Acts of frauds classified as fraud, among others:
  - a. Fraud
  - b. Scam
  - c. Asset misappropriation
  - d. Information leak
  - e. Banking Crime
  - f. Other actions are seen as the same category as frauds according to the provisions of the legislation.

2. Actions that are classified as fraud include cases where:
  - a. Bank employees intentionally give signatures on reports or documents known as fabricated.
  - b. Bank employees intentionally give approval for financing known as fictitious.
  - c. Bank employees intentionally authorize or override a transaction or disbursement known as fictitious.
3. Specific fraud actions include:
  - a. Actions that violate statutory regulations, among others: use of narcotics/addictive substances/psychotropics, liquor, money laundering, gambling.
  - b. Immoral/immoral acts, such as sexual perversion, infidelity, sexual harassment, etc.
  - c. Violation of the code of conduct (conflict of interest, abuse of office, behavior of insiders).
  - d. Violation of social norms.
  - e. Misuse of company assets.
  - f. Other actions that may pose a material or non-material risk.

### Whistleblowing System Socialization

The whistleblowing system is socialized through employee training/training, BSI Change Agent, employee desktop computers, BSI website.

### Complaints Management

The Whistleblowing System at Bank Syariah Indonesia is managed by the Internal Audit Unit.

### The handling of complaints

#### Total Reports

NO.	TYPE OF REPORT	JUMLAH
1	Financing	15
2	Operational	7
3	Code Of Conduct	7
Total		29



## Sanctions/Follow Up on Complaints

NUMBER OF COMPLAINTS	STATUS			
	HAS BEEN FOLLOWED UP	ON FOLLOW UP	NOT FOLLOWED UP	NOT WORTH FOLLOWING UP
29	5	6	4	14

## Number of Deviations (Internal Fraud) and their Resolution Efforts

Internal fraud is an act of fraud committed by the management, employees of Bank Syariah Indonesia and non-permanent employees (outsourcing) for personal interests that significantly affects the financial condition of the Bank. Throughout 2021, there were 7 (seven) cases of alleged frauds.

The development of the handling of internal fraud that occurred in 2021 is described in the table below:

INTERNAL FRAUD	CASES COMMITTED BY:		
	THE BOARDS OF COMMISSIONERS AND DIRECTORS	PERMANENT EMPLOYEE	CONTRACT EMPLOYEES
Total fraud	-	6	1
Has been settled	-	5	1
In internal settlement process	-	1	
Settlement process has not been done	-	-	-
Has been brought to justice	-	1	-

The Bank makes efforts to settle frauds by immediately providing sanctions to the violators, employees involved and others related. The violators were also asked to return the bank's losses as a form of recovery.

To create a deterrent effect, the Bank has also brought some cases to justice. Mitigation carried out by the Bank to prevent the recurrence of fraud is by improving design controls and strengthening internal controls to keep similar cases from reoccurring.

## INTEGRATED GOVERNANCE

Bank Syariah Indonesia as a Subsidiary of the Mandiri Group actively participates in the Integrated Governance Committee (TKT) established by the Main Entity (Bank Mandiri) whose membership is determined based on the Decree of the Board of Directors of PT Bank Mandiri No. KEP.DIR/136/2015 on Changes in Membership of the Committees Under the Board of Commissioners of PT Bank Mandiri (Persero) Tbk. The size and composition of Independent Commissioners who are members of the Integrated Governance Committee are represented by some Subsidiaries based on need and in accordance with applicable regulations, Bank Syariah Indonesia as a subsidiary has followed the directions according to the recommendations of the Integrated Governance meeting. The TKT Committee has at least the following duties and responsibilities:

1. Evaluating the internal implementation and the implementation of the compliance function in an integrated manner.
2. Give recommendations to the Main Entity's Board of Commissioners

The aims and objectives of the establishment of Integrated Governance are as follows:

1. To realize a common perception amongst all Subsidiaries and Bank Mandiri regarding the improvement of the quality of good governance in the Financial Conglomerate.
2. To build strong business synergies and alliances amongst all Subsidiaries and Bank Mandiri to create added value for the Financial Conglomerate in a sustainable manner.

Bank Syariah Indonesia sent Representatives of the TKT Committee, namely Mr. M. Arief Rosyid Hasan and Mr. KH. DR. Mohammad Hidayat as a member of the TKT Committee in accordance with SK Number: 01/053-KEP/DIR dated March 19, 2021.

The relationship between the Main Entity and Subsidiaries is carried out through discussion forums through:

1. Integrated Risk Committee (IRC)  
IRC is the Executive Committee responsible for the formulation of, among other matters, the Integrated Risk Management policy and improvement or refinement of the Integrated Risk Management policy based on the results of the implementation evaluation.

a. Duties, Authorities and Responsibilities of IRC

The IRC Committee gives recommendations to the Board of Directors, among others regarding:

- Adequacy of the process of identification, measurement, monitoring, integrated Risk control, and Integrated Risk Management information system;
- A comprehensive internal control system for the implementation of Integrated Risk Management;
- Implementation of Risk Management in each Subsidiary.

b. IRC Meeting

IRC Meetings shall be held at least 3 (three) times in a year or at any time if deemed necessary at the request of one or more committee members with voting rights or at the request of the Board of Directors or upon written proposals from the relevant work units in submitting material presented. will be discussed and coordinated with the Committee Secretary.

2. Board Forums

Bank Syariah Indonesia as a Subsidiary (PA) regularly sends its Board of Directors in various board forums held by the Main Entity (Bank Mandiri) both on a Quarterly and Semester basis.

### Integrated Governance Assessment

Aspects and results of the 2021 BSI Integrated Governance assessment are presented in the following table.

NO.	ASPEK	HASIL	
		SEMESTER I	SEMESTER II
1	Board of Directors	1.33	1.33
2	The Board of Commissioners	1.00	1.60 ▲
3	Sharia Supervisory Board	1.33	1.00 ▼
4	Integrated Governance Committee	1.29	1.00 ▼
5	Integrated Compliance Unit (SKKT)	1.50	1.25 ▼
6	Integrated Internal Audit Unit (SAKIT)	1.17	1.17
7	Implementation of Integrated Risk Management	1.40	1.40
8	Integrated Governance Guidelines	1.33	1.33
9	Conflict of Interest	1.00	1.00
10	Remuneration Policy	1.25	1.00
Final Score		1.26	1.21

### Results of Self-Assessment of Integrated Governance Implementation

RATING	RATING DEFINITION
1 (1.26)	The Financial Conglomerate is considered to have implemented an very effective Integrated Governance. This is reflected in adequate compliance with the implementation of Integrated Governance principles. Weaknesses that were found in the implementation of Integrated Governance were insignificant and can be immediately corrected by the Main Entity and/or LJK.

POSITIVE FACTOR	AREA OF IMPROVEMENT
<b>Criteria: Governance Structure</b>	
<ol style="list-style-type: none"> <li>1. All of the 10 (ten) members of the Board of Directors have passed the fit and proper test and obtained a letter of approval from the Financial Services Authority (OJK)</li> <li>2. None of members of the Board of Directors has concurrent positions as members of the Board of Commissioners, member of the Board of Directors or executive officer at other bank or other institution that may create a conflict of interest.</li> <li>3. The Board of Commissioners has 9 (nine) members all of whom have passed the fit and proper test and obtained a letter of approval from the Financial Services Authority (OJK)</li> <li>4. The Compliance Work Unit (SKK) in carrying out its functions is independent of the operational work unit. During Semester I 2021 the Compliance Unit (SKK) has given 81 Compliance Opinions consisting of: Compliance Opinion, 63 Independent Compliance Note (CNI), 20 Compliance Check List (CCL), 30 Financing Committee Meetings (RKP), 67 meetings and Technical Meetings, and 34 Working Group Policy and Procedure meetings.</li> </ol>	<ol style="list-style-type: none"> <li>1. Improving the competence of SKK employees</li> <li>2. Remuneration policy improvement</li> </ol>
<b>Criteria: Governance Process</b>	
<ol style="list-style-type: none"> <li>1. During the first semester of 2021, 19 (nineteen) BoD meetings were held. The results of the meetings of the Board of Directors have been recorded in the minutes of the meeting (Minutes of Radir). Minutes of meetings which are joint decisions of all members of the Board of Directors have been properly documented and administered properly.</li> <li>2. The Board of Commissioners was never involved in making decisions on bank operational activities and conducted intensive and professional oversight and advice to the Board of Directors in a professional and independent manner.</li> <li>3. The Internal Audit Unit has informed the audit plan to the parent and has evaluated the results of the internal and external audits and their follow-up on a monthly basis.</li> </ol>	Improving the implementation of risk management by aligning and ratifying the Risk Appetite Statement (RAS).
<b>Criteria: Governance Outcomes</b>	
<ol style="list-style-type: none"> <li>1. The Board of Commissioners held a meeting at least once a month. In the first semester of 2021, the Board of Commissioners held 54 meetings, with the following details: <ul style="list-style-type: none"> <li>• 13 Committee Meetings</li> <li>• 4 Meetings of Commissioners and Directors</li> <li>• 36 Committee Meetings</li> <li>• 1 Joint meeting</li> </ul> </li> <li>2. The Integrated Compliance Report to the parent has been submitted in a timely manner.</li> <li>3. The Bank has refined its internal regulations (policies, procedures, product manuals and technical instructions) to minimize the intervention of related parties/other parties on bank operations that may cause conflicts of interest.</li> <li>4. SKAI has given recommendations that are in accordance with the problems in audit finding as a reference for improvement by the relevant Work Units referring to the provisions of the regulator, internal Bank regulations, POJK, and applicable best practices.</li> </ol>	Mitigate the factors that cause fines. In the semester I 2021 period, a fine of Rp1,774,549,897 (one billion seven hundred seventy-four million five hundred forty-nine thousand eight hundred and ninety-seven rupiahs) was given to the Bank.

## Semester II of 2021

RATING	RATING DEFINITION
1 (1.21)	The Financial Conglomerate is considered to have implemented an very effective Integrated Governance. This is reflected in adequate compliance with the implementation of Integrated Governance principles. Weaknesses that were found in the implementation of Integrated Governance were insignificant and can be immediately corrected by the Main Entity and/or LJK.

POSITIVE FACTOR	AREA OF IMROVEMENT
<b>Criteria: Governance Structure</b>	
<ol style="list-style-type: none"> <li>1. The size and composition of the Company's Board of Directors and Sharia Supervisory Board (DPS) have complied with the requirements stipulated in the laws and regulations, including the application of concurrent positions of each member of the DPS; and</li> <li>2. The size, composition and requirements set for all organs and supporting/ supporting infrastructure for the implementation of Good Corporate Governance are in accordance with the provisions of laws and regulations and are adequate to support the implementation of Good Corporate Governance.</li> </ol>	2 (two) members of the Board of Commissioners were still in the process of taking Fit & Proper Test at OJK.
<b>Criteria: Governance Process</b>	
<ol style="list-style-type: none"> <li>1. Integrated Compliance Report to parent was delivered in a timely manner</li> <li>2. Recommendations on the results of the supervision of the Sharia Supervisory Board have been submitted to the Board of Directors of the Company, which included supervision of the implementation of the principles of Good Corporate Governance and sharia principles.</li> <li>3. The Internal Audit Unit has compiled and submitted a report on the implementation of its duties and responsibilities to the authorized official in a complete, routine and timely manner,, and has been well documented.</li> </ol>	Improving the implementation of Risk Management by aligning and ratifying the Risk Appetite Statement (RAS).
<b>Criteria: Governance Outcome</b>	
<ol style="list-style-type: none"> <li>1. Integrated Compliance Report to parent has been submitted in a timely manner</li> <li>2. Recommendations on the results of the supervision of the Sharia Supervisory Board have been submitted to the Board of Directors of the Company, which included supervision of the implementation of the principles of Good Corporate Governance and Sharia principles.</li> <li>3. The Internal Audit work unit has compiled and submitted a report on the implementation of its duties and responsibilities to the authorized official in a complete, routine and timely manner, and was well documented</li> </ol>	Frauds and finding were still identified needed to be followed up

## NON-HALAL INCOME AND HOW IT IS ALLOCATED

Reports related to non-halal income and its use in sharia banking refer to the Circular Letter of Bank Indonesia Number 12/13/DPbS, dated April 30, 2010, on the Implementation of Good Corporate Governance for Sharia Banks and Sharia Business Units.

The following is a report on the use of income and the use of Bank Syariah Indonesia social/benevolence funds in 2021.

### Recapitulation of Reports on Sources and Use of Benevolent Funds

(Rp Million)

DESCRIPTION	2021	2020	CHANGE	
			RP	(%)
<b>Source of benevolence funds</b>	72,606	53,968	18,638	34.54
<i>Infaq and alms</i>	50,280	35,816	14,464	40.38
Fine	14,329	10,838	3,491	32.21
Non-halal income	7,898	6,798	1,100	16.18
Donations/grants	99	516	-417	-80.81
<b>Use of benevolent funds</b>				
Donations	(59,529)	(76,807)	17,278	-22.50
Increase (decrease) in charity	13,077	(22,839)	35,916	-157.26
<b>Beginning balance</b>	12,900	35,739	-22,839	-63.90
<b>Ending balance</b>	25,977	12,900	13,077	101.37

## POLICY OF PROVIDING LONG-TERM COMPENSATION TO EMPLOYEES AND/OR MANAGEMENT

BSI does not have a policy of providing long-term compensation to employees and/or management.

## SHARE BUYBACK AND BOND BUYBACK

Referring to SE BI No.12/13/DPbS concerning Implementation of GCG for Sharia Commercial Banks and Sharia Business Units, dated April 30, 2010, by buy back shares and buy back bonds refers to the effort to reduce the number of shares or bonds that have been issued by buying the shares or bonds, with payment procedure in accordance with the applicable provisions.

## TRANSPARENCY OF FINANCIAL AND NON FINANCIAL CONDITIONS

Bank Syariah Indonesia has submitted a Report on the Implementation of Good Corporate Governance to Shareholders and the Financial Services Authority (OJK) as well as other institutions in accordance with regulatory provisions. In addition, the Bank has fulfilled its obligation to publish reports to stakeholders based on applicable accounting standards and in accordance with Bank Indonesia regulations.

## TRANSACTIONS CONTAINING CONFLICT OF INTEREST

Throughout 2021 there were no conflicts of interest involving BSI management that could have caused harm to the Bank. Meanwhile, the efforts made by the Bank to prevent conflicts of interest, among others, are through:

### A. e-Poster

The following are some of the e-posters that were blasted to all Bank employees for socialization on conflicts of interest.

### B. Integrity Pact

Conflict of interest is a situation where there is a conflict of interest by exploiting the position and authority one has (either intentionally or unintentionally) in the company for personal, family and group interests that will keep them from doing their mandated tasks objectively, and so have the potential to harm the Company. In order to prevent conflicts of interest among employees, the Bank makes mandatory for all levels of its management and employees to fill an annual disclosure related to conflicts of interest that arise in carrying out their duties and responsibilities. The pact, which is declared every year, is closely related

to employment documents. Currently, the annual disclosure is managed by the Human Capital work unit and the annual disclosure has been integrated with the Bank's personnel system application.

### C. E-mail Blast

To prevent conflicts of interest, the Bank conducts socialization via email blast to remind all Bank employees to avoid any possible conflicts of interest in carrying out their duties and responsibilities.

## ASSESSMENT OF GCG IMPLEMENTATION

As a form of the Company's commitment to Financial Services Authority Circular Letter No. 10/SEOJK.03/2014 concerning Assessment of Soundness Level of Sharia Banks and Sharia Business Units, BSI has routinely made self-assessment of GCG implementation. The assessment of the Good Corporate Governance (GCG) factor is a review the quality of the Bank's management on the implementation of GCG principles that refers to the provisions of the regulator.

The implementation of GCG within BSI is assessed every semester, at the end of June and December. The results of the GCG self-assessment are grouped into 5 (five) categories: Rank 1, Rank 2, Rank 3, Rank 4 and Rank 5.

### Assessor

GCG implementation is assessed through self-assessment carried out by the Compliance Group.

### Assessment Criteria

The self-assessment of the implementation of GCG refers to the OJK Circular which covers 3 (three) aspects of governance, namely governance structure, governance process and governance outcome. The three aspects of governance are assessed on:

1. The implementation of the duties and responsibilities of the Board of Commissioners.
2. The implementation of the duties and responsibilities of the Board of Directors.
3. The adequacy and implementation of the Committee's duties.
4. The implementation of the duties and responsibilities of the Sharia Supervisory Board.
5. The implementation of sharia principles in fund raising and distribution of funds and services.
6. Handling conflicts of interest.
7. The implementation of compliance function.
8. The implementation of the internal audit function.
9. The implementation of the external audit function.
10. The maximum Limit for Fund Distribution (BMPD).

11. The transparency of the financial and non-financial conditions of the BUS, reports on the implementation of Good Corporate Governance and internal reporting.

### Assessment Result

Overall, the GCG assessment for semester 1 of 2021 earned a score of 2 ("Good"). Positive factors that support as well as future development opportunities are described in the table below.

POSITIVE FACTOR	AREA OF IMROVEMENT
<b>Criteria: Governance Structure</b>	
<ol style="list-style-type: none"> <li>1. All members of the Board of Directors and Board of Commissioners have passed the fit and proper test and obtained a letter of approval from the Financial Services Authority (OJK).</li> <li>2. None of members of the Board of Directors has concurrent positions as the Board of Commissioners, member of the Board of Directors or executive officer at a bank or other institution that may create a conflict of interest.</li> <li>3. There are 9 (nine) members of the Board of Commissioners with 5 (five) Independent Commissioners (more than 50%) of the total number of the Board of Commissioners.</li> </ol>	<ol style="list-style-type: none"> <li>1. Enhancing the knowledge, skills, and abilities of all Bank employees at all levels or ranks of the organization.</li> <li>2. Implementation of updates and updates on policies, systems and procedures.</li> </ol>
<b>Criteria: Governance Process</b>	
<ol style="list-style-type: none"> <li>1. The Board of Directors held 19 (nineteen) meetings during the first semester of 2021, all meeting decisions were taken based on deliberation for consensus and have been stated in the minutes of the meeting (Radir Minutes).</li> <li>2. The Board of Commissioners was been involved in making decisions on bank operational activities and conducted intensive and professional supervision and advice to the Board of Directors in a professional and independent manner.</li> <li>3. The oversight of the Sharia Supervisory Board through was realized through 38 DPS Meetings, and the Issuance of 16 sharia opinions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Improve understanding of sharia principles and made make reviews on fund raising, fund distribution, and Bank services in order to ensure compliance with applicable regulations and fatwas.</li> <li>2. Monitor the follow-up to audit findings and recommendations from SKAI, external auditors, and the results of the supervision of the Financial Services Authority, the results of the supervision of the Sharia Supervisory Board, and/or the results of the supervision of other authorities and mitigation to prevent repeated findings.</li> </ol>
<b>Criteria: Governance Outcome</b>	
<ol style="list-style-type: none"> <li>1. During the first semester of 2021, the Board of Commissioners regularly held 57 meetings (BOC Meeting, BOC and BOD Meeting, and Committees Meeting) with the agenda of discussing performance evaluation, updating the Bank's latest issues, and future action plans, with details as follows: <ol style="list-style-type: none"> <li>a. 13 Board of Commissioners meetings</li> <li>b. 14 joint meetings of BoC and BoD</li> <li>c. 1 Joint Meeting</li> <li>d. 39 Committee Meetings</li> </ol> </li> <li>2. GCG Reports and Integrated Compliance Reports to third parties are carried out in a timely manner and are not subject to sanctions for late reports.</li> </ol>	<p>Mitigating factors that lead to repeated violations and fines.</p>

Meanwhile, GCG assessment for semester 2 of 2021 earned a score of 2 ("Good"). Positive factors that support as well as future development opportunities are described in the table below.

POSITIVE FACTOR		AREA OF IMPROVEMENT	
<b>Criteria: Governance Structure</b>			
In general, the Bank has a comprehensive Governance structure and infrastructure pursuant to all regulatory provisions in order to support the GCG principle implementation process in every line of work and operations, and aims to generate outcomes that are in line with the expectations of the Bank's stakeholders.		<ol style="list-style-type: none"><li>Two members of the Board of Commissioners who were appointed at the EGMS held on 24 August 2021 are still in the process of OJK fit &amp; proper test, namely:<ol style="list-style-type: none"><li>Adiwarman Azwar Karim (President Commissioner concurrently Independent Commissioner)</li><li>Muhammad Zainul Majdi (Vice President Commissioner concurrently Independent Commissioner).</li></ol></li><li>The two members of the Board of Commissioners who have not obtained OJK approval on fit and proper test as referred to in letter a above are Independent Commissioners, so the effective composition of the Independent Commissioners has not complied with the provisions (still &lt;50%).</li><li>In addition, as a result of not obtaining OJK approval regarding the fit and proper test as referred to in point 1 above, the composition of the Independent Commissioners on the committee membership has not been met applicable regulations.</li></ol>	
<b>Criteria: Governance Process</b>			
In general, the implementation of GCG has complied with the provisions as reflected in the fulfillment and implementation of the Bank's obligations to the regulators as well as the fulfillment of the implementation of obligations to all stakeholders.		There are still implementation of fund raising activities and/or distribution of funds that do not comply with sharia principles although all of the Bank's products are in accordance with the DSN-MUI Fatwa and DPS Opinion and all related SOPs are prepared through an adequate mechanism. Addressing this, the Bank has conducted harmonization of contracts, both in terms of raising funds and distributing funds, reviewing related SOPs and continuing to provide education regarding the implementation of sharia principles in every product and Bank activity at all levels of the organization.	
<b>Criteria: Governance Outcomes</b>			
The outcome of the implementation of GCG at Bank Syariah Indonesia can be seen from the Bank's achievements, both financially and non-financially. Financially, this can be seen from the achievement of the main indicators of the Bank's financial performance until December 2021 in the following table:		There was an excess in the BMPD portfolio of the Related Party due to the transfer of ownership of 99.99% shares in PT Pegadaian and 99.99% shares in PNM from the Government of the Republic of Indonesia to PT Bank Rakyat Indonesia (Persero) Tbk as the Bank's Controlling Shareholder. The Bank has sent and implemented an action plan related to this matter to the regulator	
(Rp billion)			
Item	December 2021	Growth YoY December 2021	
		Nominal	%
Profit	3,028	841	38.42
Total Assets	265,289	25,656	10.71
OHC	8,485	717	9.23
Funding	171,291	14,596	9.32
Third-Party Funds	233,251	23,364	11.13
a. Current Account	35,693	(474)	-1.31
b. Savings	99,375	11,323	12.86
c. Deposits	98,184	12,514	14.61
CASA	135,068	10,849	8.73
While non-financially, the Bank has received various awards, including one related to the assessment of the Bank's GCG implementation through the Corporate Governance Perception Index (CGPI) Award, where the Bank was named "Most Trusted Company". The Bank has also successfully obtained ISO 37001:2016 (Anti-Bribery) certification on 17 December 2021			



### Assessment of GCG Implementation by External Parties

In 2021, BSI participated in the Corporate Governance Perception Index (CGPI) rating and survey organized by The Indonesian Institute for Corporate Governance (IICG). CGPI is a GCG research and rating program to assess the quality of a company's corporate governance. CGPI is participated by public companies (issuers), SOE, banks and other private companies.

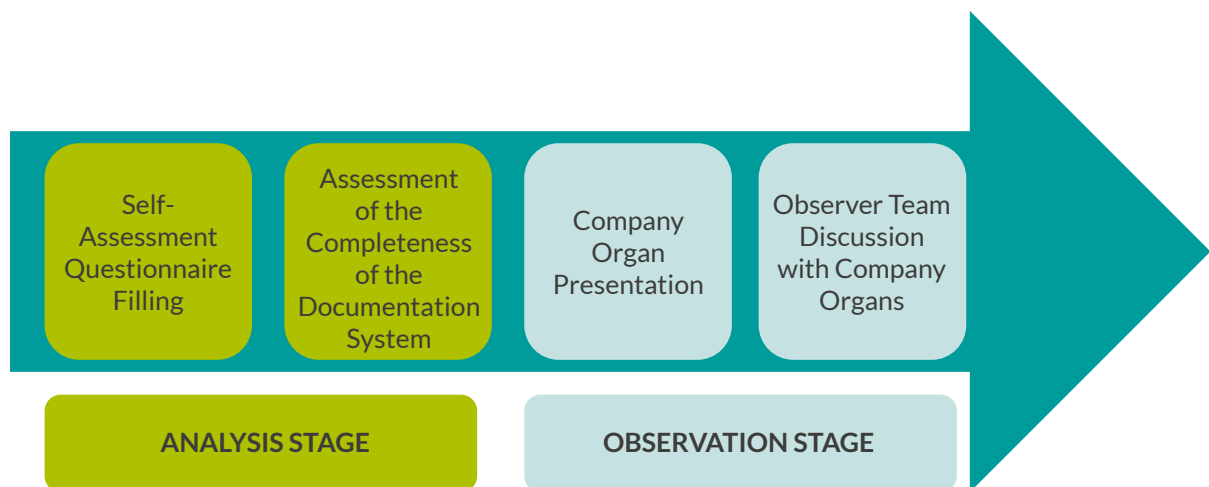
The Bank's participation in the CGPI program aims to:

1. Have an independent evaluation of the implementation of GCG in order to achieve optimal GCG implementation.
2. Manifest responsibility, transparency and commitment of BSI to stakeholders for the implementation of GCG.
3. Assess follow-up improvements and improve strategies and policies in managing governance in accordance with the vision and mission.
4. Assess the implementation of strategies and policies in managing the Bank's business.
5. Give facilities for compiling databases and mapping the implementation of GCG.

Meanwhile, the benefits to be achieved from the implementation of CGPI are:

1. Improving the company's still inadequate internal factors in order to improve the quality of GCG implementation.
2. Mapping the company's strategic problems in order to improve the quality of GCG implementation.
3. Increasing awareness and commitment with the company's internal ranks in implementing GCG.
4. Increasing public trust in the company.
5. Setting indicators or quality standards of GCG implementation to be achieved by the Bank.
6. Encouraging organizational capability and company members in implementing GCG.

### Assessment Implementation Procedure



### Criteria Used

In making the 2020 CGPI assessment with the theme of business model transformation within the GCG framework, the following criteria were used:

1. Governance Structure
 

The governance structure aspect is an assessment of the adequacy of the company's structure and infrastructure in managing changes in business models that create value for stakeholders in accordance with governance principles. Assessment indicators from aspects of governance structure include:

  - a. Shareholders
  - b. Board of Commissioners
  - c. Directors
  - d. Responsible for functional management
2. Governance Process
 

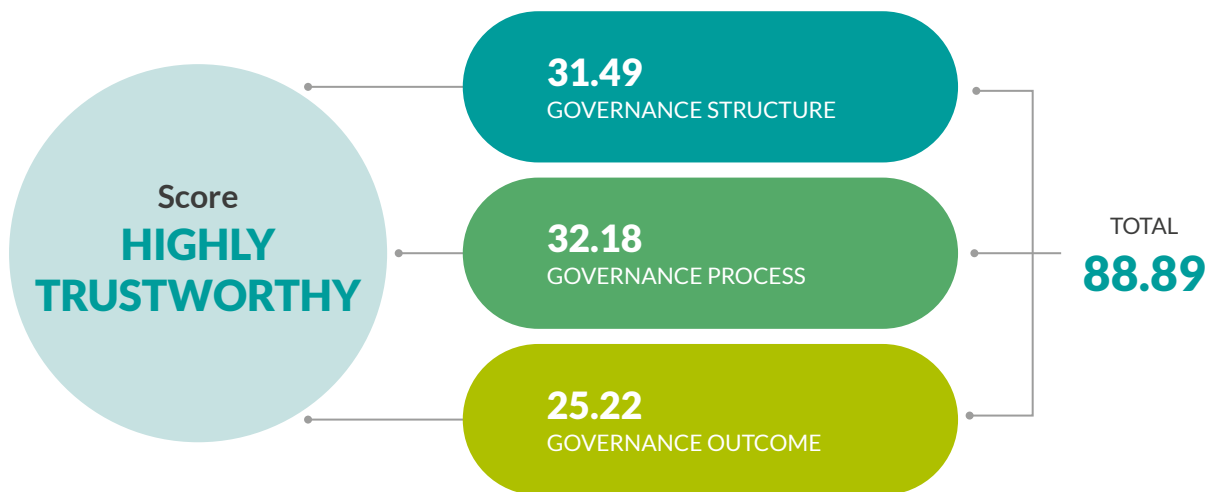
The governance process aspect is an assessment of the effectiveness of systems and mechanisms in managing changes in business models that create value for stakeholders in accordance with governance principles. Assessment indicators from aspects of the governance process include:

- a. Governance for the fulfillment of the rights of Shareholders and GMS
  - b. Governance of the Board of Commissioners and the Board of Directors
  - c. Corporate Governance
  - d. Governance of disclosure and transparency of information
  - e. Internal and external control governance
  - f. Risk management and compliance governance
  - g. Human capital governance
  - h. Social and environmental responsibility governance
  - i. Goods/service procurement governance
  - j. Information technology governance
  - k. Strategic planning governance
  - l. Business innovation governance
3. Governance Outcome
- The governance outcome aspect is an assessment of the quality of outputs, outcomes, impacts and benefits of managing changes in business models that create value for stakeholders in accordance with governance principles. Assessment indicators from the aspect of governance outcomes include:
- a. Financial performance
  - b. Non-Financial Performance

#### Assessor

IICG – The Indonesian Institute for Corporate Governance

#### Assessment Results



## IMPLEMENTATION OF CORPORATE GOVERNANCE GUIDELINES FOR ISSUER

PRINCIPLE	RECOMMENDATION	IMPLEMENTATION AT THE BANK	REALIZATION
<b>Aspect 1:</b> <b>The Relation Between Public Company and the Shareholders in Securing Shareholder's Rights</b>			
<b>Principle 1.</b> Increase the Value of the General Meeting of Shareholders (GMS)	1.1 An issuer shall have a method or technical procedure of voting, either open or closed, which prioritizes the independence and interest of shareholders.	<p>At the Extraordinary GMS held electronically in 2021, voting also was conducted electronically (e-voting) for shareholders who were not physically present or who gave their power of attorney electronically (e-proxy) through the Electronic General Meeting System (eASY) facility. KSEI) provided by KSEI.</p> <p>The calculation of the voting results is carried out by an independent party, namely the Securities Administration Bureau, PT Datindo Entrycom. Thus, the independence and interests of shareholders can be maintained in the voting process.</p> <p>Voting results were calculated by an independent party, namely the Securities Administration Bureau, PT Datindo Entrycom. Thus, the independence and interests of shareholders were maintained for the entire voting process.</p> <p>The Company has made the GMS Rules which can be downloaded on the Company's website along with the GMS summons until the GMS was held, and made it s also available to Shareholders at the GMS through the QR code provided and the main points of the GMS rules were read out before the GMS began.</p>	(comply)
	1.2 All members of the Board of Directors and Board of Commissioners of an Issuer shall attend the Annual GMS.	All members of the Boards of Commissioners and Directors attended the 2021 Annual GMS	(comply)
	1.3 Summary of GMS minutes shall be made available on the Company's website for at least 1 (one) year.	The summary of the Minutes of the Annual GMS and Extraordinary GMS for 2021, both in Indonesian and in English, was announced 2 (two) working days after the GMS, and up loaded on the BSI Website, IDX Web, and KSEI's eASY.	(comply)

PRINCIPLE	RECOMMENDATION	IMPLEMENTATION AT THE BANK	REALIZATION
<b>Principle 2.</b> Improve the Quality of Public Company communication with Shareholders or Investors.	2.1 An issuer shall have a policy of communication with the shareholders or investors.	BSI already has a policy for communication with shareholders or investors as stipulated in the Corporate Secretary & Communication Standard Operating Procedures (SPO) in Chapter V.  Communication carried out by BSI include the convention of GMS, Public Expose, Analyst Meetings, Financial Reports, and Annual Reports, as well as information disclosure in an accurate and timely manner. In addition, BSI also provides information that can be accessed through its official website. The website also has information about the address of BSI's head office and branch offices, email addresses, access to social media and a contact center as a means for shareholders and investors to communicate with the Bank easily.	(comply)
	2.2 An Issuer shall disclose its communication policy with the shareholders or investors in their Website.	BSI always manages the information on the website to ensure shareholders or investors of the Company have the latest information regarding BSI.	(comply)
<b>Aspect 2: The Functions and Roles of the Board of Commissioners</b>			
<b>Principle 3.</b> Strengthen the Membership and Composition of the Board of Commissioners	3.1 The size of the Board of Commissioners shall be determined after the Issuer's condition is weighed	BSI has complied with the provisions of Article 20 POJK No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, which states that the Board of Commissioners shall have at least 2 (two) members. As of December 31, 2021, the Board of Commissioners of BSI had 9 (nine) members consisting of 5 (five) Independent Commissioners and 4 (four) non-Independent Commissioners. The number of members of the Board of Commissioners of BSI did not exceed the number of members of the Board of Directors.	(comply)
	3.2 The composition of the members of the Board of Commissioners shall be determined after the required diversity of skills, knowledge, and experience is weighed.	Members of the Board of Commissioners of BSI have a different expertise, knowledge, and experience that aims to support BSI's business development. This can be seen from the profiles of each Board of Commissioners on the company's website.	(comply)
<b>Principle 4.</b> Improving the quality of duties and responsibilities of the Board of Commissioners	4.1 The Board of Commissioners shall have Self-Assessment policy to assess their own performance	The Board of Commissioners has a self-assessment policy which is regulated in the Board of Commissioners' Code of Conduct.	(comply)
	4.2 The Self-Assessment policy shall be disclosed through the Annual Report of Issuer.	The self-assessment policy to assess the performance of the Board of Commissioners is disclosed in this Annual Report.	(comply)
	4.3 The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes.	The Board of Commissioners has a policy that regulates the resignation of its members when they are involved in financial crimes as regulated in the Standard Operating Procedures (SPO) of BSI Corporate Governance.	(comply)
	4.4 The Board of Commissioners shall have a policy to regulate the resignation of members of the Board of Commissioners when they are involved in financial crimes.	The succession policy has been regulated in the Guidelines and Work Rules of the BSI Remuneration & Nomination Committee.	(comply)



PRINCIPLE	RECOMMENDATION	IMPLEMENTATION AT THE BANK	REALIZATION
<b>Aspect 3: Functions and Roles of the Board of Directors</b>			
Principles 5. Strengthen the Membership and Composition of the Board of Directors	5.1 The size of the Board of Directors shall be determined after the Issuer's conditions and the effectiveness of its decision-making process is weighed.	BSI has complied with the provisions of article 20 of the POJK No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, that the Board of Directors of Issuers or Public Companies shall have at least 2 (two) members. As of December 31, 2021, the Board of Directors had 10 (ten) members based on the complexity and needs of BSI.	(comply)
	5.2 The composition of the Board of Directors shall be determined after the diversity of skills, knowledge, and experience is weighed.	Members of the Board of Directors of BSI have different background of expertise, knowledge and experience. This can be seen from the profile of each Board of Directors on the Company's website. The diversity and number of Directors is needed in order to provide the best alternative problem solving for the Bank, according to the needs, size and complexity of the Bank's business.	(comply)
	5.3 Member of the Board of Directors in charge of accounting or finance shall have expertise and/or knowledge in accounting.	The Director of BSI in charge of accounting or finance at BSI is the Director of Finance & Strategy, Ade Cahyo Nugroho with education, experience and competence in finance as can be seen in his profile on the Company's website.	(comply)
Principle 6. Improving the quality of duties and responsibilities of the Board of Directors	6.1 The Board of Directors shall have a Self- Assessment policy to assess its own performance.	The Board of Directors has a self-assessment policy. The performance of the Board of Directors is assessed through a self-assessment mechanism to as stipulated in the Standard Operating Procedures (SPO) of BSI Corporate Governance.	(comply)
	6.2 The Self-Assessment policy shall be disclosed through the Annual Report of Issuer	Self-assessment policy to assess the performance of the Board of Directors is disclosed in this Annual Report.	(comply)
	6.3 The Board of Directors shall have a policy related to the resignation of its members if they are involved in a financial crime.	The Board of Directors has a policy regarding the resignation of its members when they are involved in financial crimes as regulated in the Standard Operating Procedures (SPO) of BSI Corporate Governance.	(comply)
<b>Aspect 4: Participation of Stakeholders</b>			
Principle 7. Improving aspects of Corporate Governance through stakeholder participation	7.1 An Issuer shall have a policy to prevent Insider Trading.	To prevent insider trading, BSI has a policy that regulates this matter in the Corporate Secretary & Communication Standard Operating Procedures (SPO).	(comply)

PRINCIPLE	RECOMMENDATION	IMPLEMENTATION AT THE BANK	REALIZATION
	7.2 An Issuer shall have Anti-Corruption and Anti- Fraud policies	<p>BSI already has an anti-fraud policy. BSI's anti-fraud policy is the basis for implementing an anti-fraud strategy through 4 (four) pillars of the fraud control system, namely:</p> <ol style="list-style-type: none"> <li>1. Fraud Prevention;</li> <li>2. Fraud Detection;</li> <li>3. Investigation, Reporting and Imposition of Fraud Sanctions; and</li> <li>4. Monitoring, Evaluation and Follow-up of Fraud.</li> </ol> <p>BSI's Anti Fraud Policy can be accessed on the BSI website.</p> <p>BSI also has a Technical Operational Manual (PTO) for Gratification Control.</p> <p>BSI also has a Technical Operational Manual (PTO) for Gratification Control.</p>	(comply)
	7.3 An Issuer shall have a policy for the selection and development of suppliers and vendors capability.	BSI already has a Policy for the Procurement of Goods and Services, namely SPO Procurement and PTO Procurement for the procurement of goods and services.	(comply)
	7.4 An Issuer shall have policy on the fulfillment of creditor's rights.	<p>Policies regarding the fulfillment of creditors' rights are regulated in the Policies, Standard Procedures, and Product Manuals of Bank Syariah Indonesia, with the following points:</p> <p>Bank Syariah Indonesia is committed to fulfilling the rights of the Customer and ensuring that the Bank can fulfil its promised to the Customer. The transparency of information regarding products and services is needed to provide clarity to customers regarding the benefits and risks inherent in the products and services offered. In each of its marketing effort for the Bank's products and services, Customer Rights are an important concern which includes:</p> <ol style="list-style-type: none"> <li>1. The right to have an explanation from the Bank regarding terms, phrases, and/ or sentences that are easy to understand regarding the Bank's products and services.</li> <li>2. The right to access information regarding the products and services issued by the Bank as well as the products and services of other parties marketed through the Bank.</li> <li>3. The right to access information should there be changes, additions and or reductions made to the product features and services of the Bank or other parties marketed through the Bank.</li> <li>4. The right to know the characteristics of the products and services of the Bank or other parties adequately, especially regarding the benefits, risks and costs as well as the calculation of the ratio/profit sharing attached to these products and services; and the right to know the guarantees for the products and services offered by the Bank.</li> </ol>	(comply)



PRINCIPLE	RECOMMENDATION	IMPLEMENTATION AT THE BANK	REALIZATION
	7.5 An Issuer shall have whistleblowing system policy.	BSI already has a whistleblowing system policy that refers to the BSI Corporate Governance & Internal Audit SPO Policy and has been uploaded on the BSI website ( <a href="http://www.bankbsi.co.id">www.bankbsi.co.id</a> )	(comply)
	7.6 An Issuer shall have a policy on long-term incentives to the Board of Directors and the Employees.	BSI has a policy for providing long-term incentives to the Board of Directors, which is regulated in the Remuneration & Nomination Committee Guidelines and Work Rules and policies related to employee remuneration.	(comply)
<b>Aspect 5: Improving Information Transparency</b>			
<b>Principle 8.</b> Improve the Implementation of Information Transparency.	8.1 An Issuer shall utilize information technology more broadly, beyond Website, as the medium of information transparency.	BSI always manages its official website as optimally as possible to ensure shareholders or investors or the public have up-to-date and accurate information. In addition to the website, BSI also utilizes technologies such as SMS Banking and Mobile Banking. Utilizing other social media applications such as Instagram, Facebook, Youtube and Twitter for information disclosure media.	(comply)
	8.2 An Issuer's Annual Report shall disclose the final beneficiary of at least 5% share ownership, besides the disclosure of the final beneficiary through the Main and Controlling Shareholders.	BSI has disclosed information regarding shareholders who own 5% or more shares Company in this Annual Report.	(comply)





# CORPORATE SOCIAL AND ENVIRONMENT RESPONSIBILITY

“BSI is committed to carrying out Corporate Social Responsibility (CSR) and sustainable finance activities that are aligned with the Sustainable Development Goals (SDGs) and *Maqashid Asy Syariah*.”

127.61 Billion

Distribution of BSI Zakat in 2021

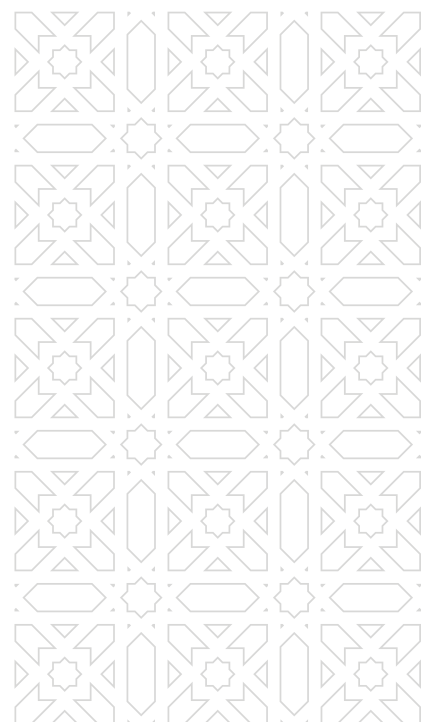


# Corporate Social and Environment Responsibility



The Bank's CSR activities always involve stakeholders, in order to have optimal implementation.

PT Bank Syariah Indonesia Tbk also presents information on social and environmental responsibility in the form of a Sustainability Report in a separate book. The report, in accordance with the Circular Letter of the Financial Services Authority (OJK) No. 16.SEOJK.04/2021 concerning the Form and Content of the Annual Report of Issuers or Public Companies, which refers to OJK Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Service Institutions, Issuers and Public Companies.



## Commitment

**P**T Bank Syariah Indonesia Tbk ("BSI", "Bank") is committed to carrying out Corporate Social Responsibility (CSR) activities and sustainable finance. This has been stated in the Sustainable Finance Action Plan (RAKB) document which has been submitted to the Financial Services Authority (OJK).

The Bank aligns CSR management and sustainable finance with the Sustainable Development Goals (SDGs) and *Maqashid Ash Syariah*. *Maqashid Ash Syariah* itself has the meaning of the goals of Islamic law contained in each of its rules. Abu Ishaq ash' Syatibi, author of *Maqashid Ash Syariah* (died 790 H in Granada, Andalusia, Spain), formulated 5 (five) objectives of Islamic law based on the concept of the hierarchy of needs from Imam Al Ghazali, namely:

1. *Hifdz Ad-Din* (Upholding Religion)
2. *Hifdz An-Nafs* (Nurturing the Soul)
3. *Hifdz Al'Aql* (Nurturing Logic)
4. *Hifdz An-Nasb* (Raising Offsprings)
5. *Hifdz Al-Maal* (Maintaining Wealth)

The Corporate Secretary & Communication Group Work Unit is responsible for managing CSR and sustainable finance on a bank-wide basis. The Bank has also established a Sustainable Finance Department under the supervision of the Director of Compliance & Human Capital. BSI also has policies, especially those related to CSR management as stated in the 2021 Corporate Secretary Standard Operating Procedures (SPO).

## Implementation Basis

BSI refers to a number of laws and regulations in carrying out CSR activities, namely:

1. Law Number 40 of 2007 concerning Limited Liability Companies
2. Law Number 25 of 2007 concerning Investment
3. Government Regulation Number 47 of 2021 concerning Social & Environmental Responsibility of Limited Liability Companies
4. POJK Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance, for Financial Service Institutions (LJK), Issuers and Public Companies
5. POJK Number 60/POJK.04/2017 concerning Issuance and Requirements for Green Bonds
6. Technical Guidelines for Banks Related to the Implementation of POJK Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions (LJK), Issuers and Public Companies
7. Zakat Law No.23 of 2011 concerning Zakat Management

## Due Diligent Methods and Scope of Social, Economic and Environmental Impacts

The implementation of social responsibility is one of the important efforts in creating a sustainable BSI business that is oriented towards economic, social and environmental aspects. These activities are expected to have a positive impact and reduce the negative impact on each of the Bank's activity. The Bank has a due diligence method for each CSR core subject, which includes:

1. Employee and customer satisfaction survey.
2. Improving employee competencies related to CSR and sustainable finance through training organized by BSI Corporate University in collaboration with partner institutions that have expertise in CSR and sustainable finance.
3. Implementation of the Bank's guidelines in disbursing financing in fulfilling the Environmental Impact Analysis (Amdal) aspect in the Micro, Small and Medium Enterprises (MSME), commercial and corporate segments.

## Affected Stakeholders

From the due diligence activities, the Bank has mapped out which Stakeholders are affected by the Bank's business activities, namely individuals or groups that can influence or be affected by banking activities and services as well as the Bank's performance. The stakeholders who are significantly affected or have an effect on the impact of the company's activities are as follows:

STAKEHOLDERS	BASIS OF IDENTIFICATION	MAIN TOPIC
Shareholders and Investors	Responsibility, Influence	<ul style="list-style-type: none"> <li>• Maintain and increase business value in line with shareholder expectations.</li> <li>• Respect the rights and responsibilities of shareholders in accordance with the laws and regulations and other applicable provisions.</li> </ul>
Customer	Dependency	<ul style="list-style-type: none"> <li>• Provide services of a quality that exceed customer expectations and increase value for customers.</li> <li>• Data confidentiality.</li> <li>• Expand the network and types of services.</li> </ul>
Employee	Dependency	<ul style="list-style-type: none"> <li>• Equality and fair treatment.</li> <li>• No discrimination.</li> <li>• Ensure occupational safety and health.</li> <li>• Respect rights in accordance with applicable regulations.</li> </ul>
Government and Policy Makers	Influence	<ul style="list-style-type: none"> <li>• Maintain a harmonious relationship with regulators.</li> <li>• All Bank Syariah Indonesia personnel are subject to and comply with the law.</li> <li>• In accordance to applicable laws and business regulations, Bank Syariah Indonesia reports regularly to the Government as a regulator.</li> </ul>
Work partners	Dependency	<ul style="list-style-type: none"> <li>• Fair and transparent procurement mechanism.</li> <li>• An objective selection and evaluation system in partner selection.</li> <li>• There are no fees in the procurement process.</li> </ul>
Similar Industry (Other Sharia Banks)	Influence	<ul style="list-style-type: none"> <li>• Creating a sound business competition climate.</li> <li>• Cooperation among the Islamic finance industry.</li> <li>• Regular meetings among business people.</li> </ul>
Public	Responsibility, Influence	<ul style="list-style-type: none"> <li>• Establish a cordial and harmonious relationship with the surrounding community around the area of operation.</li> <li>• Empowerment of community capacity by providing sustainable value.</li> </ul>
Environment	Dependency	<ul style="list-style-type: none"> <li>• Take an active role in reducing the impact of the company's operations on environmental damage.</li> <li>• Take an active role in environmental conservation activities.</li> </ul>

## Important Economic, Social, and Environmental Issues

BSI established a discussion forum as an effort to determine important social, economic and environmental issues that have a significant impact on the Bank. The process of determining important issues of concern to stakeholders is carried out in accordance with the principle of stakeholder inclusiveness by involving employees through discussion forums and distributing questionnaires.

Determination of important issues is also carried out by actively involving the community with a bottom-up mechanism and partnering with other stakeholders, in order that the program can be realized properly and provide maximum benefits.





### Oxygen Assistance Program

Self isolation: **70** oxygen canisters  
42 people a total of

Hospitals and institutions: **196** oxygen canisters  
15 institutions totaling

The following are BSI's important economic, social, and environmental issues:

ISSUE	DETAILS
Direct economic value generated by the Bank.	Income, operating costs, wages, employee benefits, etc.
Work convenience and fulfillment of employee rights.	Recruitment, turnover, benefits, occupational health and safety, training and education, equality of opportunity, equal remuneration of men and women, no discrimination, freedom of association and Collective Labor Agreement.
Corruption Eradication	Anti-corruption and actions taken if there is corruption.
Transparency and customer satisfaction	Product information, product quality responsibility, consumer protection, consumer complaints, and consumer satisfaction surveys.
Community engagement in business processes	Impact of business on society, community empowerment program.
Indirect economic impact to the community	CSR, partnerships and community development program (PKBL), infrastructure development, comparison of purchases from local suppliers compared to national/ international suppliers, etc.
Compliance with regulations, especially laws and regulations related to the environment	Comply with regulations regarding the availability of complaints facilities if there are environmental problems.
Waste management	Water waste and its management, including Hazardous and Toxic Material (B3) waste.
Reduction of GreenHouse Gas (GHG) emission	Greenhouse gas emissions, air emissions, ozone depletion, and efforts to reduce them.
Supplier assessment	Includes: forced labor, involving child labor, and lack of environmental concerns.

### Scope and Program of the Bank's Obligatory and Exceeding Obligatory Corporate Social Responsibility

In implementing corporate social responsibility, the Bank refers to ISO 26000 with the scope of responsibilities covering:

1. Social Responsibility Governance
2. Human Rights
3. Employment
4. Environment
5. Fair Operation
6. Fulfillment of Customer Interests
7. Society

In addition to the scope of social responsibility based on the above core subjects, the implementation of social responsibility will be assumed by the head office and all branch offices, both internal and external offices.

### Strategies and Work Programs in Addressing Social, Economic and Environmental Issues

The Bank realizes that long-term business success is closely related to the company's ability to interact and maintain positive relationships that provide mutual benefits with stakeholders. This positive interaction is realized by meeting the expectations of stakeholders through optimal and efficient management of all resources.

Furthermore, BSI developed a framework for limited relationship and involvement of stakeholders in the Bank's management activities. Based on mutual interests with these stakeholders, the Bank determines 4 (four) types of limited engagement activities, namely: empowerment, cooperation, consultation and communication.

### Stakeholder Engagement

BSI always strives to provide more benefits for stakeholders. One of them is the involvement of stakeholders in the Bank's CSR activities. Several Stakeholders are actively involved in the implementation of CSR by synergizing and collaborating programs, for example the COVID-19 vaccination program between BSI and the DKI Jakarta Provincial Government.

### The Bank's Support for the Sustainable Development Goals

BSI provides active support for the Sustainable Development Goals/SDGs through its operational activities, product and/or services development as well as Social & Environmental Responsibility (TJSL) activities.

### CSR Program Budget

In 2021, BSI distributed Rp187.14 billion for social CSR, this was 2.95% higher than the previous year's distribution of Rp181.77 billion. The sources of the Bank's social CSR funds come from *zakat* funds (company *zakat*, employee *zakat*, customer *zakat* and general *zakat*) and *qardh/benevolent funds (infaq/shodaqoh*, fines, non-halal income, donations/grants).

## SOCIAL RESPONSIBILITY IN THE FIELD OF HUMAN RIGHTS

### Commitments and Policies

The Bank is fully committed to the enforcement of Human Rights (HAM). The commitment is realized by developing related policies/guidelines, including Financing Policy, Code of Conduct, Customer Deposit Protection Guarantee Policy, Collective Labor Agreement, and Standard Operating Procedures for Office Security.

The Bank always ensures that these guidelines are socialized and implemented consistently. The implementation of the guidelines is continuously monitored and evaluated, including through internal audit activities to follow up on audit recommendations, as well as conducting necessary surveys, such as the "Employee Engagement" survey and the "Bank Service Excellence Monitor" survey.

### Formulation of the Scope of Responsibility

The Bank targets to be able to apply human rights principles properly. Thus, the relationship between the Bank and the Stakeholders can be established, especially in creating a comfortable and conducive work environment.

The formulation of social responsibility in the field of human rights is inherent in related fields, namely avoiding involvement in activities that violate human rights, handling stakeholder complaints properly, not taking discriminatory actions, respecting civil and political rights, meeting economic, social and cultural rights, as well as implementing fundamental principles and rights in the work environment.





## Planning and Realization of Activities

PROGRAM	ACTIVITY IMPLEMENTATION
Avoid involvement in activities that violate human rights	The Bank is consistent in avoiding involvement in activities that violate human rights, either directly or indirectly. The activity that has been carried out is by conducting training for security officers (Satpam) by incorporating elements of respect for human rights. Indirectly, activities to avoid involvement are carried out by including criteria of no human rights violations in making financing decisions and selecting suppliers.
Handling Stakeholder complaints properly	The rights of stakeholders are human rights that must be respected. The Bank would always strive to guarantee the fulfilment of the rights of customers, local communities, and employees as well as other parties related to the Bank. Therefore, the Bank already has a stakeholder complaint submission mechanism, which was developed in order to be able to handle matters that become complaints from stakeholders. Complaint channels for customers, employees, and the public have been provided by the Bank and complaints have been properly followed up by the Bank.
No discriminatory actions	The Bank pays attention to the safety of products and services for customers, and ensures equal service regardless of gender, race, ethnicity, or religious background as a form of respect for human rights.
Carry out the fulfillment of civil and political rights	As one of the embodiments of the implementation of social responsibility related to human rights is to carry out the fulfillment of civil and political rights. In this regard, the Bank has implemented CSR activities, including through the Laznas Program, one of which aims at improving the quality of life of the community. Regarding political rights, the Bank openly accommodates input from stakeholders through established channels, particularly for customers, the public and employees.
Fulfillment of economic, social and cultural rights	The fulfillment of economic, social and cultural rights has been carried out both internally by the Bank and for the community. Internally, the Bank strives to provide competitive employee remuneration in the industry by considering employee performance. The fulfillment of economic, social and cultural rights is also carried out in social activities. As a sharia bank, the Bank has activities for distributing <i>zakat</i> , <i>infaq</i> and <i>shodaqoh</i> which are carried out with the aim at improving community living standards.
Fulfillment of fundamental principles and rights in the work environment	The Bank is committed to meet fundamental principles and rights in the work environment. Social responsibility activities implemented in the work environment are related to working hours, office leave, permission to worship, permission to give birth/miscarriage and illness due to menstruation, and permission to lactation/pumping breastmilk (ASI).

## Procedures and Mechanisms for Complaining Human Rights Violations

BSI has facilities for handling human rights complaints as a form of the Bank's commitment to the implementation of CSR in the field of human rights. The Bank's Human Capital Services provides e-Care services as a means of complaint submission and/or asking questions regarding employment. The Bank has also provides complaint channels for customers with various media such as call centers, social media, etc.

## CORPORATE SOCIAL RESPONSIBILITY RELATED TO FAIR OPERATIONS

### Policies and Commitments

Bank Syariah Indonesia stipulates rules in the Procurement Standard Operating Procedures (SPO) which was set on 16 November 2021. The guidelines are intended as guidelines for work units in carrying out the procurement process.

Policies and realization of the procurement of goods and services carried out within the Bank refers to a number of regulations, namely:

1. Law No. 40 of 2007 concerning Limited Liability Companies
2. Law no. 21 of 2008 concerning Islamic Banking and all its amendments
3. Presidential Regulation number 54 of 2018 concerning the National Strategy for Corruption Prevention

4. Bank Indonesia Regulation No.11/03/PBI/2009 concerning Islamic Commercial Banks and all amendments thereto
5. Bank Indonesia Regulation No. 11/33/PBI/2009 dated 7 December 2009 regarding the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units along with all the amendments
6. Financial Services Authority Regulation No. 38/Financial Services Authority Regulation.03/2016 concerning the Implementation of Risk Management in the Use of Information Technology by Commercial Banks as amended by Financial Services Authority Regulation No. 13/Financial Services Authority Regulation.03/2020 concerning Amendments to Financial Services Authority Regulation No.38/Financial Services Authority Regulation.03/2016 concerning the Application of Risk Management in the Use of Information Technology by Commercial Banks
7. Financial Services Authority Regulation Number 5/Financial Services Authority Regulation.03/2016 concerning Bank Business Plans (Financial Services Authority Regulation Bank Business Plans) along with all the amendments
8. Financial Services Authority Regulation No. 9/Financial Services Authority Regulation.03/2016 concerning Prudential Principles for Commercial Banks Submitting Partial Work Implementation to Other Parties

9. Financial Services Authority Regulation Number 65/ Financial Services Authority Regulation.03/2016 concerning the Implementation of Risk Management for Islamic Commercial Banks and Sharia Business Units along with all changes and implementation provisions
10. Financial Services Authority Circular Letter No.14/ Financial Services Authority Circular Letter.03/2021 concerning Business Plans for Commercial Banks and Sharia Business Units
11. Articles of Association of PT Bank Syariah Indonesia Tbk and its amendments
12. Internal Control System Policy of PT Bank Syariah Indonesia Tbk
13. Risk Management Policy of PT Bank Syariah Indonesia Tbk
14. Corporate Governance Policy of PT Bank Syariah Indonesia Tbk
15. Operational Policy of PT Bank Syariah Indonesia Tbk
16. Standard Operating Procedures for Making PT Bank Syariah Indonesia Tbk Policies and Procedures
17. Standard Operating Procedures (SOP) for Accounting
18. SNI ISO 37001:2016 Anti-Bribery Management System-Requirements

Referring to these laws and regulations, BSI's commitment to implementing CSR in the field of fair operations is demonstrated by having Code of Conduct, Whistleblowing System, Gratification Policy and Policy on the Procurement of Goods and Services. To ensure that policies/guidelines have been implemented consistently, every year the Bank carries out a GCG assessment aimed at ensuring a sound and sustainable business implementation, as well as participating in the 2021 CGPI Award.

### Responsibility Formulation

In formulating CSR in the field of fair operations, the Bank determines the scope of its activities, including the prohibition of conflicts of interest, the prohibition of *risywah* (bribes), the prohibition of insider behavior, the integrity of the banking system and the prevention of corruption. In addition, the Bank is also committed to establish a climate of fair competition and respect individual and other organization's property rights

### Activity Target

Bank Syariah Indonesia targets that the entire process of procurement of goods and services has implemented sharia principles, is effective, efficient, open and competitive, transparent, fair and non-discriminatory, accountable, responsible, and independent. No less important is the use of domestic products.

By applying these principles, it is expected that the level of supplier satisfaction will be well maintained. This will have a positive impact on improving the Bank's overall performance.

### Transparent and Accountable Procurement of Goods and Services

The Bank targets that the entire process of procurement of goods and services has implemented sharia principles, is effective, efficient, open and competitive, transparent, fair and non-discriminatory, accountable, responsible, independent and uses domestic products. By applying these principles, it is expected that the level of supplier satisfaction will remain in favor of the Bank and will subsequently have an impact on improving the overall performance of the Bank.

### Organization of the Procurement of Goods and Services

The Bank already has a permanent goods and service procurement organization, namely the Procurement Implementing Unit, so that the unit has the authority to carry out the procurement process. The duties of the Procurement Implementing Unit include:

- a. Prepare procurement documents;
- b. Determine partners to be invited in the procurement process;
- c. Holding a work description meeting (*aanwijzing*);
- d. Create and define own estimate price (HPS);
- e. Organizing the bid submission process;
- f. Conducting administrative evaluation process and cost bidding;
- g. Carry out the price negotiation process;
- h. Make a proposal for the results of the procurement process to the responsible Officer;
- i. Create a work contract document; and
- j. Carry out the administrative process of billing payments for the results of the work.



### Division of Procurement Duties/Authorities

ACTIVITIES	IMPLEMENTING UNIT	DESCRIPTION OF DUTIES/AUTHORITIES
Procurement implementation at Head Office	Procurement Work Unit	<ol style="list-style-type: none"> <li>1. Procurement of goods and services.</li> <li>2. Procurement of outsourcing services, including wholesale outsourcing services for security service, cleaning service or other types of work in accordance with applicable regulations.</li> <li>3. Procurement of insurance related to labor.</li> <li>4. Specifically for outsourcing services, including wholesale outsourcing services, contract issuance, operations and payments are still carried out by the Human Capital Unit.</li> </ol>
	Business Unit and Corporate Secretary Unit	Procurement of urgent promotional items (maximum 5 working days), at the expense of promotional costs.
	Other Work Units at Head Office according to the field of work unit	Particularly for the procurement of consulting and other third parties services
	Head office procurement implementation unit	Legal consulting services, training/development/learning and research.
Procurement implementation at Regional Office	Procurement Implementation at Regional Office	
Procurement Implementation at Work Unit	Other Work Units that function as counterparts	Companion for users. <ol style="list-style-type: none"> <li>1. IT Work Unit for procurement of IT goods/IT-related field which perform their duties and functions together with users.</li> <li>2. Legal Work Unit to review legal aspects in the procurement process.</li> <li>3. Compliance Unit's work is related to compliance with external and internal regulations.</li> </ol>
	IT Work Unit	Procurement of IT goods/IT-related field, perform their duties and functions together with users.
	Legal work unit	Study of legal aspects in the procurement process
	Compliance Work Unit	Relates to compliance with external and internal regulations.

### Activity Plan

#### Method of Selection of Procurement of Goods and Services

BSI has several methods for selecting the procurement of goods and services which include:

##### 1. Public/Restricted Auction Method

The Public Auction Method is a method of selecting providers of goods and services which is carried out openly with public announcements through the mass media and/or the company's website, so that the wider community of the business world who are interested and meet the qualifications can take part.

Meanwhile, Limited Auction is a method of selecting providers of goods and services when the number of providers of goods and services capable of carrying out is believed to be limited, namely for complex work. The Public/Restricted Auction shall be attended by a minimum of 3 (three) participants providing goods/services who submit a price offer.

##### 2. Direct Selection Method

Direct Selection is a method of selecting providers of goods/services and is followed by at least 2 (two)

providers of goods/services who submit bid documents that have met the requirements as stipulated in the Procurement Documents. This method is implemented for procurement with an HPS value of more than Rp100 million up to a maximum of Rp10 billion or fulfills the conditions as stipulated in the provisions of the SOP.

##### 3. Direct Appointment Method

Direct Appointment is a method of procurement of goods/services by pointing directly to 1 (one) provider of goods/services who meet the stipulated requirements. This method is used for procurement with HPS value as high as Rp100 million, or procurement for which there is an official tariff from the Government, or fulfills the conditions as referred to in this provision.

##### 4. Direct Purchase Method

Direct Purchase, namely the purchase of goods and services in the market, thus the value is based on the market price according to the purchase. User Work Units can make direct purchases for categories of goods and services with a maximum value per purchase transaction (including tax) of IDR 25 million.

5. Method of Online (Through the Internet Website) Purchasing  
Online purchases are purchases of goods that can only be made through online transactions on the internet website. For online procurement, the decision to purchase goods is made by the Procurement Officer in accordance with the limit of his authority.

The process of procuring goods/ services can be carried out through joint procurement in the context of business synergy among the bank, the parent company and/ or other institutions/agencies. If it is between the Bank and its parent company, the parameters are:

1. Procurement from goods/ service providers at similar prices according to the results of procurement at the Parent Company.
2. Procurement from goods/ services providers who have implemented applications/ solutions in the Parent Company for similar products/ services.
3. Procurement from providers of goods/services with a holding company that has a corporate license and can be used by the Bank.

#### Goods and Services Procurement Audit

Bank Syariah Indonesia always carries out a review of the process of procurement of goods and services, procurement of property rental and purchase of land/land and buildings after the procurement process is completed. The work units that audit the procurement of goods and services include:

1. Procurement Implementing Unit  
Evaluate the timeliness of work completion, quality of work results, cooperation, and other matters deemed necessary to be informed in writing to the Vendor Management Unit as input for partner performance appraisal.

2. Compliance Unit - Decentralized Compliance and Operational Risk (DCOR)  
Review procedures and implementation of procurement of goods and services, procurement of property leases and purchases of land/land and buildings that have been completed.
  - a. Follow up and carry out monitoring of the follow-up to internal and external audit findings that are still outstanding.
  - b. Monitoring the Risk Profile of the Work Unit every 3 (three) months.
  - c. Conduct compliance reviews of other work unit documents that need to be reviewed and agreements / contracts/ Memories before being signed according to the authority.
3. Legal Work Unit  
Assist work units in solving procurement problems involving legal aspects.
4. User Work Unit, consisting of:
  - a. The user is obliged to ensure the suitability of the goods and services delivered with the terms and conditions specified in the SP/SPK/Letter of Agreement/Contract, including:
    1. Quantity and quality of goods and services.
    2. Timeliness/effectiveness of delivery of goods and services.
  - b. Timeliness/effectiveness of delivery of goods and services.
  - c. The user is obliged to notify in writing to the Procurement Implementing Unit, if there is a discrepancy between the goods and services delivered with the terms and conditions stipulated in the SP/SPK/Letter of Agreement/Contract.
5. Vendor Management
  - a. Partner Data Monitoring.  
Update of partner data is carried out on changes to the Company Deed, validity period of Business License, business additions/deductions, or other changes if any.
  - b. Partner Performance Monitoring.  
Monitor and evaluate the performance/performance of goods and service providers (vendors) based on user input/written reports.

#### Activity Implementation

PROGRAM	IMPLEMENTATION
General/Restricted Auction Method	10 Contracts
Direct Selection Method	406 Contracts
Direct Appointment Method	442 Contracts
Direct Purchase Method	70 Contracts
Online (Through Internet Website) Purchasing Method	6 Procurement
Joint Procurement	1 Contract
Goods and Services Procurement Audit	31 Contracts



## Supplier Satisfaction Survey

Until the end of the 2021 financial year, the number of BSI partners/suppliers is around 1,188 partners/suppliers. BSI has conducted a supplier satisfaction level survey in August 2021 to determine perceptions of the procurement process and implementation within the Bank. There are 60 suppliers in the survey.

The methodology used in the survey is through a Likert scale assessment. The scoring guidelines are outlined in the table below:

LIKERT SCALE VALUE	CATEGORY
< 1.00	Not satisfactory
1.01 - 2.00	Less satisfactory
2.01 - 3.00	Good
3.01 - 4.00	Satisfactory
4.01 - > 5	Very satisfactory

Referring to the scale guidelines, the results of the supplier satisfaction survey related to the procurement process in 2021, which is the initial period of the BSI merger, has a value of 5.00. This achievement reflects the level of satisfaction of the Bank's partners in the procurement process into the "Very Satisfactory" category.

ASSESSMENT INDICATORS	SCORE	KRITERIA
Partner Selection Mechanism	5	Very Satisfactory
Implementation Stages of Procurement Process	5	Very Satisfactory
Payment settlement process	5	Very Satisfactory
Other Matters :	5	Very Satisfactory
1. Procurement Group (PRG) has acted fairly (not in favor of one vendor) in the process of procuring goods and services.		
2. PRG services in providing physical office facilities comprehensively (providing waiting rooms, meeting rooms, information counters, cleanliness, prayer rooms, toilets, and others).		
3. General safety and service within the PRG environment.		

In addition, the Bank also conducts a survey to suppliers to find out their perceptions, in line with the implementation of ISO 37001 certification; Anti-Bribery Management System (SMAP). All or 100% of respondents stated: procurement employees have never asked/received gifts/rewards in any form from suppliers/partners. On the other hand, partners/suppliers have never given any kind of gift/reward to procurement staff.

## Fair Practices in Business

BSI has several policies to ensure fair practices in doing business, namely:

### Prevention of Conflicts of Interest

Conflict of interest is a condition when carrying out duties and obligations, the Bank's officers have interests outside the interests of the service, both concerning personal interests, family, and the interests of other parties that allow Bank officers to lose their objectivity. Regarding the prevention of conflicts of interest, BSI has carried out activities to ensure that the Bank officers:

1. Are obliged to avoid activities that may cause a conflict of interest.
2. Act respectfully, responsibly and free from influence that allows loss of objectivity in carrying out duties or causes the Bank to lose business and/or reputation.
3. It is forbidden to misuse the Bank's corporate identity, outside of the Bank's interest and without the Bank's permission.

### Prohibition of Risywah (Bribery)

The prohibition of *risywah* (bribes) is implemented by ensuring that the Bank's officers must be able to take firm steps not to give/accept *risywah* to/from customers/prospective customers and partners. This has been implemented properly and has encouraged the achievement of the company's performance as expected.

### Prohibition of Insiders Behavior

Bank officials who possess confidential information are prohibited from using the information for personal or other party interests that may cause losses to the Bank. All transactions are carried out transparently and policies are announced openly with interested parties.

### Banking System Integrity

Bank officials must try not to get involved in things that can weaken or reduce the integrity of the banking system in Indonesia, ensure that they are not used for criminal activities and/or other illegal activities, and avoid involvement of Banks and Individuals in money laundering, narcotics, or terrorism activities.

### Corruption Prevention

The Bank realizes that the banking business management process involves a number of financial transactions with large amounts of funds and a large amount of data. To prevent fraud and corruption from these transactions, the Bank has developed a financial transaction and management system that is capable of preventing and detecting any financial irregularities.

### Achievements in the Field of Fair Operations

Bank Syariah Indonesia has received ISO 37001:2016 certification. The certification relates to the anti-bribery management system in the procurement of goods/services and vendor management which aims at identifying, detecting and preventing bribery.

## CORPORATE SOCIAL RESPONSIBILITY RELATED TO THE ENVIRONMENT

### Commitment

The Bank's commitment to CSR in the environmental sector is realized by implementing an environmentally friendly culture to create a green office and implementing sustainable finance to support environmental-friendly financing.

This is done as an effort to increase efficiency in the use of energy and water, to save paper, and to support the reduction of greenhouse gas (GHG) emissions. Gradually, the Bank continues to increase awareness of environmental-friendly behavior, both to employees and customers.

### Program Targets and Plans

To create an environmental-friendly culture, the Bank has carried out a series of green campaign activities, through appeals to save water, electricity, and reduce the use of plastic packaging. Indirectly, an environmental-friendly culture will support the implementation of sustainable finance within the Bank. BSI carries out various activities to realize this environmental-friendly culture.

### Implementation of Activities and Their Quantitative Impact

The following is the implementation of the Bank's social responsibility activities in the environmental sector.

#### a. Energy Efficiency

Energy saving efforts carried out during 2021, among others:

1. Application of solar panels and water treatment in BSI buildings/offices.
2. Using environmental-friendly materials such as LED lights.
3. Using inverter technology and refrigerant volume on air conditioners.
4. Setting the air conditioner as needed.
5. There is a work from home (WFH) policy and restrictions on the number of employees in the office environment according to government regulations.



The quantitative impact of these activities is described in the table below:

#### Energy Consumption In and Outside of the Bank

DESCRIPTION	SOURCES OF ENERGY CONSUMPTION	2021
In the Company		
The use of BSI's electricity energy at the Head Office	Building Operations	1,947,119 kWh
Outside the Company		
Use of operational vehicle gasoline at the Head Office	Transportation	96,625 Litre

#### Energy Use Intensity

DESCRIPTION	2021
Total electricity and fuel consumption converted in GigaJoule (GJ)	10,392,47
Output (m <sup>2</sup> ) (Building area per floor is accumulated)	469,183
Energy Use Intensity (kWh/m <sup>2</sup> /year)	4.15

#### b. Paper Usage Efficiency

Activities to reduce paper use in every operational activity of the Bank, among others, are carried out through the use of blank duplex printing paper, digitizing requests for printed goods (online request) and digital procurement processes through the Procurement Management System.

The follow-up activity of saving paper is to support the principles of Reuse, Reduce, and Recycle (3R) in utilizing leftover materials into new forms of goods and reducing solid waste. The paper waste management is implemented through the use of recycled paper in the printing of Annual Reports and Sustainability Reports.

The quantitative impact of these activities allows BSI to save 4,228 reams of paper in 2021, compared to the previous year.

#### c. Water Use Efficiency

In 2021, efficiency efforts will be carried out through the use of water treatment in the BSI office building, as well as recycling water used by the building for flushing toilet water in the new building. Other effort also includes the use of enough and non-excessive ablution water at the BSI Cipali Mosque and the ablution water then is used to water plants. Reducing consumption and use of drinking water bottles/glasses by holding internal and external online meetings (Webex, Microsoft Teams, Whatsapp, and others)

The quantitative impact of these activities is that in 2021 BSI saved 800.25 m<sup>3</sup> of water compared to the previous year.

#### d. Emission Reduction

Efforts to reduce emissions are carried out by arranging workspaces at the head office as an effort to reduce the use of vehicles for intergroup coordination, implementing work restrictions through WFH and WFO, holding internal and external online meetings to reduce the use of operational vehicles, performing routine vehicle services and using appropriate fuel which is compatible with the vehicle combustion system.

Nevertheless, BSI still used shuttle vehicles to pick up employees, thus emitting 96,625 ton CO<sub>2</sub>.



**e. Biodiversity**

BSI strives for the preservation of biodiversity around the Bank's operational areas. BSI also contributes to the environmental conservation movement. These activities, among others, are realized by planting 1,000 trees in the protected forest xxx [name/protection forest area in question] and planting various types of trees in the BSI Mosque area.

**f. Use of Environmental- Friendly Materials**

BSI uses environmental- friendly materials, such as using AC with R-32 freon, replacing ordinary lamps with energy-saving lamps such as LEDs, using renewable technologies such as solar panels and water treatment, and using recycled paper.

**g. Waste Management**

BSI's operational activities do not produce hazardous waste, but still carry out a waste management program. Efforts made by BSI in processing waste are by ensuring there are no spills and disposing of hazardous materials that can pollute the environment such as used oil from operational vehicles, used ink, or floor cleaning chemicals. The Bank also carries out a zero stock program for office stationery items so that procurement is in accordance with needs and always records the types of waste that do not contain hazardous materials.

**Types of Waste Generated and Treatment Method**

TYPES OF WASTE	SOURCES	PROCESSING AND MANAGEMENT
<b>Non-hazardous and toxic solid waste</b>		
Used paper	From administrative and documentation activities	Recycled and reused by third parties
<b>Non hazardous and toxic liquid waste</b>		
Used water	From internal activities	Recycled and reprocessed through the wastewater treatment plant (IPAL) which is managed by the management of Wisma Mandiri Buildings 1 and 2 so that no water waste is discharged into water bodies.

**Environmental Complaints Mechanism**

In accordance with the type of industry of the Bank that is not directly related to nature, BSI does not receive complaints related to the environment. However, the Bank realizes that it is very important to support environmental sustainability through financing activities. Therefore, the Bank needs to evaluate the environmental impact on all of its debtors. Throughout 2021, BSI did not receive information on environmental complaints that occurred to the Bank's debtors.

**CORPORATE SOCIAL RESPONSIBILITY RELATED TO EMPLOYMENT, OCCUPATIONAL HEALTH, AND SAFETY**

**Commitment**

Bank Syariah Indonesia always complies with applicable rules and regulations in the field of employment, including those related to occupational health, and safety (OHS). For the Bank, this commitment is very important for the creation of optimal work productivity. Therefore, the Bank is highly committed to paying attention and ensuring the occupational safety and health of all employees without discrimination.

Realizing that employee OHS is the main thing that needs to be considered so that work professionalism can be carried out, then in managing Human Resources (HR), the Bank refers to Law no. 13 of 2003 concerning Manpower, Law No. 11 of 2020 concerning Job Creation, PP No. 35 of 2021, Standard Operating Procedures for Human Capital and Bank Syariah Indonesia Company Regulations which are always updated in accordance with the Law.

**Employment and OHS Issues and Risks Relevant to the Company**

Employment issues and risks include gender equality and employment opportunities, equality in education and training programs, freedom of association, remuneration, training and pensions. Related to OHS is the activity of providing healthcare facilities and the field of work safety including the provision of work safety facilities and increasing awareness of work safety.



### Program Targets and Plans

Regarding employment practices, and OHS for employees, throughout 2021 BSI has set several achievement targets, including:

1. Guaranteed employee welfare in accordance with applicable regulations and those contained in company regulations;
2. Guaranteed gender equality in employment opportunities, as well as equality in the opportunity to receive training for all employees;
3. Improving the health facility scheme for employees and creating a proper and safe workplace for all Bank employees;
4. The realization of the Bank's operational activities that run in accordance with applicable work safety procedures and standards.

### Activity Implementation

#### 1. Gender Equality in Employment Opportunities

BSI always provides equal rights and opportunities in terms of employment opportunities regardless of differences in religion, ethnicity, race, social status, skin color, gender, or other physical conditions. Likewise in the case of the appointment of prospective workers, the Bank does not discriminate for any reason because it bases its decisions on the results of selection, evaluation results during the probationary period and employee orientation.

The Bank carries out a recruitment process based on the needs and competencies of the candidates by taking into account the availability of local/national workers.

In addition to providing opportunities for local workers, the Bank also provides job opportunities for people with special needs, in accordance with their competencies.

#### 2. Equality in Education and Training Programs

BSI continuously organizes several methods of education and training programs to support the Bank's operational activities. Every employee is guaranteed to have the same opportunity to participate in every education and training program that is opened in accordance with the needs and development plans of the Bank.

The realization of training and education programs that have been implemented throughout 2021 can be seen in the Company Profile Chapter in this Annual Report.

#### 3. Remuneration

In the application of remuneration, the Bank refers to all applicable regulations. Bank guarantees that the remuneration received by employees is above the minimum wage standard applicable in the Bank's operational area. The Bank conducts periodic reviews so that there is no too high difference with the market through the application of 3Ps, namely:

- a. Pay for Performance: employees are compensated according to their performance.
- b. Pay for Position: employees are compensated according to their position/position.
- c. Pay for Person: employees are compensated according to their individual skills.

BSI always complies with all applicable regulations regarding remuneration to employees. The amount of remuneration has been adjusted to the applicable regulations and is above the minimum wage standard applicable in the Bank's operational area. With regard to remuneration, the Bank always strives to maintain the gap in the salary ratio of all employees so that there is no too high disparity.

#### 4. Promotion and Career Path

The Bank has a new promotion system that refers to performance appraisal and talent classification. BSI harmonized the grading and promotion mechanism in the first year after the merger. Thus, the implementation of promotions in 2021 was selective for employees who have received probation (Pj) from the legacy.

In the career path program, the Bank guarantees equality, namely equal opportunities between male and female employees. The career path system is based on position qualifications and employee competencies that are integrated with the performance appraisal system and talent classification. The career development system is an important thing that can spur the productivity of every employee, improve work attitudes, create job satisfaction in order to achieve the Bank's goals.

#### 5. Retirement Training

The Bank has developed a policy on training or debriefing programs for employees who will enter their retirement period so that the training can be carried out in a structured manner with clear participant criteria and a more planned time. The implementation of the training is also attended by spouses of employees.

#### 6. Internalization of Culture Core Values AKHLAK in Employment Activities

As a merged bank, BSI pays high attention to the integration of culture and the internalization of core values of AKHLAK. Various initiatives have been carried out, such as:

- a. Formulation of 18 key behaviors & 101 specific behaviors that refer to core values of AKHLAK.
- b. Establishment of a Culture Squad (change leader, change champion, change agent, and culture internalization team) & non-official Employee Communication Channels (BSI Club and BSI Muda) which are the driving force for culture integration and internalization.
- c. Routine culture internalization activities (weekly taujih, PHBI, corporate events, and other culture internalization programs carried out in each work unit).

#### 7. Health Activities

Employee health is one thing that needs to be considered because it has an important role in supporting employee performance as individuals and the company as a whole. Therefore, the Bank seeks to support the health quality of all employees by providing general medical checkup facilities and health insurance benefits to all employees as well as by involving employees in the BPJS Kesehatan program.

During the pandemic, employees get updated information to prevent the spread of COVID-19 from health experts in the "Taujih Pekan Ber-AKHLAK" forum, so that employees are more motivated in maintaining their health. In addition to its employees, the Bank also provides health facilities to employees' families. Every individual is expected to be able to maintain their health condition by implementing a healthy lifestyle as early as possible.

The Bank also has a BSI Club whose one of its activities is regular sports activities. The BSI Club is also expected to improve employee health as well as a medium for employees to exchange ideas to improve the Bank's performance.

#### 8. Occupational Safety

In addition to health, work safety is also one aspect that also gets great attention from management. The Bank always strives to minimize all risks of work accidents in order to create a safe and comfortable work environment in order to optimize the productivity of the Bank's performance.

As a manifestation of the Bank's commitment to maintaining the safety of all its employees, the Bank has also carried out work accident risk management in accordance with the needs of employees in the office and in the field while on duty, which include:

- a. Conduct training and provide evacuation information from high-rise buildings on a regular basis, conduct basic training on the use of fire extinguishers, equip all operational offices with relevant and adequate basic safety equipment, including fire extinguishers and first aid kits (P3K).
- b. To improve the performance of the security team in ensuring the security and safety of all employees while working, BSI conducts K3 training for security personnel.
- c. For training on the readiness of building emergency response procedures, inspections of building safety equipment and facilities are also carried out. Inspection checks are carried out internally and externally. Internal checks are carried out by the security team periodically, while external checks are carried out by the Fire Department.



The Bank continues to strive to create a comfortable working atmosphere for every employee, by completing work support facilities and infrastructure. The completeness of the facilities and infrastructure is to ensure the Bank's operational needs and work safety for employees are guaranteed.

The Bank also includes all of its employees as participants in the Social Security for Workers (Jamsostek) through BPJS Ketenagakerjaan. The BPJS Ketenagakerjaan program includes the Old Age Benefit Program (JHT), the Work Accident Insurance Program (JKK) and the Life Cover (death) Insurance Program (JK). Meanwhile, for employees who carry out the activities of escorting the transportation of money and valuables, life insurance is provided.

### Occupational Safety and Health Practices

BSI applies work practices with prudential principles and complies with applicable regulations, so as to achieve "Zero Accident". The Bank has also included employees in work safety training activities, including:

1. Evacuation of employees inside the building in the context of mitigation in the event of a fire/earthquake disaster. This training was conducted together with the building management (PT UG Mandiri and PT Alfa Goldland Realty).
2. Fire management activities carried out together with the building management (PT UG Mandiri and PT Alfa Goldland Realty) and also from the local Fire Department.

Details of the implementation of activities related to employee safety are presented in the following table:

TYPES OF ACTIVITIES	ACTIVITY TARGET	PARTICIPANTS
Emergency Information Dissemination	Wisma Mandiri 1 and 2 The Tower	All BSI employees
Emergency Response Training	Wisma Mandiri 1 and 2 The Tower	HSE, Technician, Securities Personnel
Fire Evacuation Simulation	Wisma Mandiri 1 and 2 The Tower	All BSI employees

### Quantitative Impact of Labor and OHS Activities

NO.	ACTIVITIES	QUANTITATIVE IMPACTS										
1	Gender Equality in Employment Opportunities	Bank policies that support fair treatment and gender equality for employees include: 1) Implementation of Human Capital Strategy; 2) Employee rewards, such as incentives and bonuses; 3) The application of sanctions for employees who violate discipline in the form of guidance, warnings (SP1, SP2, SP3) and layoffs for problematic employees (fraud); 4) Transfer, promotion/rotation/demotion of employees and work unit officials; 5) Giving appreciation in the form of prizes/for employees/branch achievements; 6) Implementation of the new employee screening program, especially related to family relationships; 7) Employee Assessment Center Program.										
2	Education and Training Programs	Throughout 2021, as many as 340,237 participants have attended education and training with a budget realization of Rp82.6 billion.										
3	Remuneration	The ratio of the highest and lowest salaries of BSI in 2021 as described in the following table. <table><tr><th>DESCRIPTION</th><th>RATIO</th></tr><tr><td>Highest and lowest Board of Commissioners' salary ratio</td><td>1,1:1</td></tr><tr><td>Highest and lowest Board of Directors' salaries ratio</td><td>1.25:1</td></tr><tr><td>Highest salary of the Board of Directors and the highest employee ratio</td><td>3.1: 1</td></tr><tr><td>Highest and lowest employee salaries ratio</td><td>41.9:1</td></tr></table>	DESCRIPTION	RATIO	Highest and lowest Board of Commissioners' salary ratio	1,1:1	Highest and lowest Board of Directors' salaries ratio	1.25:1	Highest salary of the Board of Directors and the highest employee ratio	3.1: 1	Highest and lowest employee salaries ratio	41.9:1
DESCRIPTION	RATIO											
Highest and lowest Board of Commissioners' salary ratio	1,1:1											
Highest and lowest Board of Directors' salaries ratio	1.25:1											
Highest salary of the Board of Directors and the highest employee ratio	3.1: 1											
Highest and lowest employee salaries ratio	41.9:1											

NO.	ACTIVITIES	QUANTITATIVE IMPACTS	
4	Promotion	In 2021, there were 190 employees who received grade promotion.	
		EMPLOYEES	2021
		N3 to N2	4
		N4 to N3	19
		N5 to N4	73
		N6 to N5	94
5	Retirement Training	The training, which will be held online in 2021, was attended by 53 employees who would enter retirement age, with the realization of program costs of Rp190,866,000,-	
6	Internalization of Culture Core Values AKHLAK	Employee participation in the internalization activities of BSI One Culture is 19,364 employees.	
7	Health Activities	In 2021, BPJS Health payments would reach Rp74.3 billion with a membership of 42,476 participants.	
8	Occupational safety	In 2021, the payment of BPJS Employment contributions for Old Age benefit, life cover death benefit, Accident/disability Insurance and Pension plan benefit is Rp151.6 billion with 19,380 participants.	

### Emergency Handling Mechanism

BSI routinely carries out socialization of building emergencies, both at the head office and at regional, area and branch offices. In addition, the Bank also carries out emergency response team training activities, the details of which can be seen in the following table.

**Table of Emergency Response Team Training Implementation**

TYPE OF TRAININGS	LOCATION	DATE	PARTICIPANTS
Hydrant Test in Wisma Mandiri and the Tower	Wisma Mandiri 1 and 2, and The Tower	July, September	HSE, Technician, Security Personnel
Monitoring of Building Layout and Cleanliness	Wisma Mandiri 1 and 2, and The Tower	June, August, October, December	HSE, Technician, Security Personnel
Apar Replacement	Wisma Mandiri 1 and 2, and The Tower	November	HSE, Technician, Security Personnel

Implementation of a building fire emergency evacuation simulation for building occupants to measure the readiness of the emergency response team and measure the length of time for evacuation from the building location to the gathering point. This simulation is carried out every 1 (one) year which is also attended by the Fire Department.



## CORPORATE SOCIAL RESPONSIBILITY TO PRODUCTS AND CUSTOMERS

### Commitment

Customer satisfaction is BSI's priority in carrying out business activities. These efforts are fulfilled not only by providing the required products, but also the best services.

In addition, the Bank also provides optimal protection to customers, with regard to the confidentiality of customer data. To that end, BSI is committed to:

1. Every customer has the right to data confidentiality in accordance with applicable rules and regulations.
2. The related BSI work unit is obliged to maintain confidentiality and keep customer data in accordance with applicable rules and regulations

Meanwhile, related to customer complaints, BSI is committed to:

1. Every customer has the right to file a complaint.
2. Customers can make complaints through branch offices, BSI call centers, e-mail, social media, BSI Mobile or letters.
3. The related BSI Work Unit is obliged to resolve incoming complaints, both verbally and in writing.

In determining CSR commitments and policies related to products and customers, BSI refers to the policies that have been established by referring to the policies and regulations that apply in Indonesia, which include:

1. Law no. 21 of 2008 concerning Islamic Banking
2. Law no. 8 of 2010 concerning the Prevention and Eradication of the Crime of Money Laundering
3. Law no. 8 of 1999 concerning Consumer Protection
4. Bank Indonesia Regulation No. 7/7/PBI/2005 dated 20 January 2005 regarding Settlement of Customer Complaints
5. Bank Indonesia Regulation No. 10/10/PBI/2008 dated 28 February 2008 concerning Amendments to Bank Indonesia Regulation No. 7/7/PBI/2005 dated 20 January 2005 regarding Settlement of Customer Complaints
6. Bank Indonesia Regulation No. 13/23/PBI/2011 dated 2 November 2011 regarding the Implementation of Risk Management for Islamic Commercial Banks and Sharia Business Units.
7. Bank Indonesia Regulation No. 11/3/PBI/2009 regarding Sharia Commercial Banks
8. Bank Indonesia Circular Letter No. 15/21/DPNP dated 14 June 2013 regarding the Implementation of Anti-Money Laundering and Prevention of Terrorism Financing Programs for Commercial Banks
9. Financial Services Authority Regulation No. 1/PFinancial Services Authority.07/2013 concerning Consumers in the Financial Services Sector

10. Financial Services Authority Regulation No. 1/PFinancial Services Authority.07/2015 regarding Alternative Dispute Resolution Institutions in the Financial Services Sector
11. Bank Indonesia Regulation No. 16/1/PBI/2015 concerning Consumer Protection of Payment System Services
12. Financial Services Authority Circular Letter No. 2/SEFinancial Services Authority.07/2015 concerning Services and Settlement of Consumer Complaints to Financial Services Actors
13. Bank Indonesia Regulation No. 15/13/PBI/2013 dated 24 December 2013 regarding Amendments to Bank Indonesia Regulation No. 11/3/PBI/2009 regarding Sharia Commercial Banks
14. SE Operation No. 12/026/OPS dated 31 May 2010 regarding the Determination of the Person in Charge of Losses Due to Operational Risks
15. SE Operation No. 16/124/OPS dated 27 June 2015 regarding Standard Operating Procedures (SPO) for Handling Customer Complaints regarding Fraud Indications
16. SE Operation No. 16/039/OPS dated 22 September 2014 regarding Standard Operating Procedures (SPO) for Handling and Follow Up on Bank Syariah Mandiri Customer Complaints

From these laws and regulations, the Bank has reduced them to internal regulations, namely:

1. PTO Service Quality Branch of PT Bank Syariah Indonesia in 2021.
2. SOP Protection and Customer Complaints of PT Bank Syariah Indonesia in 2021.
3. SPB Funds Collection for PT Bank Syariah Indonesia in 2021.
4. SPP for Anti-Money Laundering (APU) and Prevention of Terrorism Financing (PPT) for PT Bank Syariah Indonesia in 2021.

### Company-Related Consumer Issues

BSI has mapped several consumer issues related to the Bank's activities, namely the data security system and customer privacy, which are the responsibility of the Bank's personnel, which have an impact on customer trust. All customers have the same rights in utilizing products and services whose safety has been ensured through procedures in accordance with policies and regulations. All processes are carried out to ensure customer safety in using the Bank's products and services.

In addition to privacy, another relevant issue is the clarity of information on products and services issued, such as information on savings products, loans and banking services. Islamic financial services also provide transparent features regarding available products, costs, benefits, and risks.



## Scope and Coverage of Responsibilities to Consumers

BSI prioritizes the prudential principle in managing the confidentiality of customer data through prudent and professional Bank management. The guaranteed confidentiality of customer data reflects the public's trust in the Bank. The Bank is aware that all information related to the Bank and its customers is confidential. This is in accordance with the regulation of the authority/regulator.

Internalization of the commitment to confidentiality of customer data within the Bank's organizational environment, is conducted among others through setting policies, providing opinions by the compliance work unit, internal socialization on employee training, internal and external workshops attended by Bank employees.

In addition to maintaining data confidentiality, the Bank also always prioritizes customer satisfaction by providing the best service. The Bank do not only sell safe and beneficial banking products to the community but also provide maximum protection to consumers (product responsibility).

In response to this, the policy taken by BSI is in the form of Customer Deposit Protection Guarantee Policy. The form of guarantee for protection of customer deposits that has been carried out by the Bank is by registering as a member of the Deposit Insurance Corporation (LPS) and establishing allowance for impairment losses on productive assets

## Program Targets and Plans

In accordance with the spirit of the Bank to have a positive impact on all customers, the following are the targets and program plans as a form of the Bank's responsibility to customers:

1. Provide service guarantees that are contained in the form of a Standard Level Agreement (SLA) for complaints that are continuously reviewed and updated referring to customer expectations. In addition, the determination of SLA to handle customer complaints is adjusted to the policies and regulations that apply in Indonesia, in this case the written complaint is resolved within 20 (twenty) working days, and under certain conditions it can be extended for the next 20 (twenty) working days.
2. Conduct banking education to all elements of society, as a form of the Bank's responsibility for the spirit of the Spirit of Prosperity of the Country.
3. Conducting customer satisfaction surveys as part of improving the quality of products and services provided by the Bank to customers.
4. Provide customer complaint services through a 24/7 contact center service, both through voice (BSI call 14040) and non-voice (BSI social media & chatbot) services.

## Activity Implementation

### A. Customer Complaint Activities

BSI has established product and service information center as well as a means of complaints for consumers regarding banking services. The Bank has provided easy access to information and banking service networks, including:

1. Through the Internet Site with the web page address: [www.bankbsi.co.id](http://www.bankbsi.co.id);
2. Social networks: facebook, twitter;
3. BSI Call 14040;
4. AISYAH Chatbot (BSI Interactive Assistant); and
5. The convenience of mobile banking and internet banking facilities as well as the existence of branch offices and Bank ATMs.

Currently, customer complaints received by BSI are managed by the Customer Care Management Unit located in the Culture and Customer Care Group. Meanwhile, the consumer complaint center can be accessed by consumers through several channels, including:

1. BSI Call Center which operates 24 hours by dialing 14040 or (021) 80639999.
2. E-mail: [contactus@bankbsi.co.id](mailto:contactus@bankbsi.co.id)
3. Customer service at the nearest BSI branches.

Through the product and complaint information service center, BSI provides a quick response to requests for information on banking products and services as well as incoming complaints. Furthermore, the Bank can provide faster and more appropriate resolution of complaints.

### B. BSI Call 14040

In order to improve the quality of service to customers, BSI established a service unit, namely BSI Call 14040 which can be accessed 24 hours in 7 (seven) days.

The function of the service unit is to serve customer needs for information related to the Bank's products, facilities and services as well as customer complaints that can be submitted through communication media including: telephone, mobile phone, and e-mail.

BSI Call service categories include:

1. Information, consisting of:
  - Account Balance Information
  - Account Mutation Information
  - BSI Product Information
2. Blocking/Cancelling
  - Block/Cancel BSI card
  - Block/closure BSI Mobile
3. Receiving customer complaints
4. Other Request
  - Activation code request
  - ATM PIN reset request





BSI Call 14040 has duties and responsibilities which include:

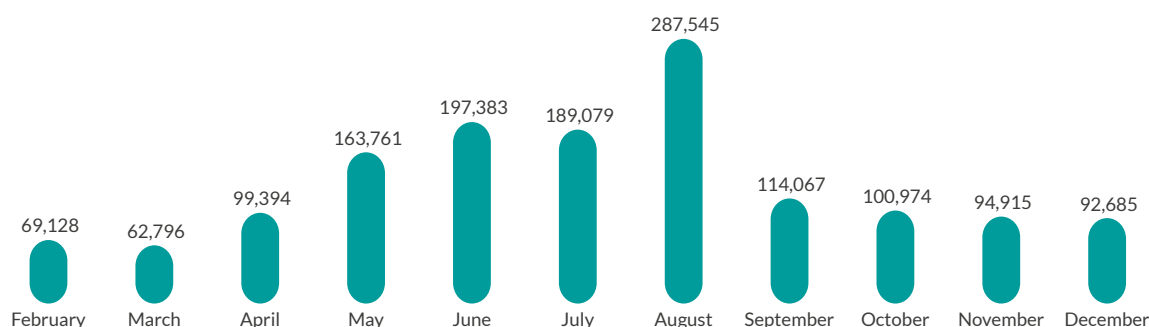
1. Receive incoming calls from BSI customers.
2. Provide fast and appropriate solutions for every question from BSI customers.
3. Listen carefully to complaints from BSI customers.
4. Handle customers in a friendly and precise manner.
5. Maintain the SCR target set on the BSI Call.
6. Maintain the performance of call center agents.
7. Develop product capabilities and knowledge for call center agents.

In addition to BSI call 14040, the Bank also has official BSI social media accounts as a means of customer complaints, including:

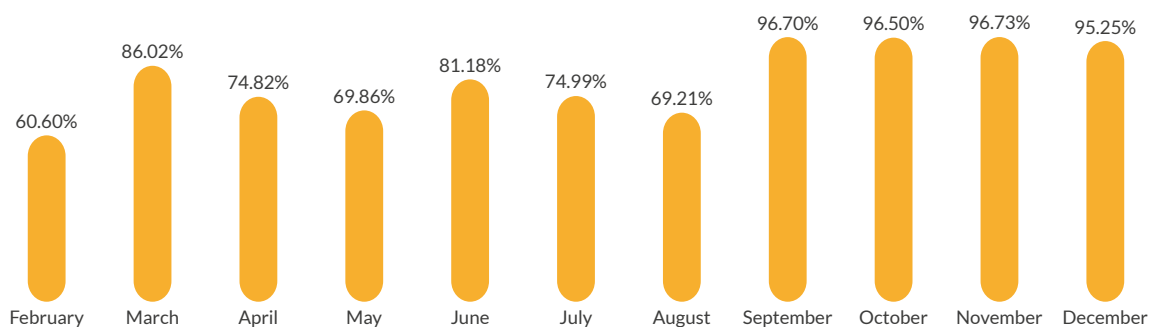
1. E-mail: [contactus@bankbsi.co.id](mailto:contactus@bankbsi.co.id)
2. Facebook: Bank Syariah Indonesia
3. Twitter: @bankbsi\_id; @bsihelp
4. Telegram: @BankSyariahIndonesiaBot
5. Instagram: Bank Syariah Indonesia
6. Whatsapp Business: 081584114040
7. Website: <https://www.bankbsi.co.id>
8. LiveChat Aisyah: <https://www.bankbsi.co.id> & Aplikasi BSI Mobile

#### Achievement of Islamic Bank Services Indonesia Call 14040, Social Media and Chatbot

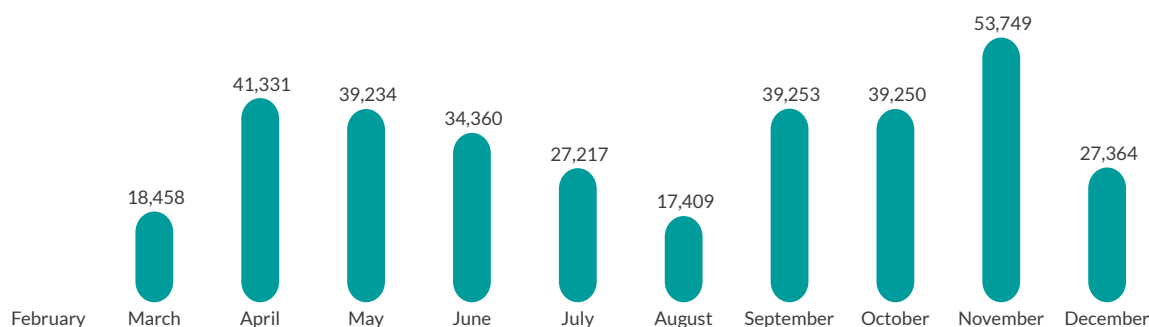
##### BSI Call 14040 (Banking & Hasanah Services)



##### Succes Rate (SCR) BSI Call 14040



## Incoming Chat (Social Media & Chatbot Services)



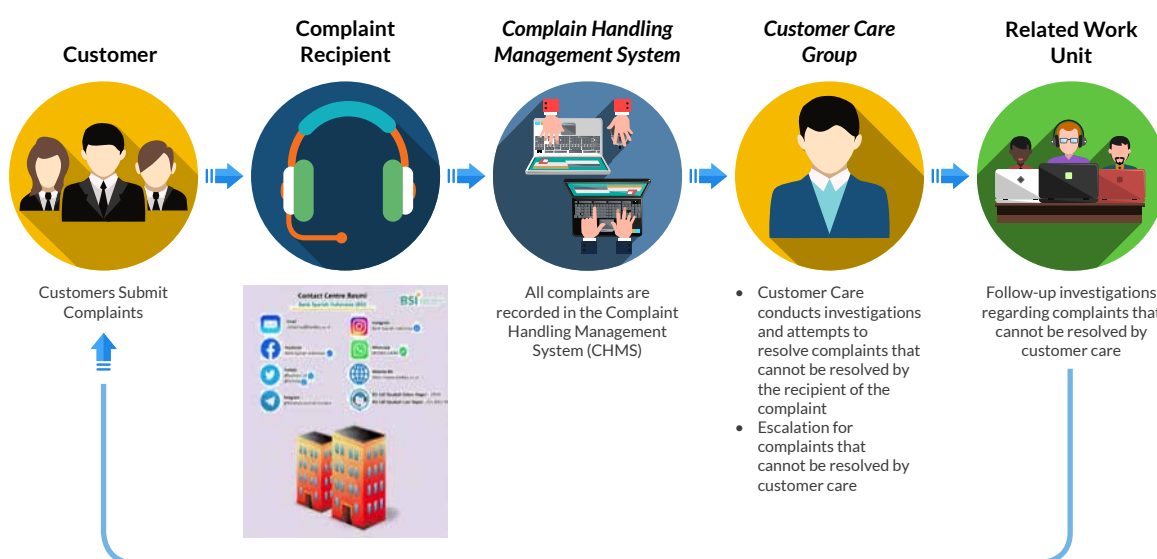
## Customer Complaint Handling Flow

Through the complaint center, BSI provides a quick response to incoming complaints and resolves them properly. The Bank has established a Customer Handling section under the Culture and Customer Care Group, which focuses on monitoring customer complaints. The recording of customer complaints in the BSI environment has used an application called the Complaint Handling Management System (CHMS).

Customer complaints can be submitted through all branches by filling out customer request/complaint forms which are regulated separately in the Bank's internal regulations or customers can also submit their complaints via BSI Call or BSI Mobile. Furthermore, the Bank will follow up on complaints from customers. In brief, the mechanism for following up on customer complaints is as follows:

- Customers can submit complaints through the branch or BSI Call;
- Branch officers or BSI Call officers input complaints submitted by customers into the Complaint Handling Management System (CHMS);
- Data recorded in CHMS will be monitored and followed up by the Customer Handling Unit;
- Complaints that cannot be resolved by the Branch Office or BSI Call will be followed up by Customer Handling and related work units;
- The results of the follow-up and settlement information from the relevant work unit will be forwarded to the recipient of the complaint (branch or BSI Call);
- The recipient of the complaint will forward the information/answer to the complaint received to the customer.

The flow for handling customer complaints is illustrated in the following illustration.





### C. Service Quality Improvement Program

In an effort to provide the best for customers, BSI has transformed services through customer engagement, shifting transactions to digital and simplification of the service process. In line with BSI's vision to become the "Top 10 Global Islamic Bank", in order to improve services, BSI has the Ultimate Service as Business Acceleration concept, which seeks to improve in terms of physical (premises), people (employees), service processes and business contributions.

The service provided must be ultimate, with strong points:

1. Service is getting better and faster.
2. Fully energetic and warm service.
3. Provide alternative digital solutions.
4. Improve the function of frontliners to become financial advisors.

In order to improve the quality of services to consumers, Bank Syariah Indonesia implements the following programs:

1. Updating customer service and protection guidelines in accordance with the regulation of the authority.
2. Improving account opening system, among others, by digitizing account opening and product sales kits.
3. Upgrading BSI Mobile features and services to be more complete to meet customer banking transaction needs.
4. AISYAH Chatbot (Interactive Assistant for Islamic Bank Indonesia) which is the first Islamic bank chatbot in Indonesia.
5. Increasing competence for employees, through customer service and teller certification, excellent service training, service leadership training and guest speaker services.
6. Multi-skilled agent contact center.
7. An addition of site call center services in Tende and Bumi Serpong Damai to keep up customer service.
8. Opening of corporate call center 1500789 service.

Moreover, BSI through its branch service team carries out customer service improvement programs including:

1. Simplification of transactions or digitizing customer transactions, in the form of webform development, account opening, financing, and customer complaints through BSI Mobile, digital queuing machines, service tablets in all branch networks, and other developments.
2. Measurement of customer satisfaction through various channels and websites that are integrated in real time through the Customer Satisfaction Survey in all branch networks.

3. Assistance and monitoring of branch service quality through measuring employee comprehension and employee service recognition programs in the form of training, supervision, and appreciation in order to maintain employee consistency in serving customers

The customer service improvement program is in line with the results of branch service performance in 2021 which reached 86.41 points from the target of 85.

### Activity Impact

Providing the best service to customers is a challenge for BSI. Considering that the Bank is an entity resulting from the merger of 3 (three) Islamic banks, the legacy culture is still attached at the beginning of the merger. Therefore, the Bank instills BSI's Service Culture deeper with the result of obtaining "First Rank" on the Bank Service Excellence Monitor by Marketing Research Indonesia 2021 (BSEM - MRI), an external independent survey that measures banking service standards on a national scale.

### Number of Complaints in 2021

The Bank divides complaints submitted by customers into 2 (two) types, namely:

- a. Verbal Complaint
  - Complaints must be responded to and/or resolved by the Complaint Receiving Work Unit/Customer Handling Work Unit within 2 (two) working days since the complaint is received.
  - If the complaint cannot be resolved within 2 (two) working days, the Complaint Receiving Unit is required to request the customer to submit a written complaint.
- b. Complaint in writing
  - Complaints must be resolved by the Complaint Receiving Work Unit/Customer Handling Work Unit within a maximum of 14 working days since the complaint is received.
  - If the complaint cannot be resolved within 14 working days, the recipient of the complaint must submit information on the extension of time to the customer in writing.
  - Banks may extend the period of complaint settlement up to the next 20 working days (if necessary).

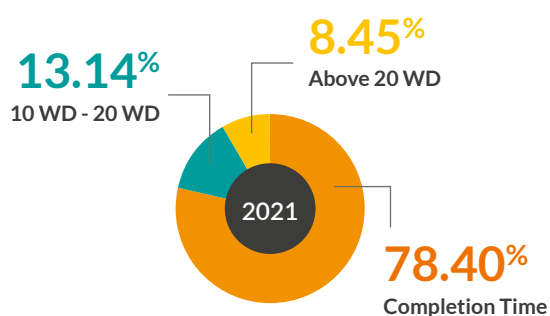
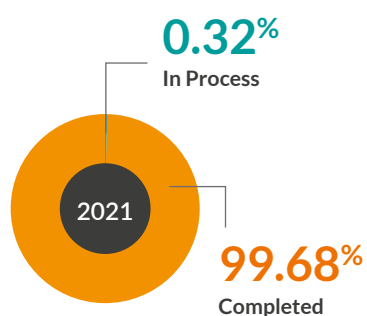
In relation to these complaints, the Bank always resolves complaints properly as a form of excellent service provided by BSI to customers. Data related to the settlement of complaints and customer complaints that have been carried out by BSI within the last 1 (one) year can be seen in the following table.

## Data of Complaints in 2021

	QUARTER I	QUARTER II	QUARTER III	QUARTER IV	TOTAL
Total Complaints	33,402	69,460	61,986	66,694	231,542
In process	0	0	0	733	733
Resolved	33,402	69,460	61,986	65,961	230,809

	QUARTER I	QUARTER II	QUARTER III	QUARTER IV	TOTAL
Maximum 10 Working Day (WD)	29,870	54,979	38,526	57,595	180,970
Maximum 20 WD	2,857	11,089	10,234	6,156	30,336
Maksimal/Maximum >20 WD	675	53,392	13,226	2,210	19,503
Total	33,402	69,460	61,986	65,961	230,809

CATEGORY	TOTAL
Process/Transaction and Facilities	218,609
Banking Crime	6,762
Products	3,352
Services	2,819





## CORPORATE SOCIAL RESPONSIBILITY RELATED TO SOCIAL COMMUNITY

### Commitment

Bank Syariah Indonesia always harmonizes its presence and business activities in the community. Therefore, Bank Syariah Indonesia is committed to continuing to carry out community development and empowerment programs in order to achieve an independent and prosperous society.

The implementation of the CSR program at Bank Syariah Indonesia in terms of community social development refers to the Cooperation Agreement (PKS) between the Zakat Collecting Unit of the National Amil Zakat Agency PT Bank Syariah Indonesia Tbk, (UPZ Baznas BSI) and the Bangun Sejahtera Mitra Umat Foundation (BSM Ummah Foundation) and Insan Hasanah Mulia Titik Foundation (YHT), with PKS No.UPZ BAZNAS BSI: 01/543/PKS/DIR, No.YBSM Ummah:20/004/PKS/YBSMU, No.YHT:YHT/PK/2021/001 dated 2 August 2021 concerning Assistance in the Distribution and Utilization of Zakat in PT Bank Syariah Indonesia Tbk,

Laznas BSMU is BSI's main partner in social activities. The establishment of the BSM Ummah Foundation (which oversees LAZNAS BSMU) was confirmed through the Decree of the Minister of Religion of the Republic of Indonesia No. 406 of 2002 concerning the Inauguration of the Bangun Sejahtera Mitra Umat Foundation as an *Amil Zakat* Institution, which was later granted a renewal of the LAZNAS Permit in the Decree (SK) of the Minister of Religion of the Republic of Indonesia No. 1010 Year 2021, 6 October 2021.

On 1 October 2021, the Hasanah Mulia Insan Foundation (Hasanah Titik) officially signed the merger agreement with Bangun Sejahtera Mitra Umat Foundation (BSMU Laznas). This merger aims at maximizing its role as an institution managing Ziswaf and Social Funds as well as to improve the quality of services to *mustahik* and beneficiaries.

Meanwhile, the distribution of *Infaq* Funds and Social Funds/Not Recognized as Income (TBDSP) is carried out in collaboration with 2 (two) parties between BSI and BSMU Laznas. Distribution of Social Funds/ TBDSP refers to the Fatwa of the National Sharia Council-Indonesian Ulama Council No. 123/DSNMUI/XI/2018 concerning the Use of Funds That Should Not Be Recognized as Income for Sharia Financial Institutions, Sharia Business Institutions and Sharia Economic Institutions as well as social funds with the National Amil Zakat Institution Bangun Sejahtera Mitra Masyarakat (Laznas BSMU).

## Stakeholder Engagement

Bank Syariah Indonesia coordinates with ZIS channel partners in CSR program activities in the social sector every year.

### Activity Implementation

#### 1. Development of Sustainable Financial Products

One of BSI's priority programs in the Sustainable Finance Action Plan is the development of sustainable financial products, including increasing the financing portfolio. In determining products that are suitable for sustainable finance, BSI refers to the Criteria for Sustainable Business Activities (KKUB) as stated in Article 4 of POJK 60/POJK.04/2017 concerning Green Bonds and Technical Guidelines for Banks Related to the Implementation of POJK No.51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Service Institutions, Issuers and Public Companies, namely:

- Increase MSME Financing Portfolio
- Increase the Green Portfolio/Green Financing for the Non-MSME segment

Throughout the 2021 period, BSI managed to record optimal economic performance. The Bank recorded assets of Rp265,289 billion, financing of Rp171,290 billion, third party funds (TPF) of Rp233,250 billion, and net profit of Rp3,028 billion. BSI succeeded in disbursing sustainable financing of Rp46,158 billion, consisting of the MSME Portfolio of Rp39,461 billion and the Green Financing (Non-UMKM) Portfolio of Rp6,696 billion. The ratio of sustainable financing to total financing is 27%.

The MSME financing is closely related to the Sustainable Development Goals (SDG's), namely: Goal 1: No poverty; Goal 8: Decent work and economic growth; and Goal 10: Reducing inequality.

The distribution of green financing (Non MSMEs) is in accordance with 11 environmental- friendly business activities, which are dominantly recorded in the following sectors:

- Electricity, Gas, Water Sector (Renewable Energy/ Geothermal Power Plant, MicroHidro Power Plant)
- Agriculture, Hunting, Forestry Sector (Biological Natural Resources Management and Sustainable Land Use/ISPO Certified Oil Palm Plantation)

3. Construction Sector (Green Building)
4. Industrial Sector (Producing products that reduce the use of resources and produce less pollution)

The following is the performance of sustainable financing

#### Realization of Sustainable Financing

DESCRIPTION	UNIT	2021
Fund Distribution:		
1. MSME Portfolio	Rp Billion	39,461,23
2. Green Financing (Non MSME)		6,696,74
<b>Total Earning Assets of Sustainable Business Activities</b>		
Total Financing for Sustainable Business Activities		46,157,97
Total Financing of Non-Sustainable Business Activities.	Rp Billion	125,133,19
Total Financing		171,291,16
Percentage of Total Sustainable Business Financing to Total Bank Financing	%	27%
Financing by category of sustainable activities :		
a. Renewable Energy		906
b. Energy Efficiency		-
c. Pollution Prevention and Control		-
d. Management of Natural Resources		1,193
e. Land and Water Biodiversity Conservation		-
f. Eco-Friendly Transportation		20
g. Sustainable Water and Waste Management	Rp Billion	101
h. Climate Change Adaptation		-
i. Products that Can Reduce Resource Use and Generate Less Pollution		3,744
j. Environmental- Friendly Buildings That Meet Nationally, Regionally, or Internationally Recognized Standards or Certifications		225
k. Other Environmental- Friendly Business Activities		508
l. MSME Activities		39,461

## 2. Green Campaign and Efficiency

### a. Sustainable Finance (SF) Campaign

The foundation for implementing the Sustainable Finance (SF) campaign program is POJK No.51/POJK.03/2017, which aims at supporting green campaign movement. This activity starts from the closest environment such as offices, homes and public places. SF is distributed through flyers and videos on BSI social media (instagram and youtube), so that it is conveyed to stakeholders and the public. Internally, information is disseminated through whatsapp groups.

The SF campaign video is in the form of an animated video with an educational concept that includes the notion of sustainable finance, examples of its application, health tips in the era of the COVID-19 pandemic and types of waste that are difficult to destroy. It is expected that by sharing the video, stakeholders and the public will understand the concept of sustainable finance and examples of its application.

BSI also invites stakeholders and the public to maintain health during the COVID-19 pandemic and reduce waste by bringing their own shopping bags, bringing their own eating and drinking containers and replacing the use of plastic straws with stainless straws. From a small thing, it will have a big impact on us, the company, and the environment.

**Green Campaign Programs:**

These activities are carried out through:

1. Use of Renewable Technology (Solar Panels, Water Treatment, Use of Energy Saving Materials).
2. Utilization of waste paper
3. Digitization (Online requests for printed goods).
4. The use of a pending machine for recycling plastic waste/beverage bottles.
5. Construction of an office building with a green building concept.

**b. Financial Inclusion Program**

BSI has also implemented several financial inclusion programs with the aim at developing Islamic finance to the wider community for financial services that are available to all segments of society from various regions and areas. The program refers to the national vision of financial inclusion from Bank Indonesia, namely to create a financial system that is accessible to all levels of society to encourage economic growth, reduce poverty, distribute income, and create financial system stability in Indonesia.

Through this financial inclusion program, BSI is committed to having an impact on increasing the number of people who save or invest in any sharia financial services. The financial inclusion activity programs that have been implemented by BSI can be described in the following table:

**Financial Inclusion Activity Program in 2021**

No.	DATE	ACTIVITY	PARTICIPANT	LOCATION
1	11 February 2021	Presentation of Bank Syariah Indonesia's financing programs & strategies with Creative Economy Agency	MSME	online
2	23 February 2021	Launching Modest Fashion Founder Fund (MFFF) with Ministry of Tourism and Creative Economy	MSME	online
3	24 February 2021	Sharia finance education for MSMEs in the West Nusa Tenggara region with Financial Services Authority (OJK)	MSME	online
4	11 March 2021	Business meeting with MSMEs assisted by the Ministry of Tourism and Creative Economy in Palembang	MSME	online and offline
5	17,18,19 March 2021	Adjudicating 120 participants of the Modest Fashion Founder Fund (MFFF) with the Ministry of Tourism and Creative Economy	MSME	online and offline
6	22 March 2021	Sharia finance education and inclusion for PP Muhammadiyah members with the Coordinating Ministry	MSME	online and offline
7	5 April 2021	Product presentation in the preparation event for collaboration with Indostation	Islamic Boarding School	offline
8	20 April 2021	Go Digital Jakarta 1	MSME	online
9	22 April 2021	PP Muhammadiyah financial literacy	MSME	online and offline
10	22 April 2021	Islamic boarding school financial literacy	Islamic Boarding School	offline
11	22 April 2021	Mentoring for MFFF participants	MSME	online
12	26 April 2021	MSME training with Shopee	MSME	online
13	30 April 2021	MSME Webinar with Semarang University	MSME and University Students	online
14	30 April 2021	Pertashop at Habib Lutfi's Pekalongan Islamic Boarding School	Islamic Boarding School	offline
15	3 May 2021	Memorandum of Understanding (MOU) with Jasa Marga		offline
16	3 May 2021	MSME training with Shopee	MSME	online
17	5 May 2021	MOU with Ministry of Tourism and Creative Economy		offline
18	8 May 2021	Go Digital Medan, Palembang, Surabaya and Aceh	MSME	on line
19	3 June 2021	Gathering and meeting with Pemalang AgroWangi fostered farmers	Farmers	offline
20	4 June 2021	Webinar on the development of the halal industry with the Ministry of Industry	MSME	online
21	8 June 2021	Webinar on successful elephant foot yam (porang) cultivation with KOPITU	Farmers	online



### Financial Inclusion Activity Program in 2021

No.	DATE	ACTIVITY	PARTICIPANT	LOCATION
22	9 June 2021	Webinar "Smart managing business finances" with Baznas	MSME	online
23	9 June 2021	Inauguration of microsite financial inclusion program with Indo Mobil and Islamic boarding schools	Islamic Boarding School	offline
24	22 June 2021	Financial literacy with the Ministry of Maritime Affairs and Fisheries	Farmers dan Fisherman	on line
25	23 June 2021	Financial Literacy with KOPITU	Farmers	on line
26	26 June 2021	Italk show with ISYEF	MSME	online
27	29 June 2021	Financial literacy with amphuri	Farmers	online
28	5 July 2021	Business meeting with MSMEs assisted by the Ministry of Tourism and Creative Economy in Aceh	MSME	online
29	5 July 2021	DPP Farmers Financial Inclusion	Farmers	online
30	3 July 2021	MSME training with Shopee	Laznas MSME	online
31	3 August 2021	MSME training with Shopee	Laznas MSME	online
32	19 August 2021	Webinar on financial planning and business matching of MSMEs with Bank Indonesia	MSME	online
33	7 September 2021	Webinars on financial planning and business matching of MSMEs with Bank Indonesia	MSME	online
34	13 September 2021	Webinar business meeting with Bank Indonesia and ISYWF	MSME	online
35	14 September 2021	Webinar briefing on design shop program team with UNMUL	MSME	online
36	13 October 2021	Webinar distribution of KUR and Go Digital in Kauman Batik Village	MSME	offline
37	15 October 2021	Webinar on working capital with HIPMI	MSME	online
38	20 October 2021	ISYEFpreneur	Entrepreneur	online
39	22 October 2021	MSME digital training on Halal with Bank Indonesia and IDEA	MSME	online
40	28 October 2021	Webinar with PPUMI (Indonesian MSME women empowerment)	MSME	online
41	29 October 2021	Doremi preneur festival	MSME	online
42	30 October 2021	Webinar with the Indonesian Muslim Merchant Association	MSME	offline
43	10 November 2021	Socialization with FOKAL	Fokal Members	online
44	12 November 2021	MSME training with PP Muhammadiyah in Padang	MSME	offline
45	19 November 2021	Training of Pelataran Kampung Korea MSME with KADIN	MSME	Offline
46	25 November 2021	Financial inclusion with the Coordinating Ministry and Islamic boarding schools in Tasik	Islamic Boarding School	offline
47	26 November 2021	Financial inclusion with the Coordinating Ministry and Islamic boarding schools in Garut	Islamic Boarding School	offline
48	2 December 2021	Islamic boarding school financial inclusion with the Coordinating Ministry in Kepulauan Seribu	Islamic Boarding School	offline
49	7 December 2021	MSME training with PP Muhammadiyah in Gresik	MSME	offline
50	9 December 2021	Islamic boarding school financial inclusion with the Coordinating Ministry for Asofa Islamic boarding school (HSN) in Tangerang	Islamic Boarding School	offline
51	10 December 2021	Webinar with MUI in Jakarta	Islamic Boarding School & MSME	offline
52	17 Desember 2021	MSME training with PP Muhammadiyah in Pontianak	MSME	offline
53	18 December 2021	Workshop on electric vehicle ecosystem and conversion with the DKI Jakarta Ministry of Manpower	MSME	online



### 3. Social and Spiritual Activities with BSMU

In implementing social and spiritual functions, BSI cooperates with BSMU (Bangun Sejahtera Mitra Umat) in implementing humanitarian, social and empowerment programs. There are 3 (three) pillars that form the basis of implementation, namely "Didik Umat" which focuses on education, "Mitra Umat" which focuses on economic empowerment and "Simpati Umat" which focuses on humanitarian and social support including disaster and healthcare.

The "Didik Umat" program consists of:

#### 1. Sahabat Pelajar Indonesia

Is an educational financing support and Islamic development program as well as self-concept development for underprivileged children at the junior and senior high school levels (SMP and SMA) in order to prepare and accelerate primary and secondary education for the next generation which is expected to have an impact on changing family conditions and future plans to break the chain of poverty, and the lack of basic life skills.

This program is also in line with 12 years of basic education to reduce dropout rates. The purpose of this program is to form students who have character, morals and skills in building achievements to the university level. The target of the Sahabat Pelajar Indonesia program is 5,000 students who come from poor families.

#### 2. BSI Scholarship

Undergraduate scholarship program (S1) which aims at raising future leaders of the Ummah who have good character, trustworthy and a role models who are able to contribute, especially in the field of Islamic economic industry. BSI Scholarship consists of 2 (two) programs, namely BSI Prestasi and BSI Inspirasi which are specially designed for undergraduate education for 2 (two) academic years, starting from semester 3 (three). BSI Inspirasi aims at providing equal distribution of undergraduate education and BSI Prestasi aims at nurturing young leaders who are ready to enter the Islamic economic industry.

#### 3. ISDP (Islamic Sociopreneur Development Program)

The ISDP scholarship program is a program that is run in the form of a business coaching and training program for students to become young entrepreneurs who have social concerns for the community. The purpose of the program is to foster Islamic youth who have insight and understanding of Islam and to train and develop their abilities as sociopreneurs, produce alumni of the program

who are independent and concerned with social problems as well as partner agents in community empowerment.

#### 4. Tahfidz House Program

This program is based on life skills that raise Hafidz Qur'an, where this program aims to create a generation that memorizes the Qur'an, has noble character and provides life skills. The target beneficiaries are junior high school graduates who come from poor families.

#### 5. LIKES Program

Educational activities as well as socialization related to financial literacy and sharia economics. The form of activity is the delivery of sharia financial and economic literacy through social media, question & answer and consulting services for the community. The target participants are all people who want to understand more about muamalah, inheritance, zakat, and others.

#### 6. Braille Qur'an Waqf Program

A program that collects and distributes Braille Qur'anic *Mushaf* for blind Muslims (men and women) throughout Indonesia which aims at providing convenience in obtaining the Qur'an for blind Muslims throughout Indonesia and eradicate illiteracy of the Qur'an for the blind. The target of blind Muslims (men and women) who routinely study the Qur'an.

#### 7. Qur'an Waqf Program

The program collects and distributes Al-Qur'an manuscripts to the general public, mosques, prayer rooms, communities, institutions and foundations that have Al-Qur'an teaching programs. The types of the Qur'an that are distributed consist of two types, namely the memorized Al-Qur'an and the translated Al-Qur'an. The purpose of this Al-Quran waqf distribution program is to spread the benefits through the Al-Qur'an to all regions that need the Qur'an, support the eradication of Al-Qur'an illiteracy, help to create a generation of Al-Qur'an and familiarize the community to interact with the Qur'an.

For the "Mitra Umat" program, it consists of:

#### 1. Economic Empowerment

The community empowerment program is to increase the scale of the community's economy. The BSM Village Program (Berdaya Sejahtera Mandiri) was initiated as a manifestation of BSI's concern for the contribution of all customers who have entrusted their investment and *zakat Infaq shodaqoh* which has been entrusted to every transaction. The BSM Village Program is a village economic

development program through strengthening local resources to improve community welfare through the utilization of ZISWAF funds.

The implementation of the program is focused on developing agricultural, livestock and plantation business clusters. The program approach is carried out with intensive assistance, both technical and Islamic *da'wah*. Currently there are 4 (four) existing villages that are still being assisted, namely Rejo Asri Village-Central Lampung (Agricultural Cluster), Kedarpan-Purbalingga Village (Sheep/Goat Farming Cluster), Jati-Trenggalek Village (Beef Cattle Farming Cluster) and Candibinangun Village- Sleman (Mina Padi Cluster).

## 2. Food Security Program

Social assistance as a concern and response to the condition of the nation is arranged especially for Islamic boarding schools, communities around mosques and disabled groups who are currently facing difficulties as a result of the COVID19 outbreak. The form of the food security program is charity assistance in the form of basic food staples and the development of economic business for the independence of Islamic boarding schools.

## 3. Warteg Mobile Program

One of the activities to utilize ZIS BSM Ummah funds. Warteg Mobile is the concept of distributing ready-to-eat food (ready to consume) to help underprivileged communities in meeting their food needs, with target beneficiaries such as people in densed/slum settlements, disabled communities, angkot/taxi/online driver communities, and affected communities. disasters (fires, floods, etc.).

The “Simpati Umat” program consists of:

### 1. Humanitarian Aid

Assistance program for various *asnaf*: the poor, *fii sabilillaah*, and *gharimin*. Some aspects that are assisted through this assistance include: education, healthcare, economy, and *da'wah*. Throughout 2021, assistance has been distributed to 7405 beneficiaries worth Rp4,611,112,300.

### 2. Disaster Emergency and Recovery Center

The program strengthens the functions of disaster response and recovery management for affected communities with the aim at reducing the risk of fatalities and helping to alleviate community needs. Throughout 2021, BSM Ummah has assisted at least in 9 (nine) locations throughout Indonesia.

The Disaster Emergency and Recovery Center has 3 (three) main activities that focus on disaster aspects, namely: disaster risk reduction (DRR) programs, disaster response, and post-disaster recovery.

The disaster risk reduction program aims at establishing community preparedness in disaster-prone areas through intensive assistance in the field of disaster and financial management. It also include environmental preservation. Disaster response activities focus on humanitarian activities to meet the emergency needs of survivors in the first two weeks, and throughout 2021 have carried out their activities in at least 10 disaster locations which are quite large, with a total of 42,000 beneficiaries. For post-disaster recovery activities, assistance has been distributed at 11 points such as mosques, schools/madrasas, and Islamic boarding schools throughout 2021.





### 3. Healthy & Mobile Care (HMC)

Health service programs, medical ambulance service, as well as assistance for funeral for the poor. In relation to the pandemic, this program also carries out activities to prevent and handle COVID-19 through several activities, including: distribution of self-isolation packages containing basic necessities, masks, and hand sanitizers for 222 beneficiaries; mass vaccination conducted in 27 locations with 3745 beneficiaries; full oxygen containers for 43 individuals and 16 institutions with a total aid of 270 oxygen cylinders measuring 6 m3; assistance for medical devices to a COVID referral hospital with a value of Rp240 million; 200 servings of ready-to-eat food with the concept of 3 in 1 beneficiaries (MSMEs, self-isolation residents, and motorcycle taxi riders); assistance for medical COVID ambulances; as well as assistance in strengthening the economy and entrepreneurship for residents whose heads of families died due to being affected by COVID. Apart from the pandemic conditions, HMC continues to provide services for the community regarding the need for ambulance, funeral, and health check-up.

### 2021 COVID Pandemic Management Program

The COVID-19 pandemic has resulted in changes and restrictions in the implementation of daily activities, in all aspects and strata of society. The morbidity and mortality rate due to COVID-19 was very high, therefore BSMU carried out several activities to assist the community in preventing and reducing the impact of the virus. Some of the activities carried out by BSMU include:

#### a. Oxygen Cylinder Assistance

This is an activity to provide 6mm oxygen cylinders and their contents, for people suffering from COVID-19 and undergoing self-isolation at home, as well as assistance for hospitals that treat COVID-19 patients. For patients who are self-isolating at home, volunteers deliver oxygen cylinders and attach their equipment, within 3 days, oxygen cylinders will be taken back for filling and distribution to other communities.

Number of Beneficiaries:

- Self-isolation: 42 people totalling 70 tubes
- Hospitals and institutions: 15 institutions totalling 196 tubes

#### b. Vaccination

Activities to support the government in reducing the number of COVID cases by providing assistance in mass vaccination activities in Jakarta and Aceh.

Number of Beneficiaries: 7,159 people and 31 institutions

#### c. Isolation Package Assistance

The activity provides life support packages in the form of staple foods, vitamins, and other immunity boosters to people who are self-isolating at home.

- Number of Beneficiaries: 222 people
- Of the 3 activities, the total amount of distribution: Rp1,816,980,971
- Source of funds: *Zakat* and disaster *infaq*

#### d. Medical Device Assistance to the Hospital

Assistance in purchasing medical devices at one hospital to serve COVID-19 patients in the amount of IDR 240,000,000.

#### e. Assistance Program for families affected by COVID-19

Assistance program for families affected by COVID-19, where the head of the family died due to COVID-19. Assistance was distributed in the form of financial and business assistance to mothers. There was also assistance for daily living expenses and education costs for children for 1 year.

- Number of Beneficiaries: 20 families
- Amount of disbursement: Rp1,070,000,000
- Source of funds: *Zakat*

### Activity Outcomes and Impact

During 2021, the types of programs that have been implemented in BSMU joint activities consist of 2 (two) parts, including:

1. Distribution, is a distribution activity to meet the basic needs of the beneficiaries (consumptive) as well as distribution/social assistance for individual/community emergency needs.
2. Utilization, is an activity in maximizing funds for the empowerment and benefit of the people as well as maximizing funds for productive activities or additional sustainable income generating.

In every type of program carried out, BSI has had an impact on the wider community. The explanation of the impact on Laznas (national zakat institution) BSM activities can be described in the table below:

#### Laznas BSM Program and Impacts in 2021

NO.	NAME	TYPE OF PROGRAMS	ACTIVITY IMPACTS
<b>Mitra Umat</b>			
1	<i>Desa Berdaya Sejahtera Indonesia (Desa BSI)</i>	Empowerment	Improving the welfare of poor farmers and breeders with an indicator of an increase in income from 0.5 to 1 times the previous income
2	<i>Maslahah MSME</i>	Empowerment	Assisting the recovery of MSME (ultra-micro) businesses affected by the pandemic
3	Cluster of Islamic Boarding School-Based Animal Husbandry	Empowerment	Assisting the economic development of Islamic boarding schools and improving the welfare of the community around the Islamic boarding school
<b>Didik Umat</b>			
1	<i>Sahabat Pelajar Indonesia</i>	Empowerment	Continuity of education at the junior high - high school level during the pandemic
2	Islamic Sociopreneur Development Program	Empowerment	To raise young Muslim entrepreneurs who have economic independence and have businesses capable of empowering and educating the community as well as opening up job opportunities that can help the economy of the people around them.
3	<i>BSI Scholarship</i>	Empowerment	Continuity of Higher Education level education during the pandemic
4	Rumah Tahfidz Program	Empowerment	Nurture students who memorize the Koran who can prosper the mosque to become Imams and teach the Koran so as to reduce illiteracy of the Koran
5	Financial & Shariah Economic Literacy)	Empowerment	Improving Islamic economic literacy among millennials
<b>Simpati Umat</b>			
1	Food Security ( <i>Santri, Dhuafa</i> and Disability Communities)	Distribution	Easing the burden of underprivileged groups affected by the pandemic by providing food assistance (rice and other food staples) to orphaned/dhuafa students, poor people and disabled groups
2	Rice ATM	Distribution	Relieve the burden of the <i>dhuafa</i> by providing food assistance which is distributed through the Rice ATM Machine which is placed in the mosque around the community's location
3	Disaster Response & Recovery	Distribution	Assisting survivors through disaster response, direct logistical assistance and recovery programs for disaster-affected communities. Including preserving the environment to reduce the risk of disasters.
4	Humanitarian Aid and Compensation	Distribution	Helping the poor to meet various aspects of urgent life needs
5	Funeral Facility Program	Distribution	Relieve the burden of the poor who were hit by the disaster through funeral services
6	Health Assistance & Mobile Care (Ambulance)	Distribution	Helping people who need healthcare services and ambulances
8	Public Infrastructure Assistance	Distribution	Improving the quality of public facilities and infrastructure in the poor community
9	Islamic Assistance	Distribution	Helping to organize activities of Islamic holidays
10	Worship Infrastructure Assistance	Distribution	Assisting community, especially moslems to get proper and comfortable worship advice
11	<i>Kafalah Da'i</i> and <i>Marbot</i>	Distribution	Assist the operational activities of the <i>da'i</i> and mosque <i>marbots</i> in improving the quality of mosque services and in carrying out <i>da'wah</i> , including in minority areas

**Laznas BSM Program and Impacts in 2021**

NO.	NAME	TYPE OF PROGRAMS	ACTIVITY IMPACTS
12	BSM Cipularang Mosque	Distribution	Help facilitate worship and rest areas for motorists
13	Cipali Mosque	Distribution	Help facilitate worship and rest areas for motorists across Java
14	Bromo Mosque	Distribution	Assisting to facilitate prayer and rest areas for visitors to the Bromo tourist area (TNGTS)
15	Bakauheni Mosque	Distribution	Facilitate prayer and rest areas for motorists and port users to Sumatra Island
16	Mosque Car	Distribution	Help facilitate community worship in crowded locations that have limited means of worship
17	Ramadhan Program	Distribution	Assisting easy access to <i>zakat</i> services and providing happiness for the poor through the distribution of <i>zakat</i> funds
18	Qurban Program	Distribution	Helping the community in making sacrifices/ <i>qurban</i> , helping farmers, and distributing it to people in need
19	Social Activities	Distribution	Assisting community, especially the less fortunate in meeting their urgent life needs (medicine, paying house contracts, transporting home, etc.)

**Complaint Channel**

In implementing social responsibility related to social development, BSI always harmonizes its presence and business activities in the community. However, if there are obstacles or complaints in social activities, one can send an email to the Corporate Secretary Group division at the email address: [corporate.secretary@bankbsi.co.id](mailto:corporate.secretary@bankbsi.co.id)

**Realization of Community Development Fund**

In 2021, BSI distributed social development funds of Rp187,140 million, an increase of 2.95% from the realization of disbursement in the previous year of Rp181,769 million. The source of the Bank's social development funds comes from *zakat* funds (company *zakat*, employee *zakat*, customer *zakat* and general *zakat*) and *qardh*/benevolent funds (*infaq/shodaqoh*, fines, non-halal income, donations/grants).

The following are the details of the sources and distribution of *Zakat* funds and Virtue funds in 2021.

**Source and Distribution of Zakat Funds**

(Rp Million)

URAIAN	2021	2020
<b>Source of Zakat Funds</b>		
Internal	101,684	74,202
External		
Employees	32,594	29,659
Customer/General	24,624	6,832
<b>Total</b>	<b>158,902</b>	<b>110,693</b>
<b>Distribution of Zakat Funds</b>		
Distributed to other institutions	(127,611)	(104,962)
<b>Increase/(Decrease) of Zakat Funds</b>	<b>31,291</b>	<b>5,731</b>
<b>Initial Balance of Zakat Funds</b>	<b>72,911</b>	<b>67,180</b>
<b>Final Balance of Zakat Fund</b>	<b>104,292</b>	<b>72,911</b>



### Report on Sources and Distribution of Qardh/Benevolent Funds

(Rp million)

DESCRIPTION	2021	2020
<b>Source of Qardh/Benevolent Funds</b>		
<i>Infaq and Sadaqah</i>	50,280	35,816
Fine	14,329	10,838
Non-Halal Income	7,898	6,798
Donations/Grants	99	516
<b>Total</b>	<b>72,606</b>	<b>53,968</b>
<b>Use of Qardh/Benevolent Funds</b>		
Charity Donations	(59,529)	(76,807)
<b>Increase/(Decrease) of Qardh/Benevolent Funds</b>	<b>13,077</b>	<b>5,731</b>
<b>Initial Balance of Qardh/Benevolent Funds</b>	<b>12,900</b>	<b>35,739</b>
<b>Final Balance of Qardh/Benevolent Funds</b>	<b>25,977</b>	<b>12,900</b>

### Distribution by BSMU as a BSI Partner

BSMU as a partner of BSI, has distributed *Zakat*, *Infaq* & Social Funds in the amount of Rp140,019 million (including *amil* rights) for the period of 2021, with details as follows:

#### Distribution Report by Source of Funds

##### Laznas BSMU in 2021

(Rp Million)

SOURCE OF FUNDS	2021 REALIZATION
<i>Zakat</i> Funds	42,309
<i>Zakat</i> Collection Unit	38,712
<i>Infaq</i> Funds	44,835
Social Funds	14,163
<b>Total</b>	<b>140,019</b>

\*) includes administrative/*amil* rights

#### Disbursement by Program

##### Laznas BSMU in 2021

(Rp Million)

SOURCE OF FUNDS	MITRA UMAT	DIDIK UMAT	SIMPATI UMAT	TOTAL
<i>Zakat</i> Funds	4,234	10,671	24,989	39,894
<i>Infaq</i> Funds	1,035	5,178	28,451	34,664
Social Funds		1,986	11,708	13,694
BSI <i>Zakat</i> Collection Unit	15,834	15,177	1,514	32,525
<b>TOTAL</b>	<b>21,103</b>	<b>33,012</b>	<b>66,662</b>	<b>120,777</b>





## Disbursement by Type of Activities

## Laznas BSMU in 2021

(Rp)

TYPE OF ACTIVITIES		REALIZATION			TOTAL ACTIVITIES
		BSI Zakat Collection Unit	ZAKAT	INFAQ	
Mitra Umat					
M1	Food Security	5,701,800,000	697,711,000	-	6,399,511,000
M2	Independent Prosperous Empowerment Village	9,139,229,200	741,186,000	475,000,000	10,355,415,200
M3	Empowerment SMEs	2,510,967	-	251,275,000	253,785,967
M4	Community Economic Empowerment Assistance	-	2,258,543,597	202,864,000	2,461,407,597
M5	Animal Husbandry Cluster	990,515,100	482,639,000	-	1,473,154,100
M6	Working Capital	500,000	53,685,000	105,500,000	159,685,000
	Total of Mitra Umat	15,834,555,267	4,233,764,597	1,034,639,000	21,102,958,864
Didik Umat					
D1	Sahabat Pelajar Indonesia	14,780,063,539	5,359,327,000	3,300,000	20,142,690,539
D2	Education Facilities & Infrastructure	-	1,314,546,334	2,623,247,801	3,937,794,135
D3	Scholarship Assistance	22,200,000	3,522,946,075	404,359,400	3,949,505,475
D4	Keep Schooling Movement	-	36,299,400	-	36,299,400
D5	Tahfidz Scholarship	374,664,669	78,454,040	766,194,613	1,219,313,322
D6	Islamic Sociopreneur Development Program	-	323,492,342	-	323,492,342
D7	Waqaf Quran	-	-	141,680,000	141,680,000
D8	Training, Workshop & Seminar	-	-	74,000,000	74,000,000
D9	Teacher Kafalah	-	35,850,000	124,941,096	160,791,096
D10	BSI Scholarship	-	-	1,040,540,578	1,040,540,578
	Total of Didik Umat	15,176,928,208	10,670,915,191	5,178,263,488	31,026,106,887
Simpati Umat					
S1	Humanitarian Aid and Compensation	52,400,000	10,568,645,988	3,412,317,579	4,205,903,579
S2	Disaster and Environment	1,435,674,207	1,203,003,162	5,326,066,751	17,330,386,946
S3	BSM Cipularang Mosque	-	-	63,250,000	1,266,253,162
S4	Worship Infrastructure Assistance	25,000,000	1,743,010,550	3,677,416,559	3,702,416,559
S5	Health Assistance	1,000,000	2,915,761,585	1,237,118,474	1,979,304,474
S6	Qurban	-	-	4,818,416,000	6,561,426,550
S7	Islamic Assistance	-	3,742,804,828	1,664,817,788	4,580,579,373
S8	Tomb Program	-	2,470,000	325,132,631	325,132,631
S9	Ambulance Assistance	-	-	83,275,003	3,826,079,831
S10	Public Infrastructure Assistance	-	190,445,000	171,520,000	73,990,000
S11	Integrated Central Healthcare Program	-	1,370,709	71,510,466	71,510,466
S12	Kafalah	-	1,124,964,485	874,377,578	1,064,822,578
S13	Mosque Car	-	3,697,067	8,559,026	9,929,735
S14	Cipali Mosque	-	-	3,385,000	1,128,349,485
S15	Ramadhan	-	3,435,325,000	2,613,802,732	2,617,499,799
S16	Bromo Mosque	-	-	3,487,825,000	3,487,825,000

### Laznas BSMU in 2021

(Rp)

TYPE OF ACTIVITIES		REALIZATION			TOTAL ACTIVITIES
		BSI Zakat Collection Unit	ZAKAT	INFAQ	
S17	Financial and Shariah Economy Literacy	-	-	399,749,045	3,835,074,045
S18	Rice ATM	-	44,000,000	168,000,000	168,000,000
S19	Bakauheni Mosque	-		44,197,600	44,197,600
S20	Social Activities	-	13,500,000	-	44,000,000
Total of Simpati Umat		1,514,074,207	24,988,998,374	28,450,737,232	56,422,681,813
Total		32,525,557,682	39,893,678,162	34,663,639,720	107,082,875,564

### Disbursement of Social Funds

#### Laznas BSMU in 2021

(Rp Million)

NO.	TYPE OF ACTIVITIES	Total
1	Ambulance/funeral facilities	1,381
2	Scholarships for outstanding and/or underprivileged students	480
3	Poor	632
4	Other social activities that do not conflict with sharia	7,059
5	Islamic Activities & <i>Da'wah</i>	124
6	Construction of public facilities that have a social impact	1,314
7	Construction of a Mosque/ <i>Musholla</i>	11,579
8	Disaster Victim Management	179
9	Supporting Mosque/ <i>Musholla</i> (outside construction)	652
10	Islamic Education Supporting Facilities	2,568
11	Sharia Economy Socialization, Education and Literacy	446
Total		26,414

# FINANCIAL STATEMENTS

**PT Bank Syariah Indonesia Tbk**  
*(previously PT Bank BRIsyariah Tbk)*

Financial Statements  
31 December 2021

**PT BANK SYARIAH INDONESIA Tbk**  
(d/h/previously PT Bank BRISyariah Tbk)

**LAPORAN KEUANGAN**  
**TANGGAL 31 DESEMBER 2021**

**FINANCIAL STATEMENTS**  
**31 DECEMBER 2021**

**Daftar Isi**

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**SURAT PERNYATAAN DIREKSI  
TENTANG TANGGUNG JAWAB ATAS  
LAPORAN KEUANGAN  
PADA TANGGAL DAN UNTUK  
TAHUN YANG BERAKHIR  
31 DESEMBER 2021**

**BOARD OF DIRECTORS' STATEMENT  
REGARDING THE RESPONSIBILITY  
FOR THE FINANCIAL STATEMENTS  
AS AT AND FOR THE  
YEAR ENDED  
31 DECEMBER 2021**

**PT BANK SYARIAH INDONESIA TBK**

**PT BANK SYARIAH INDONESIA TBK**

Kami yang bertanda tangan dibawah ini:

*We, the undersigned:*

1. Nama : Ngatari  
Alamat kantor : Gedung The Tower  
Jl Gatot Subroto No.27  
Alamat rumah : Tebet Barat Dalam V No. 12  
Jakarta Selatan  
Nomor telepon : 021 – 3040 5999  
Jabatan : Wakil Direktur Utama I
2. Nama : Ade Cahyo Nugroho  
Alamat kantor : Gedung The Tower  
Jl Gatot Subroto No.27  
Alamat rumah : Jl. Madrasah Al Husna No. 37  
Lebak Bulus Cilandak Jakarta  
Selatan  
Nomor telepon : 021 – 3040 5999  
Jabatan : Direktur Keuangan dan Strategi

- Name : Ngatari  
Office address : Gedung The Tower  
Jl Gatot Subroto No.27  
Domiciled address : Tebet Barat Dalam V No. 12  
Jakarta Selatan  
Telephone number : 021 – 3040 5999  
Title : Vice President Director I*
- Name : Ade Cahyo Nugroho  
Office address : Gedung The Tower  
Jl Gatot Subroto No.27  
Domiciled address : Jl. Madrasah Al Husna No. 37  
Lebak Bulus Cilandak Jakarta  
Selatan  
Telephone number : 021 – 3040 5999  
Title : Finance and Strategy Director*

menyatakan bahwa:

*declare that:*

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan PT Bank Syariah Indonesia Tbk ("Bank");
2. Laporan keuangan Bank telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan Bank telah dimuat secara lengkap dan benar;  
b. Laporan keuangan Bank tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;
4. Kami bertanggung jawab atas sistem pengendalian internal dalam Bank.

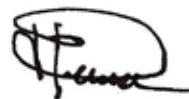
- 1. We are responsible for the preparation and presentation of the financial statements of PT Bank Syariah Indonesia Tbk (the "Bank");*
- 2. The Bank's financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*
- 3. a. All information in the Bank's financial statements have been fully and correctly disclosed;  
b. The Bank's financial statements do not contain any incorrect information or material fact, nor do they omit information or material fact,*
- 4. We are responsible for the Bank's internal control systems.*

Demikian pernyataan ini telah dibuat dengan sebenarnya.

*The statement has been made truthfully.*

Jakarta, 19 Januari/January 2022

Atas nama dan mewakili Dewan Direksi/For and on behalf of Board of Directors;



**Ngatari**  
Wakil Direktur Utama I/  
Vice President Director I





**Ade Cahyo Nugroho**  
Direktur Keuangan dan Strategi/  
Finance and Strategy Director



**LAPORAN AUDITOR INDEPENDEN  
KEPADA PARA PEMEGANG SAHAM**

**INDEPENDENT AUDITORS' REPORT  
TO THE SHAREHOLDERS OF**

**PT BANK SYARIAH INDONESIA TBK**

Kami telah mengaudit laporan keuangan PT Bank Syariah Indonesia Tbk terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2021, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, laporan arus kas, laporan sumber dan penyaluran dana zakat, dan laporan sumber dan penggunaan dana kebajikan untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

*We have audited the accompanying financial statements of PT Bank Syariah Indonesia Tbk, which comprise the statement of financial position as at 31 December 2021, and statement of profit or loss and other comprehensive income, statement of changes in equity, statement of cash flows, statement of sources and distributions of zakat funds, and statement of sources and uses of qardhul hasan funds for the year then ended, and a summary of significant accounting policies and other explanatory information.*

**Tanggung jawab manajemen atas laporan keuangan**

***Management's responsibility for the financial statements***

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan ini sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

*Management is responsible for the preparation and fair presentation of these financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.*

**Tanggung jawab auditor**

***Auditors' responsibility***

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan ini berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan bebas dari kesalahan penyajian material.

*Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.*

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**Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan**  
WTC 3, Jl. Jend. Sudirman Kav. 29-31, Jakarta 12920 – Indonesia  
T: +62 21 50992901 / 31192901, F: +62 21 52905555 / 52905050, [www.pwc.com/id](http://www.pwc.com/id)



Suatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit tentang angka-angka dan pengungkapan dalam laporan keuangan. Prosedur yang dipilih bergantung pada pertimbangan auditor, termasuk penilaian atas risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan. Dalam melakukan penilaian risiko tersebut, auditor mempertimbangkan pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan Entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal Entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan secara keseluruhan.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

### Opini

Menurut opini kami, laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan PT Bank Syariah Indonesia Tbk pada tanggal 31 Desember 2021, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, laporan arus kas, laporan sumber dan penyaluran dana zakat, dan laporan sumber dan penggunaan dana kebajikan untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

*An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.*

*We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.*

### Opinion

*In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of PT Bank Syariah Indonesia Tbk as at 31 December 2021, and statement of profit or loss and other comprehensive income, statement of changes in equity, statement of cash flows, statement of sources and distributions of zakat funds, and statement of sources and uses of qardhul hasan funds for the year then ended, in accordance with Indonesian Financial Accounting Standards.*

JAKARTA,  
19 Januari/January 2022



**Drs. M. Jusuf Wibisana, M.Ec., CPA**

Izin Akuntan Publik/License of Public Accountant No. AP.0222



**PT BANK SYARIAH INDONESIA Tbk**  
(d/h/previously PT Bank BRISyariah Tbk)

**LAPORAN POSISI KEUANGAN**  
**31 DESEMBER 2021**

(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**STATEMENT OF FINANCIAL POSITION**  
**31 DECEMBER 2021**

(Expressed in millions of Rupiah,  
unless otherwise stated)

	Catatan/ Notes	31 Desember/ December 2021	31 Desember/ December 2020 <sup>*)</sup>	1 Januari/ January 2020 <sup>*)</sup>	
<b>ASET</b>					<b>ASSETS</b>
<b>KAS</b>	4	4,119,903	3,180,739	2,210,290	<b>CASH</b>
<b>GIRO DAN PENEMPATAN PADA BANK INDONESIA</b>	5	20,563,580	21,527,933	23,840,556	<b>CURRENT ACCOUNTS AND PLACEMENTS WITH BANK INDONESIA</b>
<b>GIRO DAN PENEMPATAN PADA BANK LAIN</b>	6,42				<b>CURRENT ACCOUNTS AND PLACEMENTS WITH OTHER BANKS</b>
Pihak ketiga		1,389,347	6,543,680	3,297,805	Third parties
Pihak berelasi		469,442	2,220,518	366,763	Related parties
Jumlah giro dan penempatan pada bank lain		1,858,789	8,764,198	3,664,568	Total current accounts and placement with other banks
Cadangan kerugian penurunan nilai		(17,238)	(68,393)	(4,407)	Allowance for impairment losses
Bersih		1,841,551	8,695,805	3,660,161	Net
<b>INVESTASI PADA SURAT BERHARGA</b>	7,42				<b>INVESTMENTS IN MARKETABLE SECURITIES</b>
Pihak ketiga		29,166,103	18,856,741	14,978,925	Third parties
Pihak berelasi		38,431,042	30,273,754	23,822,085	Related parties
Jumlah investasi pada surat berharga		67,597,145	49,130,495	38,801,010	Total investment in marketable securities
Cadangan kerugian penurunan nilai		(18,075)	(24,858)	(41,033)	Allowance for impairment losses
Bersih		67,579,070	49,105,637	38,759,977	Net
<b>TAGIHAN AKSEPTASI</b>	8,42				<b>ACCEPTANCE RECEIVABLES</b>
Pihak ketiga		53,823	60,654	112,978	Third parties
Pihak berelasi		107,672	234,683	124,276	Related parties
Jumlah tagihan akseptasi		161,495	295,337	237,254	Total acceptance receivables
Cadangan kerugian penurunan nilai		(1,615)	(2,548)	(2,359)	Allowance for impairment losses
Bersih		159,880	292,789	234,895	Net
<b>PIUTANG</b>	9,42				<b>RECEIVABLES</b>
<i>Murabahah</i>					<i>Murabahah</i>
Pihak ketiga		101,184,932	88,945,718	71,694,051	Third parties
Pihak berelasi		500,628	898,372	1,306,080	Related parties
Jumlah <i>murabahah</i>		101,685,560	89,844,090	73,000,131	Total <i>murabahah</i>
<i>Istishna</i>					<i>Istishna</i>
Pihak ketiga		359	637	2,970	Third parties
<i>Ijarah</i>					<i>Ijarah</i>
Pihak ketiga		101,570	39,167	21,422	Third parties
Jumlah piutang		101,787,489	89,883,894	73,024,523	Total receivables
Cadangan kerugian penurunan nilai		(3,450,506)	(3,294,706)	(1,939,242)	Allowance for impairment losses
Bersih		98,336,983	86,589,188	71,085,281	Net
<b>PINJAMAN QARDH</b>	10,42				<b>FUNDS OF QARDH</b>
Pihak ketiga		8,133,403	6,963,070	7,221,898	Third parties
Pihak berelasi		1,285,828	2,317,785	1,343,328	Related parties
Jumlah pinjaman <i>qardh</i>		9,419,231	9,280,855	8,565,226	Total funds of <i>qardh</i>
Cadangan kerugian penurunan nilai		(337,831)	(226,482)	(94,930)	Allowance for impairment losses
Bersih		9,081,400	9,054,373	8,470,296	Net
Dipindahkan		201,682,367	178,446,464	148,261,456	Carry forward

\*) Disajikan kembali, lihat Catatan 53

\*) Restated, see Note 53

Catatan atas laporan keuangan terlampir merupakan bagian  
yang tidak terpisahkan dari laporan keuangan secara  
keseluruhan.

The accompanying notes to the financial statements form an  
integral part of these financial statements  
taken as a whole.

**PT BANK SYARIAH INDONESIA Tbk**  
(d/h/previously PT Bank BRISyariah Tbk)

**LAPORAN POSISI KEUANGAN**  
**31 DESEMBER 2021**

(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**STATEMENT OF FINANCIAL POSITION**  
**31 DECEMBER 2021**

(Expressed in millions of Rupiah,  
unless otherwise stated)

	Catatan/ Notes	31 Desember/ December 2021	31 Desember/ December 2020 <sup>*)</sup>	1 Januari/ January 2020 <sup>*)</sup>	
<b>ASET (lanjutan)</b>					<b>ASSETS (continued)</b>
Pindahan		201,682,367	178,446,464	148,261,456	Carry forward
<b>PEMBIAYAAN</b>					<b>FINANCING</b>
<i>Mudharabah</i>	11,42				<i>Mudharabah</i>
Pihak ketiga		1,154,595	1,460,923	2,625,499	Third parties
Pihak berelasi		473,842	1,210,059	1,112,121	Related parties
Jumlah <i>mudharabah</i>		1,628,437	2,670,982	3,737,620	Total mudharabah
Cadangan kerugian penurunan nilai		(36,123)	(72,195)	(63,224)	Allowance for impairment losses
Bersih		1,592,314	2,598,787	3,674,396	Net
<i>Musyarakah</i>	12,42				<i>Musyarakah</i>
Pihak ketiga		37,198,108	35,725,705	31,917,719	Third parties
Pihak berelasi		20,356,328	17,622,828	16,154,888	Related parties
Jumlah <i>musyarakah</i>		57,554,436	53,348,533	48,072,607	Total musyarakah
Cadangan kerugian penurunan nilai		(3,651,313)	(2,452,358)	(1,678,832)	Allowance for impairment losses
Bersih		53,903,123	50,896,175	46,393,775	Net
Jumlah pembiayaan		59,182,873	56,019,515	51,810,227	Total financing
Cadangan kerugian penurunan nilai		(3,687,436)	(2,524,553)	(1,742,056)	Allowance for impairment losses
Bersih		55,495,437	53,494,962	50,068,171	Net
<b>ASET YANG DIPEROLEH UNTUK IJARAH - BERSIH</b>	13	901,565	1,509,461	2,251,266	<b>ASSETS ACQUIRED FOR IJARAH - NET</b>
<b>ASET TETAP DAN ASET HAK GUNA - BERSIH</b>	14	4,055,953	3,397,075	1,876,250	<b>FIXED ASSETS AND RIGHT OF USE ASSET - NET</b>
<b>ASET PAJAK TANGGUHAN</b>	21d	1,445,324	1,109,281	808,511	<b>DEFERRED TAX ASSETS</b>
<b>ASET LAIN-LAIN - BERSIH</b>	15,42	1,708,435	1,624,281	2,031,373	<b>OTHER ASSETS - NET</b>
<b>JUMLAH ASET</b>		<u>265,289,081</u>	<u>239,581,524</u>	<u>205,297,027</u>	<b>TOTAL ASSETS</b>

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

**PT BANK SYARIAH INDONESIA Tbk**  
(d/h/previously PT Bank BRISyariah Tbk)

**LAPORAN POSISI KEUANGAN**  
**31 DESEMBER 2021**  
(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**STATEMENT OF FINANCIAL POSITION**  
**31 DECEMBER 2021**  
(Expressed in millions of Rupiah,  
unless otherwise stated)

	Catatan/ Notes	31 Desember/ December 2021	31 Desember/ December 2020 <sup>*)</sup>	1 Januari/ January 2020 <sup>*)</sup>	
<b>LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS</b>					<b>LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY</b>
<b>LIABILITAS</b>					<b>LIABILITIES</b>
<b>LIABILITAS SEGERA</b>	16,42				<b>OBLIGATIONS DUE IMMEDIATELY</b>
Pihak ketiga		539,143	777,017	998,793	Third parties
Pihak berelasi		<u>69,411</u>	<u>212,345</u>	<u>143,250</u>	Related parties
		608,554	989,362	1,142,043	
<b>BAGI HASIL YANG BELUM DIBAGIKAN</b>	17	158,478	170,010	200,900	<b>UNDISTRIBUTED REVENUE SHARING</b>
<b>SIMPANAN WADIAH</b>					<b>WADIAH DEPOSITS</b>
Giro wadiah	18,42				Wadiah demand deposits
Pihak ketiga		21,076,310	28,428,916	14,980,040	Third parties
Pihak berelasi		<u>1,335,304</u>	<u>2,393,697</u>	<u>1,448,200</u>	Related parties
		22,411,614	30,822,613	16,428,240	
Tabungan wadiah	19,42				Wadiah savings deposits
Pihak ketiga		34,826,660	29,561,910	21,118,457	Third parties
Pihak berelasi		<u>9,616</u>	<u>19,060</u>	<u>17,171</u>	Related parties
		34,836,276	29,580,970	21,135,628	
Jumlah simpanan wadiah		57,247,890	60,403,583	37,563,868	Total wadiah deposits
<b>SIMPANAN DARI BANK LAIN</b>	20,42				<b>DEPOSITS FROM OTHER BANKS</b>
Giro wadiah					Wadiah demand deposits
Pihak ketiga		109,121	124,919	103,241	Third parties
Pihak berelasi		<u>1,737</u>	<u>3,407</u>	<u>2,391</u>	Related parties
		110,858	128,326	105,632	
Tabungan wadiah					Wadiah savings deposits
Pihak ketiga		5,080	23,234	1,263	Third parties
Sertifikat investasi mudharabah antar bank (SIMA)		<u>-</u>	<u>655,000</u>	<u>-</u>	Interbank mudharabah investment certificate (SIMA)
Jumlah simpanan dari bank lain		115,938	806,560	106,895	Total deposits from other banks
<b>LIABILITAS AKSEPTASI</b>	8,42				<b>ACCEPTANCE LIABILITIES</b>
Pihak ketiga		76,027	186,737	237,254	Third parties
Pihak berelasi		<u>85,468</u>	<u>108,600</u>	<u>-</u>	Related parties
Jumlah liabilitas akseptasi		161,495	295,337	237,254	Total acceptance liabilities
<b>UTANG PAJAK</b>	21	504,078	537,514	378,752	<b>TAXES PAYABLE</b>
<b>LIABILITAS IMBALAN KERJA</b>	40	836,491	908,751	727,861	<b>EMPLOYEE BENEFITS LIABILITIES</b>
<b>ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI</b>	39d	17,194	20,323	19,452	<b>ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES</b>
<b>LIABILITAS LAIN-LAIN</b>	22	<u>2,236,358</u>	<u>1,908,921</u>	<u>3,629,818</u>	<b>OTHER LIABILITIES</b>
<b>JUMLAH LIABILITAS</b>		<u>61,886,476</u>	<u>66,040,361</u>	<u>44,006,843</u>	<b>TOTAL LIABILITIES</b>

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

**PT BANK SYARIAH INDONESIA Tbk**  
(d/h/previously PT Bank BRISyariah Tbk)

**LAPORAN POSISI KEUANGAN**  
**31 DESEMBER 2021**

(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**STATEMENT OF FINANCIAL POSITION**  
**31 DECEMBER 2021**

(Expressed in millions of Rupiah,  
unless otherwise stated)

	Catatan/ Notes	31 Desember/ December 2021	31 Desember/ December 2020 <sup>*)</sup>	1 Januari/ January 2020 <sup>*)</sup>	
<b>LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS</b> (lanjutan)					<b>LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY</b> (continued)
<b>DANA SYIRKAH TEMPORER</b>					<b>TEMPORARY SYIRKAH FUNDS</b>
Giro <i>mudharabah</i>	23,42				<i>Mudharabah demand deposits</i>
Pihak ketiga		9,126,027	2,182,566	1,421,988	<i>Third parties</i>
Pihak berelasi		4,192,600	3,187,886	10,458,216	<i>Related parties</i>
		13,318,627	5,370,452	11,880,204	
Tabungan <i>mudharabah</i>	24,42				<i>Mudharabah savings deposits</i>
Pihak ketiga		64,810,191	58,845,800	47,838,696	<i>Third parties</i>
Pihak berelasi		292,300	163,134	225,650	<i>Related parties</i>
		65,102,491	59,008,934	48,064,346	
Deposito <i>mudharabah</i>	25,42				<i>Mudharabah time deposits</i>
Pihak ketiga		91,699,966	73,107,318	75,384,992	<i>Third parties</i>
Pihak berelasi		6,892,587	12,936,314	5,612,697	<i>Related parties</i>
		98,592,553	86,043,632	80,997,689	
<b>SUKUK MUDHARABAH SUBORDINASI</b>	26	1,375,000	1,375,000	1,279,000	<b>SUBORDINATED SUKUK MUDHARABAH</b>
<b>JUMLAH DANA SYIRKAH TEMPORER</b>		178,388,671	151,798,018	142,221,239	<b>TOTAL TEMPORARY SYIRKAH FUNDS</b>
<b>EKUITAS</b>					<b>EQUITY</b>
Modal saham - nilai nominal Rp500 (nilai penuh) per saham					<i>Share capital - Rp500 (full amount) par value per share</i>
Modal dasar - 80.000.000.000 lembar saham (31 Desember 2020 dan 1 Januari 2020: 15.000.000.000)					<i>Authorized share capital - 80,000,000,000 shares (31 December 2020 and 1 January 2020: 15,000,000,000)</i>
Modal ditempatkan dan disetor penuh - 41.129.307.343 saham (31 Desember 2020: 9.900.508.698) (1 Januari 2020: 9.716.113.498)	27	20,564,654	3,142,019	2,989,022	<i>Issued and fully paid-up capital - 41,129,307,343 shares (31 December 2020: 9,900,508,698) (1 January 2020: 9,716,113,498)</i>
Tambahan Modal Disetor Ekuitas <i>Merging Entities</i>	27	(6,366,776)	-	-	<i>Additional Paid In Capital Merging Entities Equity</i>
Keuntungan revaluasi aset tetap - setelah pajak		444,530	395,725	395,725	<i>Gain on revaluation of fixed assets - net of tax</i>
Pengukuran kembali program imbalan pasti - setelah pajak		140,271	53,998	47,049	<i>Remeasurement of defined benefit plan - net of tax</i>
Keuntungan yang belum direalisasi atas surat berharga dalam kelompok diukur pada nilai wajar melalui pendapatan komprehensif lain		22,263	-	710	<i>Unrealized gain on securities measured at fair value through other comprehensive income</i>
Saldo laba					<i>Retained earnings</i>
Telah ditentukan penggunaannya		779,036	597,804	597,804	<i>Appropriated</i>
Belum ditentukan penggunaannya		9,429,956	6,650,013	5,215,525	<i>Unappropriated</i>
<b>EKUITAS</b>		25,013,934	21,743,145	19,068,945	<b>EQUITY</b>
<b>JUMLAH LIABILITAS, DANA SYIRKAH TEMPORER DAN EKUITAS</b>		265,289,081	239,581,524	205,297,027	<b>TOTAL LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY</b>

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

Catatan atas laporan keuangan terlampir merupakan bagian  
yang tidak terpisahkan dari laporan keuangan secara  
keseluruhan.

The accompanying notes to the financial statements form an  
integral part of these financial statements  
taken as a whole.

**PT BANK SYARIAH INDONESIA Tbk**  
(d/h/previously PT Bank BRISyariah Tbk)

**LAPORAN LABA RUGI  
DAN PENGHASILAN KOMPREHENSIF LAIN  
UNTUK TAHUN YANG BERAKHIR  
TANGGAL 31 DESEMBER 2021**  
(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**STATEMENT OF PROFIT OR LOSS  
AND OTHER COMPREHENSIVE INCOME  
FOR THE YEAR THEN ENDED  
31 DECEMBER 2021**  
(Expressed in millions of Rupiah,  
unless otherwise stated)

	Catatan/ Notes	2021	2020 <sup>*)</sup>	
<b>PENDAPATAN PENGELOLAAN DANA SEBAGAI MUDHARIB</b>				<b>REVENUE FROM FUND MANAGEMENT AS MUDHARIB</b>
Pendapatan dari jual beli	28	10,184,236	9,126,423	Income from sales and purchases
Pendapatan bagi hasil	29	4,455,685	4,653,087	Income from profit sharing
Pendapatan dari <i>ijarah</i> - bersih	30	75,219	204,443	Income from <i>ijarah</i> - net
Pendapatan usaha utama lainnya	31	3,093,292	2,945,639	Other main operating income
		17,808,432	16,929,592	
<b>HAK PIHAK KETIGA ATAS BAGI HASIL</b>	32	(4,378,807)	(5,004,254)	<b>THIRD PARTIES' SHARE ON RETURN</b>
<b>HAK BAGI HASIL MILIK BANK</b>		13,429,625	11,925,338	<b>BANK'S SHARE IN PROFIT</b>
<b>PENDAPATAN USAHA LAINNYA</b>	33			<b>OTHER OPERATING INCOME</b>
Pendapatan imbalan jasa perbankan		2,249,710	2,236,528	Fee based income from banking services
Pendapatan lainnya		762,536	540,173	Other income
Jumlah pendapatan usaha lainnya		3,012,246	2,776,701	Total other operating income
<b>BEBAN USAHA</b>				<b>OPERATING EXPENSES</b>
Gaji dan tunjangan	34	(4,491,775)	(4,091,033)	Salaries and benefits
Umum dan administrasi	35	(3,970,211)	(3,463,591)	General and administrative
Bonus <i>wadiah</i>		(120,238)	(178,321)	Wadiah bonus
Lain-lain		(200,549)	(222,282)	Others
		(8,782,773)	(7,955,227)	
Beban cadangan kerugian penurunan nilai aset produktif dan non-produktif - bersih	36	(3,551,249)	(3,620,446)	Provision for impairment losses on earning and non-earning assets - net
<b>LABA USAHA</b>		4,107,849	3,126,366	<b>INCOME FROM OPERATION</b>
<b>BEBAN NON-USAHA - BERSIH</b>	37	(45,641)	(46,967)	<b>NON-OPERATING EXPENSE - NET</b>
<b>LABA SEBELUM ZAKAT DAN BEBAN PAJAK</b>		4,062,208	3,079,399	<b>INCOME BEFORE ZAKAT AND TAX EXPENSE</b>
<b>ZAKAT</b>		(101,684)	(74,202)	<b>ZAKAT</b>
<b>BEBAN PAJAK</b>	21b	(932,319)	(817,548)	<b>TAX EXPENSE</b>
<b>LABA BERSIH</b>		3,028,205	2,187,649	<b>NET INCOME</b>
<b>PENGHASILAN KOMPREHENSIF LAIN</b>				<b>OTHER COMPREHENSIVE INCOME</b>
Pos-pos yang tidak akan direklasifikasi ke laba rugi:				Items that will not be reclassified to profit or loss:
Keuntungan revaluasi aset tetap		119,719	-	Gain on revaluation of fixed assets
Pengukuran kembali liabilitas imbalan kerja	40	64,695	(44,561)	Remeasurement of employee benefit liability
Pajak penghasilan terkait		(14,233)	10,378	Related income tax
Pos-pos yang akan direklasifikasi ke laba rugi:				Items that will be reclassified to profit or loss:
Keuntungan/(kerugian) yang belum direalisasikan atas surat berharga dalam kelompok diukur pada nilai wajar melalui penghasilan komprehensif lain		19,410	(2,774)	Unrealized gain/(loss) on securities measured at fair value through other comprehensive income
Pajak penghasilan terkait		-	454	Related income tax
Jumlah penghasilan komprehensif lain bersih setelah pajak		189,591	(36,503)	Total other comprehensive income net of tax
<b>JUMLAH LABA KOMPREHENSIF</b>		3,217,796	2,151,146	<b>TOTAL COMPREHENSIVE INCOME</b>
<b>LABA PER SAHAM DASAR (dalam Rupiah penuh)</b>	38	73.69	53.52	<b>BASIC EARNINGS PER SHARE (in full Rupiah)</b>
<b>LABA PER SAHAM DILUSIAN (dalam Rupiah penuh)</b>	38	73.66	53.51	<b>DILUTED EARNINGS PER SHARE (in full Rupiah)</b>

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

**PT BANK SYARIAH INDONESIA Tbk**  
(d/h/previously PT Bank BRISyariah Tbk)

**LAPORAN PERUBAHAN EKUITAS  
UNTUK TAHUN YANG BERAKHIR PADA  
TANGGAL 31 DESEMBER 2021**

(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

**STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR THEN ENDED  
31 DECEMBER 2021**  
(Expressed in millions of Rupiah, unless otherwise stated)

Catatan/ Notes	Modal Saham Ditempatkan dan Disetor Penuh/ Issued and Fully Paid-Up Share Capital	Tambahan Modal Disetor/ Additional Paid In Capital	Keuntungan revaluasi aset tetap/ Gain on revaluation of fixed assets	Pengukuran kembali liabilitas imbalan kerja/ Remeasurement of employee benefit liabilities	Ekuitas merging entities/ Merging entities equity	Keuntungan/(kerugian) yang belum direalisasi atas efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain setelah pajak/(Unrealized gains/(losses) on marketable securities at fair value through other comprehensive income - net of tax	Saldo Laba		Ekuitas/ Equity
							Sudah ditentukan penggunaannya/ Appropriated	Belum ditentukan penggunaannya/ Unappropriated	
<b>Saldo per 1 Januari 2020 (sebelum disajikan kembali)</b>	4.858,057	517	-	(2,180)	13,989,588	-	63,667	159,296	19,068,945
Dampak dari bisnis kombinasi entitas sepengendali	(1.869,035)	(517)	395,725	49,229	(4,166,478)	710	534,137	5,056,229	-
<b>Saldo per 1 Januari 2020 (disajikan kembali)</b>	2.989,022	-	395,725	47,049	9,823,110	710	597,804	5,215,525	19,068,945
Penambahan modal saham	152,997	-	-	-	526,479	-	-	-	679,476
Laba bersih	-	-	-	-	753,161	-	-	1,434,488	2,187,649
Penghasilan komprehensif lain	-	-	-	6,949	(42,743)	(710)	-	-	(36,504)
Opsî saham	-	-	-	-	(5,633)	-	-	-	(5,633)
Pembagian dividen	-	-	-	-	(150,788)	-	-	-	(150,788)
<b>Saldo per 31 Desember 2020¹</b>	3,142,019	-	395,725	53,998	10,903,586	-	597,804	6,650,013	21,743,145
Penambahan modal saham	49,049	3,237	-	-	-	-	-	-	52,286
Penambahan cadangan umum	-	-	-	-	-	-	181,232	(181,232)	-
Laba bersih	-	-	-	-	67,030	-	-	2,961,175	3,028,205
Penghasilan komprehensif lain	-	-	48,805	86,273	32,250	22,263	-	-	189,591
Opsî saham	-	-	-	-	707	-	-	-	707
Restrukturisasi entitas sepengendali	17,373,586	(6,370,013)	-	-	(11,003,573)	-	-	-	-
<b>Saldo 31 Desember 2021</b>	20,564,654	(6,366,776)	444,530	140,271	-	22,263	779,036	9,429,956	25,013,934

¹) Disajikan kembali, lihat Catatan 53

¹) Restated, see Note 53

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

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**PT BANK SYARIAH INDONESIA Tbk**  
(d/h/previously PT Bank BRISyariah Tbk)

**LAPORAN ARUS KAS**  
**UNTUK PERIODE YANG BERAKHIR**  
**TANGGAL 31 DESEMBER 2021**  
(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR THEN ENDED**  
**31 DECEMBER 2021**  
(Expressed in millions of Rupiah,  
unless otherwise stated)

	Catatan/ Notes	2021	2020 <sup>*)</sup>	
<b>ARUS KAS DARI AKTIVITAS OPERASI</b>				<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>
Penerimaan bagi hasil, jual beli, pendapatan <i>ijarah</i> dan pendapatan usaha utama lainnya		17,729,782	16,842,565	Receipt of profit sharing, margin, <i>ijarah</i> income and other main operating income
Pembayaran bagi hasil dana <i>syirkah</i> temporer		(4,390,339)	(5,035,144)	Payment of profit sharing for temporary <i>syirkah</i> funds
Penerimaan dari pembiayaan dan piutang yang dihapusbukukan	9,10,11, 12,33	998,496	854,564	Receipts from recovery of financing and receivable written off
Penerimaan pendapatan usaha lainnya		2,249,710	2,236,528	Receipt of other operating income
Pembayaran tantiem		(51,660)	(33,726)	Payment tantiem
Pembayaran beban usaha		(10,190,968)	(7,910,953)	Payment operating expenses
Penerimaan/(pembayaran) atas pendapatan/(beban) non-usaha-bersih		65,766	(54,177)	Receipt/(payment) non-operational income/(expense) - net
Pembayaran pajak penghasilan badan		(1,344,080)	(943,242)	Payment of corporate income tax
Pembayaran zakat		(127,611)	(104,962)	Payment of zakat
Penyaluran dana kebajikan		(59,529)	(76,807)	Distribution of qardhul hasan funds
Arus kas sebelum perubahan dalam aset dan liabilitas operasi		4,879,567	5,774,646	Cash flows before changes in operating assets and liabilities
Perubahan dalam aset dan liabilitas operasi:				Changes in operating assets and liabilities:
Penurunan/(kenaikan) aset operasi:				Decrease/(increase) in operating assets:
Giro dan penempatan pada Bank Indonesia		6,958,439	(3,458,439)	Current accounts and placements with Bank Indonesia
Surat berharga - diukur pada nilai wajar		(566,235)	290,580	Marketable securities - measured at fair value
Surat berharga jangka pendek lainnya		(116,881)	41,747	Other short-term securities
Piutang		(11,903,595)	(16,859,371)	Receivables
Pinjaman <i>qardh</i>		(138,376)	(715,629)	Funds of qardh
Pembiayaan syariah		(3,163,358)	(4,209,288)	Sharia financing
Tagihan akseptasi		133,842	(58,083)	Acceptance receivables
Aset yang diperoleh untuk <i>ijarah</i>		607,896	741,805	Assets acquired for <i>ijarah</i>
Aset lain-lain		(708,204)	(613,367)	Other assets
Kenaikan/(penurunan) liabilitas operasi:				Increase/(decrease) in operating liabilities:
Liabilitas segera		(354,881)	(121,921)	Obligations due immediately
Simpanan dari nasabah		(3,155,693)	22,839,715	Deposits from customers
Simpanan dari bank lain		(690,622)	699,665	Deposits from other banks
Liabilitas akseptasi		(133,842)	58,083	Acceptance liabilities
Utang pajak		28,050	(5,397)	Taxes payable
Liabilitas lain-lain		410,048	(1,698,113)	Other liabilities
Kenaikan dana <i>syirkah</i> temporer		26,590,653	9,480,779	Increase in temporary <i>syirkah</i> funds
Kas bersih diperoleh dari aktivitas operasi		18,676,808	12,187,412	Net cash provided by operating activities

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.



**PT BANK SYARIAH INDONESIA Tbk**  
(d/h/previously PT Bank BRISyariah Tbk)

**LAPORAN ARUS KAS**  
**UNTUK PERIODE YANG BERAKHIR**  
**TANGGAL 31 DESEMBER 2021**  
(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR THEN ENDED**  
**31 DECEMBER 2021**  
(Expressed in millions of Rupiah,  
unless otherwise stated)

	Catatan/ Notes	2021	2020 <sup>*)</sup>	
<b>ARUS KAS DARI AKTIVITAS INVESTASI</b>				<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>
Penerimaan investasi pada surat berharga		466,832,322	160,377,208	Receipt from investment in marketable securities
Perolehan surat berharga		(484,615,856)	(171,039,020)	Acquisition of marketable securities
Hasil penjualan aset tetap	14	-	7,210	Proceeds from disposal of fixed assets
Perolehan aset tetap	14	(787,504)	(1,093,299)	Acquisition of fixed assets
Kas bersih digunakan untuk aktivitas investasi		(18,571,038)	(11,747,901)	Net cash used in investing activities
<b>ARUS KAS DARI AKTIVITAS PENDANAAN</b>				<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>
Pembayaran liabilitas sewa		(130,215)	(241,327)	Payments of lease liabilities
Pembayaran dividen		-	(254,808)	Payments of dividend
Penambahan modal saham		52,286	259,641	Proceeds from issuing stocks
Surat berharga yang diterbitkan	26	-	96,000	Securities Issued
Kas bersih digunakan untuk aktivitas pendanaan		(77,929)	(140,494)	Net cash used in financing activities
<b>KENAIKAN BERSIH KAS DAN SETARA KAS</b>				<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>
		27,841	299,017	
<b>KAS DAN SETARA KAS AWAL PERIODE</b>				<b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD</b>
		26,514,431	26,215,414	
<b>KAS DAN SETARA KAS AKHIR PERIODE</b>				<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>
		26,542,272	26,514,431	
<b>Kas dan setara kas akhir periode terdiri dari:</b>				<b>Cash and cash equivalents at end of the period consist of:</b>
Kas	4	4,119,903	3,180,739	Cash
Giro dan penempatan pada Bank Indonesia	5	20,563,580	14,569,494	Current accounts and placements with Bank Indonesia
Giro dan penempatan pada bank lain	6	1,858,789	8,764,198	Current accounts and placements with other banks
<b>JUMLAH</b>		<b>26,542,272</b>	<b>26,514,431</b>	<b>TOTAL</b>

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

**PT BANK SYARIAH INDONESIA Tbk**  
(d/h/previously PT Bank BRISyariah Tbk)

**LAPORAN REKONSILIASI PENDAPATAN  
DAN BAGI HASIL  
UNTUK PERIODE YANG BERAKHIR  
TANGGAL 31 DESEMBER 2021**  
(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**STATEMENT OF RECONCILIATION  
OF INCOME AND REVENUE SHARING  
FOR THE YEAR THEN ENDED  
31 DECEMBER 2021**  
(Expressed in millions of Rupiah,  
unless otherwise stated)

	Catatan/ Notes	2021	2020 <sup>*)</sup>	
Pendapatan pengelolaan dana sebagai <i>Mudharib</i>	28,29,30,31	17,808,432	16,929,592	Revenue from fund management as <i>Mudharib</i>
Pengurangan				Deduction
Pendapatan tahun berjalan, kas atau setara kas yang belum diterima:				Current year income, in which cash and cash equivalents have not been received:
Pendapatan <i>margin murabahah</i> dan <i>istishna</i>		(493,885)	(394,311)	<i>Murabahah</i> and <i>istishna</i> margin income
Hak bagi hasil pembiayaan		(16,043)	(56,298)	Profit sharing share
				Income from amortisation of differences between acquisition cost and nominal amounts for investments in marketable securities
Pendapatan amortisasi dari selisih nilai perolehan surat berharga dibanding nilai nominal		(242,077)	(90,339)	
Pendapatan <i>rahn</i>		(90,064)	(81,151)	<i>Rahn</i> income
Pendapatan sewa <i>ijarah</i>		(11,806)	(22,455)	<i>Ijarah</i> income
Pendapatan usaha utama lainnya		(665,978)	(559,009)	Other main operating income
		<u>(1,519,853)</u>	<u>(1,203,563)</u>	
Penambahan				Addition
Pendapatan periode sebelumnya yang kasnya diterima pada periode berjalan:				Previous period income in which cash were received during current period:
Pendapatan <i>margin murabahah</i> dan <i>istishna</i>		394,311	334,530	<i>Murabahah</i> and <i>istishna</i> margin income
Hak bagi hasil pembiayaan		56,298	54,036	Profit sharing share
				Income/(expenses) from amortisation of differences between acquisition cost and nominal amounts for investments in marketable securities
Pendapatan/(beban) amortisasi dari selisih nilai perolehan surat berharga dibanding nilai nominal		90,339	(53,825)	
Pendapatan <i>rahn</i>		81,151	63,932	<i>Rahn</i> income
Pendapatan sewa <i>ijarah</i>		22,455	32,543	<i>Ijarah</i> income
Pendapatan usaha utama lainnya		559,009	469,312	Other main operating income
		<u>1,203,563</u>	<u>900,528</u>	
Pendapatan yang tersedia untuk bagi hasil		17,492,142	16,626,557	Available income for profit sharing
Bagi hasil yang menjadi hak Bank		<u>(13,113,335)</u>	<u>(11,622,303)</u>	Bank's share from profit sharing
Hak pihak ketiga atas bagi hasil	32	<u>4,378,807</u>	<u>5,004,254</u>	Third parties' share on return
Dirinci atas:				Details to:
Hak pemilik dan atas bagi hasil yang sudah didistribusikan		4,220,329	4,834,244	Fund owners' share on distributed profit sharing
Hak pemilik dana atas bagi hasil yang belum didistribusikan	17	<u>158,478</u>	<u>170,010</u>	Fund owners' share on undistributed profit sharing
<b>Jumlah</b>		<u><u>4,378,807</u></u>	<u><u>5,004,254</u></u>	<b>Total</b>

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

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**PT BANK SYARIAH INDONESIA Tbk**  
(d/h/previously PT Bank BRISyariah Tbk)

**LAPORAN SUMBER  
DAN PENYALURAN DANA ZAKAT  
UNTUK PERIODE YANG BERAKHIR  
TANGGAL 31 DESEMBER 2021**  
(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**STATEMENT OF SOURCES  
AND DISTRIBUTION OF ZAKAT FUNDS  
FOR THE YEAR THEN ENDED  
31 DECEMBER 2021**  
(Expressed in millions of Rupiah,  
unless otherwise stated)

	<u>Catatan/ Notes</u>	<u>2021</u>	<u>2020<sup>*)</sup></u>	
<b>Sumber dana zakat</b>				<b>Sources of zakat funds</b>
Internal bank		101,684	74,202	Internal bank
Eksternal bank				External bank
Pegawai		32,594	29,659	Employees
Nasabah dan umum		<u>24,624</u>	<u>6,832</u>	Customers and public
		158,902	110,693	
<b>Penyaluran dana zakat</b>				<b>Distribution of zakat funds</b>
Disalurkan ke lembaga lain		<u>(127,611)</u>	<u>(104,962)</u>	Distributed to other institutions
Kenaikan dana zakat		31,291	5,731	Increase in zakat funds
<b>Saldo awal dana zakat</b>	16	<u>72,911</u>	<u>67,180</u>	<b>Beginning balance of zakat funds</b>
<b>Saldo akhir dana zakat</b>	16	<u><u>104,202</u></u>	<u><u>72,911</u></u>	<b>Ending balance of zakat funds</b>

\*) Disajikan kembali, lihat Catatan 53

\*) Restated, see Note 53

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

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**PT BANK SYARIAH INDONESIA Tbk**  
(d/h/previously PT Bank BRISyariah Tbk)

**LAPORAN SUMBER DAN  
PENGUNAAN DANA KEBAJIKAN  
UNTUK PERIODE YANG BERAKHIR  
TANGGAL 31 DESEMBER 2021**  
(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**STATEMENT OF SOURCES  
AND USES OF QARDHUL HASAN FUNDS  
FOR THE YEAR THEN ENDED  
31 DECEMBER 2021**  
(Expressed in millions of Rupiah,  
unless otherwise stated)

	<u>Catatan/ Notes</u>	<u>2021</u>	<u>2020<sup>*)</sup></u>	
Sumber dana kebajikan				Sources of qardhul hasan funds
Infaq dan shadaqah		50,280	35,816	Infaq and shadaqah
Denda		14,329	10,838	Penalty
Pendapatan non-halal		7,898	6,798	Non-halal income
Sumbangan/hibah		<u>99</u>	<u>516</u>	Donation/grant
		72,606	53,968	
Penggunaan dana kebajikan				Uses of qardhul hasan funds
Sumbangan		<u>(59,529)</u>	<u>(76,807)</u>	Donation
Kenaikan/(penurunan) dana kebajikan		13,077	(22,839)	Increase/(decrease) qardhul hasan funds
<b>Saldo awal dana kebajikan</b>		<u>12,900</u>	<u>35,739</u>	<b>Beginning balance of qardhul   hasan funds</b>
<b>Saldo akhir dana kebajikan</b>	22	<u><u>25,977</u></u>	<u><u>12,900</u></u>	<b>Ending balance of qardhul   hasan funds</b>

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 5

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

**PT BANK SYARIAH INDONESIA Tbk**  
**(d/h/previously PT Bank BRISyariah Tbk)**

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**1. UMUM**

**a. Pendirian Bank dan informasi umum**

PT Bank BRISyariah Tbk ("Bank") berkedudukan di Jakarta, Indonesia, awalnya didirikan dengan nama PT Bank Jasa Arta (BJA) berdasarkan Akta Pendirian No. 4 tanggal 3 April 1969 yang dibuat dihadapan Liem Toeng Kie, S.H., Notaris di Jakarta. Akta pendirian ini disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. J.A.5/70/4 tanggal 28 Mei 1970 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 43 tanggal 28 Mei 1971, Tambahan No. 242/1971.

Perubahan nama dan kegiatan usaha berdasarkan prinsip syariah dari BJA menjadi PT Bank Syariah BRI (BSBRI) didasarkan pada Pernyataan Keputusan Persetujuan Bersama Seluruh Pemegang Saham Perseroan Terbatas BJA, sesuai dengan Akta No. 45 tanggal 22 April 2008 yang dibuat di hadapan Fathiah Helmi, S.H., Notaris di Jakarta.

BJA memperoleh izin usaha untuk beroperasi sebagai bank umum dari Menteri Keuangan Republik Indonesia No. D.15.1-4-40 tanggal 3 Juli 1969. Sejak tanggal 16 Oktober 2008, BJA telah memperoleh izin perubahan kegiatan usaha bank, dari konvensional menjadi bank umum yang melaksanakan kegiatan usaha berdasarkan prinsip syariah dari Bank Indonesia.

Pada tahun 2009, PT Bank Syariah BRI melakukan perubahan nama menjadi PT Bank BRISyariah sesuai dengan Akta Keputusan Persetujuan Bersama Seluruh Pemegang Saham PT Bank Syariah BRI No. 18 tanggal 14 April 2009 dibuat dihadapan Notaris Fathiah Helmi, S.H., yang selanjutnya diubah dengan Akta Keputusan Persetujuan Bersama Seluruh Pemegang Saham PT Bank Syariah BRI No. 20 tanggal 17 September 2009, dibuat dihadapan Notaris Fathiah Helmi, S.H., yang telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No.AHU-53631.AH.01.02.TH2009 tanggal 5 November 2009 yang telah diumumkan dalam Berita Negara Republik Indonesia No. 96 tanggal 1 Desember 2009, Tambahan No. 27908 dan Surat Keputusan Gubernur Bank Indonesia No. 11/63/KEP.GBI/DpG/2009 tanggal 15 Desember 2009.

**1. GENERAL**

**a. Bank establishment and general information**

*PT Bank BRISyariah Tbk (the "Bank") is located in Jakarta, Indonesia, and initially established under the name of PT Bank Jasa Arta (BJA) based on the Deed of Establishment No. 4 dated 3 April 1969 of Liem Toeng Kie, S.H., Notary in Jakarta. The deed has been approved by the Minister of Law of the Republic of Indonesia in its Decision Letter No. J.A.5/70/4 dated 28 May 1970 and has been published in the State Gazette of the Republic of Indonesia No. 43, dated 28 May 1971, Supplement No. 242/1971.*

*The changes in name and business activity based on sharia principles from BJA to PT Bank Syariah BRI (BSBRI) was based on BJA Shareholders' Decision Statement, as stated in the Deed No. 45 dated 22 April 2008 of Fathiah Helmi, S.H., Notary in Jakarta.*

*BJA obtained its business license to operate as a commercial bank from the Minister of Finance of the Republic of Indonesia No. D.15.1-4-40 dated 3 July 1969. Since 16 October 2008, BJA has obtained license from Bank Indonesia to change its business activities, from a conventional Bank into a commercial bank based on sharia principles.*

*In 2009, PT Bank Syariah BRI changed its name to PT Bank BRISyariah based on PT Bank Syariah BRI Shareholders' Decision Statement, as stated in Notarial Deed No. 18 dated 14 April 2009 of Notary Fathiah Helmi, S.H., it was subsequently amended by PT Bank Syariah BRI Shareholders' Decision Statement, as stated in Notarial Deed No. 20 dated 17 September 2009 of Notary Fathiah Helmi, S.H., which has been approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No.AHU-53631.AH.01.02.TH2009 dated 5 November 2009. It was announced in the State Gazette of the Republic of Indonesia No. 96 dated 1 December 2009, Supplement No. 27908 and Decision Letter from the Governor of Bank Indonesia No. 11/63/KEP.GBI/DpG/2009 dated 15 December 2009.*

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**1. UMUM (lanjutan)**

**a. Pendirian Bank dan informasi umum**  
(lanjutan)

Anggaran Dasar Bank telah mengalami beberapa kali perubahan. Berdasarkan Akta Keputusan Persetujuan Bersama Seluruh Pemegang Saham PT Bank BRISyariah No. 28 tanggal 14 September 2010 yang dibuat dihadapan Fathiah Helmi, S.H., Notaris di Jakarta, pemegang saham memutuskan untuk menyetujui pengurangan modal ditempatkan dan disetor penuh oleh Bank dari sejumlah 966.750.000 lembar saham (nilai penuh) atau sebesar Rp483.375 menjadi 958.000.000 lembar saham (nilai penuh) atau sebesar Rp479.000, yang telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-33517.AH.01.02. Tahun 2010 tanggal 2 Juli 2010 yang telah diumumkan dalam Berita Negara Republik Indonesia No. 59 tanggal 26 Juli 2011, Tambahan No. 21333.

Selanjutnya, diubah dengan Akta Pernyataan Keputusan Persetujuan Bersama Seluruh Pemegang Saham PT Bank BRISyariah No. 15 tanggal 19 Juli 2010 yang dibuat dihadapan Fathiah Helmi, S.H., Notaris di Jakarta, memutuskan meningkatkan modal ditempatkan dan disetor penuh Bank dari 958.000.000 lembar saham (nilai penuh) atau sebesar Rp479.000 menjadi 1.958.000.000 lembar saham (nilai penuh) atau sebesar Rp979.000, yang telah diterima dan dicatat oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.10-20012 tanggal 5 Agustus 2010 yang telah diumumkan dalam Berita Negara Republik Indonesia No. 57 tanggal 17 Juli 2012, Tambahan No. 1521/L.

Selanjutnya, diubah dengan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan PT Bank BRISyariah No. 113 tanggal 26 September 2013 yang dibuat dihadapan Fathiah Helmi, S.H., Notaris di Jakarta, memutuskan meningkatkan modal ditempatkan dan disetor penuh Bank dari 1.958.000.000 lembar saham (nilai penuh) atau sebesar Rp979.000 menjadi 2.958.000.000 lembar saham (nilai penuh) atau sebesar Rp1.479.000, yang telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-40622.AH.01.02. Tahun 2013 tanggal 25 Juli 2013 yang telah diumumkan dalam Berita Negara Republik Indonesia No. 76 tanggal 20 September 2013, Tambahan No. 113984.

Pada tanggal 27 Desember 2013, Bank mendapatkan izin sebagai bank devisa berdasarkan surat keputusan Gubernur Bank Indonesia No. 15/139/KEP.GBI/DpG/2013.

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**1. GENERAL (continued)**

**a. Bank establishment and general information (continued)**

*The Bank's Articles of Association have been amended several times. According to PT Bank BRISyariah Shareholders Decision Statement, Deed No. 28 dated 14 September 2010 of Fathiah Helmi, S.H., Notary in Jakarta, shareholders decided to approve the reduction of issued and fully paid-up share capital of the Bank from 966,750,000 shares (full amount) or Rp483,375 to 958,000,000 shares (full amount) or Rp479,000, which was approved by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-33517.AH.01.02. Year 2010 dated 2 July 2010 and has been announced in the State Gazette of the Republic of Indonesia No. 59 dated 26 July 2011, Supplement No. 21333.*

*Subsequently, this was again amended by PT Bank BRISyariah Shareholders Resolution Statement, Deed No. 15 dated 19 July 2010 of Notary Fathiah Helmi, S.H., in Jakarta, in which shareholders decided to increase the issued and fully paid-up share capital of the Bank from 958,000,000 shares (full amount) or Rp479,000 to 1,958,000,000 shares (full amount) or Rp979,000, which was received and recorded by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.10-20012 dated 5 August 2010, and which has been announced in the State Gazette of the Republic of Indonesia No. 57 dated 17 July 2012, Supplement No. 1521/L.*

*Subsequently, this was again amended by PT Bank BRISyariah's Annual General Meeting of Shareholders Statement, Deed No. 113 dated 26 September 2013 of Fathiah Helmi, S.H., Notary in Jakarta, in which shareholders decided to increase the issued and fully paid-up share capital of the Bank from 1,958,000,000 shares (full amount) or Rp979,000 to 2,958,000,000 shares (full amount) or Rp1,479,000, which was approved by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-40622.AH.01.02. Year 2013 dated 25 July 2013, and has been announced in the State Gazette of the Republic of Indonesia No. 76 dated 20 September 2013, Supplement No. 113984.*

*On 27 December 2013, the Bank obtained a license to operate as foreign exchange bank based on the Decision Letter of the Governor of Bank Indonesia No. 15/139/KEP.GBI/DpG/2013.*

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**1. UMUM (lanjutan)**

**a. Pendirian Bank dan informasi umum**  
(lanjutan)

Selanjutnya, diubah dengan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan PT Bank BRISyariah No. 1 tanggal 4 Agustus 2015 yang dibuat dihadapan Notaris Fathiah Helmi, S.H., memutuskan meningkatkan modal ditempatkan dan disetor penuh Bank dari 2.958.000.000 lembar saham (nilai penuh) atau sebesar Rp1.479.000 menjadi 3.958.000.000 lembar saham (nilai penuh) atau sebesar Rp1.979.000, yang telah diterima dan dicatat oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0954202 Tahun 2015 tanggal 4 Agustus 2015.

Selanjutnya, diubah dengan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan PT Bank BRISyariah No. 52 tanggal 31 Agustus 2016 yang dibuat dihadapan Notaris Fathiah Helmi, S.H., notaris di Jakarta, mengenai perubahan masa jabatan anggota Direksi, Dewan Komisaris, dan Dewan Pengawas Syariah. Perubahan ini telah diterima dan dicatat oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No.AHU-AH.01.03-0076528 tanggal 1 September 2016.

Selanjutnya diubah dengan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Luar Biasa PT Bank BRISyariah No. 8 tanggal 8 Januari 2018 yang dibuat dihadapan Fathiah Helmi, S.H., notaris di Jakarta, memutuskan perubahan modal dasar Bank dari Rp5.000.000.000.000 (nilai penuh) yang terbagi menjadi 10.000.000.000 saham menjadi Rp7.500.000.000.000 (nilai penuh) yang terbagi atas 15.000.000.000 saham, dan menyetujui rencana Bank untuk melakukan Penawaran Umum Perdana Saham (IPO) yang serta perubahan menyeluruh Anggaran Dasar untuk disesuaikan dengan ketentuan Perusahaan Terbuka, termasuk perubahan nama Bank dari PT Bank BRISyariah menjadi PT Bank BRISyariah Tbk. Perubahan ini telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0000386.AH.01.02 Tahun 2018 tanggal 10 Januari 2018 dan telah diterima dan dicatat oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No.AHU-AH.01.03-0009224 dan No.AHU-AH.01.03-0009250 tanggal 10 Januari 2018.

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**1. GENERAL (continued)**

**a. Bank establishment and general information (continued)**

Subsequently, this was again amended by PT Bank BRISyariah's Annual General Meeting of Shareholders Statement, Deed No. 1 dated 4 August 2015 of Notary Fathiah Helmi, S.H., in which shareholders decided to increase the issued and fully paid-up share capital of the Bank from 2,958,000,000 shares (full amount) or Rp1,479,000 to 3,958,000,000 shares (full amount) or Rp1,979,000, which was received and recorded by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0954202 Year 2015 dated 4 August 2015.

Subsequently, this was again amended by PT Bank BRISyariah's Annual General Meeting of Shareholders Statements as stated in notarial Deed No. 52 dated 31 August 2016 of Notary Fathiah Helmi, SH., notary in Jakarta, regarding the change in the term of service of Directors, Board of Commissioners and the Sharia Supervisory Board. The amendment was accepted and recorded by the Ministry of Laws and Human Rights of the Republic of Indonesia No.AHU-AH.01.03-0076528 dated 1 September 2016.

Subsequently, this was again amended by PT Bank BRISyariah's Extraordinary General Meeting of Shareholders Statement, Deed No. 8 dated 8 January 2018 notarized by Fathiah Helmi, S.H., notary in Jakarta, in which shareholders decided to increase the authorized capital of the Bank from Rp5,000,000,000,000 (full amount) or 10,000,000,000 shares to Rp7,500,000,000,000 (full amount) or 15,000,000,000 shares to approve the Bank's plan to do Initial Public Offering (IPO) to amend the Bank's Articles of Association to become a Public Company in accordance with the laws and regulations of the capital market, and to change the Bank's name from PT Bank BRISyariah to PT Bank BRISyariah Tbk. The amendments were accepted and recorded by the Ministry of Laws and Human Rights of the Republic of Indonesia.No. AHU-0000386.AH.01.02 year 2018 dated 10 January 2018 and by Ministry of Laws and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0009224 and No. AHU-AH.01.03-0009250 dated 10 January 2018.



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**1. UMUM (lanjutan)**

**a. Pendirian Bank dan informasi umum**  
(lanjutan)

Berdasarkan Surat Otoritas Jasa Keuangan (OJK) No. S.37/D.04/2018 tanggal 30 April 2018 perihal pemberitahuan efektifnya pernyataan pendaftaran PT Bank BRISyariah Tbk atas penawaran umum perdana saham sesuai dengan surat yang disampaikan ke OJK No. S.B.082-PDR/02-2018 tanggal 22 Februari 2018 serta surat terakhir yang disampaikan ke OJK No.S.B.147-PDR/04-2018 tanggal 24 April 2018, OJK tidak mengisyaratkan adanya informasi tambahan dan tanggapan lebih lanjut sehingga pernyataan pendaftaran tersebut menjadi efektif.

Penawaran umum perdana saham PT Bank BRISyariah Tbk (termasuk ESA) meliputi 2.623.350.600 lembar saham baru dengan nilai nominal Rp500 (Rupiah penuh) per lembar saham dengan harga jual Rp510 (Rupiah penuh) per lembar saham. Saham yang ditawarkan tersebut mulai dicatatkan dan diperdagangkan di Bursa Efek Indonesia pada tanggal 9 Mei 2018.

Selanjutnya diubah dengan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Luar Biasa PT Bank BRISyariah Tbk No.92 tanggal 31 Mei 2018 mengenai peningkatan modal disetor dan ditempatkan hasil penawaran umum perdana saham Bank dari 7.092.762.898 lembar saham atau sebesar Rp3.546.381.449.000 (nilai penuh) menjadi 9.716.113.498 lembar saham atau sebesar Rp4.858.056.749.000 (nilai penuh). Perubahan ini telah diterima dan dicatat oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0211334 tanggal 31 Mei 2018.

Selanjutnya diubah dengan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan PT Bank BRISyariah Tbk No. 27 tanggal 17 Juli 2019, yang dibuat dihadapan Notaris Fathiah Helmi, S.H., notaris di Jakarta, antara lain mengenai perubahan ketentuan masa jabatan Pengurus Perseroan dan beberapa penyesuaian ketentuan Anggaran Dasar Perseroan lainnya yang relevan dengan kegiatan Perseroan. Perubahan ini telah diterima dan dicatat oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No.AHU-AH.01.03-0302291 tanggal 23 Juli 2019.

**1. GENERAL (continued)**

**a. Bank establishment and general information (continued)**

*Based on the Financial Services Authority (FSA) No. S.37/D.04/2018 dated 30 April 2018 concerning the notification of the effectiveness of PT Bank BRISyariah Tbk's registration statement on the initial public offering of shares according to the letter submitted to FSA No. S.B.082-PDR/02-2018 dated 22 February 2018 and the letter most recently submitted to FSA No.S.B.147-PDR/04-2018 on 24 April 2018, FSA did not require additional information and further response those the registration statement was effective.*

*The initial public offering of PT Bank BRISyariah Tbk (including ESA) shares included 2,623,350,600 new shares with a nominal value of Rp500 (full Rupiah) per share at a selling price of Rp510 (full Rupiah) per share. The offered shares began to be listed and traded on the Indonesia Stock Exchange on 9 May 2018.*

*An amendment of the Bank's Article of Association was documented in PT Bank BRISyariah Tbk's Extraordinary General Meeting of Shareholders Statements No. 92 dated 31 May 2018 regarding the change of issued and fully paid-up capital as the result of initial public offering of the Bank's stocks from 7,092,762,898 shares or Rp3,546,381,449,000 (full amount) to 9,716,113,498 shares or Rp4,858,056,749,000 (full amount). This change has been received and recorded by Minister of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0211334 dated 31 May 2018.*

*An amendment of the Bank's Articles of Association set forth in PT Bank BRISyariah's Annual General Meeting of Shareholders No. 27 dated 17 July 2019, made before the Notary Fathiah Helmi, S.H., a notary in Jakarta, among others, the amendment included the changes to the terms of office of the Company's Management and several other adjustments to the Articles of Association of the Company that were relevant to the Company's activities. These changes have been accepted and recorded by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0302291 on 23 July 2019.*

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**1. UMUM (lanjutan)**

**a. Pendirian Bank dan informasi umum**  
(lanjutan)

Selanjutnya diubah dengan Akta Pernyataan Keputusan Rapat Perubahan Anggaran Dasar PT Bank BRISyariah Tbk No. 101 Tanggal 16 Desember 2020 mengenai perubahan peningkatan Modal Ditempatkan dan Disetor Perseroan. Perubahan ini telah diterima dan dicatat oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0424917 tanggal 29 Desember 2020.

Perubahan Anggaran Dasar Bank dituangkan dalam Akta Pernyataan Keputusan Rapat Perubahan Anggaran Dasar Perubahan Nama PT Bank BRISyariah Tbk No. 38 Tanggal 14 Januari 2021 yang dibuat dihadapan Notaris Jose Dima Satria, S.H., M.Kn notaris di Jakarta mengenai persetujuan perubahan dan penyesuaian seluruh pasal Anggaran Dasar Perseroan sehubungan persetujuan penggabungan PT Bank Syariah Mandiri dan PT Bank BNI Syariah dengan PT Bank BRISyariah Tbk diantaranya mengubah nama Bank yang sebelumnya PT Bank BRISyariah Tbk menjadi PT Bank Syariah Indonesia Tbk, meningkatkan Modal Dasar Perseroan, meningkatkan Modal Disetor dan Ditempatkan Perseroan. Perubahan ini telah diterima dan dicatat oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0061498 tanggal 1 Februari 2021 dan telah mendapatkan Persetujuan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No.AHU-0006268.AH.01.02.Tahun 2021 tanggal 1 Februari 2021.

Selanjutnya diubah dengan Akta Pernyataan Keputusan Di Luar Rapat Dewan Komisaris PT Bank Syariah Indonesia Tbk No. 54 Tanggal 27 Juli 2021 yang dibuat dihadapan Notaris Ashoya Ratam, S.H., M.Kn., Notaris di Jakarta mengenai perubahan Modal Ditempatkan dan Disetor Bank 97.659.800 saham dengan nominal Rp48.829.900.000 sehingga Modal Ditempatkan dan Disetor Bank menjadi 41.128.868.743 saham dengan nominal seluruhnya Rp20.564.434. Perubahan ini telah diterima dan dicatat oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No.AHU-AH.01.03-0434796 tanggal 5 Agustus 2021.

**1. GENERAL (continued)**

**a. Bank establishment and general information (continued)**

*An amendment of the Bank's Articles of Association of the Bank are set forth in the Deed of Statement of Meeting Resolutions on Amendments to Articles of Association of PT Bank BRISyariah Tbk No. 101 Dated 16 December 2020 regarding changes in the Issued and Fully Paid-Up Capital of the Company. This change has been received and accepted by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0424917 dated 29 December 2020.*

*The amendments to the Bank's Articles of Association are set forth in the Deed of Statement of Meeting Resolutions on Amendments to Articles of Association Change of Name of PT Bank BRISyariah Tbk No. 38 Dated 14 January 2021 made before Notary Jose Dima Satria, S.H., M.Kn, a notary in Jakarta regarding the approval of amendments and adjustments to all articles of the Company's Articles of Association in connection with the merger agreement between PT Bank Syariah Mandiri and PT Bank BNI Syariah with PT Bank BRISyariah Tbk, including amending the name of the Bank, previously PT Bank BRISyariah Tbk to become PT Bank Syariah Indonesia Tbk, increases the Company's Authorized Capital, increases the Company's Paid-in and Issued Capital. This amendment has been accepted and noted by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0061498 dated 1 February 2021 and has obtained the approval of the Minister of Law and Human Rights of the Republic of Indonesia No.AHU-0006268.AH.01.02.Tahun 2021 dated 1 February 2021.*

*Subsequently this was again amended by the Deed of Statement of Decisions thereof the Meeting of the Board of Commissioners of PT Bank Syariah Indonesia Tbk No. 54 Dated 27 July 2021 of Notary Ashoya Ratam, S.H., M.Kn., Notary in Jakarta regarding changes in the Issued and Fully Paid-Up Capital of the Bank to 97,659,800 with a nominal share of Rp48,829,900,000 so that the Issued and Fully Paid-Up Capital of the Bank becomes 41,128,868,743 shares with a total nominal value of Rp20,564,434. This amendment has been accepted and recorded by the Minister of Law and Human Rights of the Republic of Indonesia No.AHU-AH.01.03-0434796 dated 5 August 2021.*

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**1. UMUM (lanjutan)**

**a. Pendirian Bank dan informasi umum**  
(lanjutan)

Selanjutnya diubah dengan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan PT Bank Syariah Indonesia Tbk No. 25 Tanggal 8 September 2021 yang dibuat dihadapan Notaris Ashoya Ratam, S.H., M.Kn., Notaris di Jakarta mengenai perubahan Kedudukan Kantor Pusat Bank sehubungan pemindahan alamat Kantor Pusat Bank yang sebelumnya di Jalan Abdul Muis No. 2-4 Jakarta Pusat 10160 menjadi di Gedung The Tower, Jalan Gatot Subroto No. 27 Kelurahan Karet Semanggi, Kecamatan Setiabudi, Jakarta Selatan 12930. Perubahan ini telah diterima dan dicatat oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No.AHU-AH.01.03-0445911 tanggal 8 September 2021 dan telah mendapatkan Persetujuan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No.AHU-0048485.AH.01.02.Tahun 2021 tanggal 8 September 2021.

Perubahan Anggaran Dasar Bank terakhir dituangkan dalam Akta Pernyataan Keputusan diluar Rapat Dewan Komisaris PT Bank Syariah Indonesia Tbk No. 82 Tanggal 30 Desember 2021 yang dibuat dihadapan Notaris Ashoya Ratam, S.H., M.Kn., Notaris di Jakarta mengenai perubahan Modal Ditempatkan dan Disetor Bank 438.600 saham dengan nominal Rp219.300.000 sehingga Modal Ditempatkan dan Disetor Bank menjadi 41.129.307.343 saham dengan nominal seluruhnya Rp20.564.654 Perubahan ini telah diterima dan dicatat oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No.AHU-AH.01.03-0494300 tanggal 30 Desember 2021.

Penggabungan PT Bank Syariah Mandiri dan PT Bank BNI Syariah dengan PT Bank BRISyariah Tbk telah mendapatkan persetujuan Dewan Komisaris OJK Nomor 4/KDK.03/2021 tanggal 27 Januari 2021 tentang Pemberian Izin Penggabungan PT Bank Syariah Mandiri dan PT Bank BNI Syariah ke dalam PT Bank BRISyariah Tbk serta Izin Perubahan Nama dengan Menggunakan Izin Usaha PT Bank BRISyariah Tbk menjadi Izin Usaha atas nama PT Bank Syariah Indonesia Tbk sebagai Bank Hasil Penggabungan.

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**1. GENERAL (continued)**

**a. Bank establishment and general information (continued)**

*The latest amendment to the Bank's Articles of Association is stated in the Deed of Decision of the Annual General Meeting of Shareholders of PT Bank Syariah Indonesia Tbk No. 25 Dated 8 September 2021 drawn up of Notary Ashoya Ratam, S.H., M.Kn., Notary in Jakarta regarding the change in the Position of the Bank's Head Office in connection with the change of the address of the Bank's Head Office which was previously at Jalan Abdul Muis No. 2-4 Central Jakarta 10160 to become at The Tower Building, Jalan Gatot Subroto No. 27 Karet Semanggi Village, Setiabudi District, South Jakarta 12930. This amendment has been accepted and recorded by the Minister of Law and Human Rights of the Republic of Indonesia No.AHU-AH.01.03-0445911 dated 8 September 2021 and has obtained the Approval of the Minister of Law and Human Rights of the Republic of Indonesia No.AHU-0048485.AH.01.02.Tahun 2021 dated 8 September 2021.*

*The latest amendment to the Bank's Articles of Association is stated in the Deed of Statement of Decisions thereof the Meeting of the Board of Commissioners of PT Bank Syariah Indonesia Tbk No. 82 On 30 December 2021 made before Notary Ashoya Ratam, S.H., M.Kn., Notary in Jakarta regarding changes in the Issued and Fully Paid-Up Capital of the Bank to 438,600 shares with a nominal value of Rp219,300,000 so that the Issued and Fully Paid-Up Capital of the Bank becomes 41,129,307,343 shares with a total nominal value Rp20,564,654. This amendment has been accepted and recorded by the Minister of Law and Human Rights of the Republic of Indonesia No.AHU-AH.01.03-0494300 dated 30 December 2021.*

*The merger of PT Bank Syariah Mandiri and PT Bank BNI Syariah with PT Bank BRISyariah Tbk has received approval from the OJK Board of Commissioners Number 4 / KDK.03 / 2021 dated 27 January 2021 concerning the Granting of Permit to Merge PT Bank Syariah Mandiri and PT Bank BNI Syariah into PT Bank BRISyariah Tbk and a Name Change Permit Using a Business License from PT Bank BRISyariah Tbk to become a Business License on behalf of PT Bank Syariah Indonesia Tbk as the Merged Bank.*

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**1. UMUM (lanjutan)**

**a. Pendirian Bank dan informasi umum**  
(lanjutan)

Berdasarkan pasal 3 Anggaran Dasar Bank yang terakhir, ruang lingkup kegiatan Bank adalah menyelenggarakan usaha perbankan dengan prinsip Syariah.

Kantor Pusat Bank berlokasi di Gedung The Tower, Jalan Gatot Subroto No. 27, Kel. Karet Semanggi, Kec. Setiabudi, Jakarta Selatan 12930.

Pada tanggal-tanggal 31 Desember 2021 dan 2020, Bank memiliki jaringan unit kerja dengan rincian sebagai berikut (tidak diaudit):

	<u>2021</u>	<u>2020</u>
Kantor Cabang	272	268
Kantor Cabang Pembantu	972	961
Kantor Kas	74	61
Kantor Layanan Syariah	-	2,652

**b. Struktur dan manajemen**

Susunan Dewan Komisaris pada tanggal 31 Desember 2021 ditetapkan berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Luar Biasa PT Bank Syariah Indonesia Tbk No. 26 Tanggal 8 September 2021 dan Akta Berita Acara Rapat Umum Pemegang Saham Luar Biasa Bank No. 38 tanggal 24 Agustus 2021 yang dibuat dihadapan Notaris Ashoya Ratam, S.H., M.Kn notaris di Jakarta, adalah sebagai berikut:

	<u>2021</u>
<b>Komisaris</b>	
Komisaris Utama merangkap Komisaris Independen	Adiwarman Azwar Karim*
Wakil Komisaris Utama merangkap Komisaris Independen	Muhammad Zainul Majdi*
Komisaris	Suyanto
Komisaris	Masduki Baidlowi
Komisaris	Imam Budi Sarjito
Komisaris	Sutanto
Komisaris Independen	Bangun Sarwito Kusmulyono
Komisaris Independen	M. Arief Rosyid Hasan
Komisaris Independen	Komaruddin Hidayat

\* Efektif setelah mendapatkan persetujuan dari Otoritas Jasa Keuangan (OJK) atas penilaian kemampuan dan kepatutan (fit and proper test).

**1. GENERAL (continued)**

**a. Bank establishment and general information (continued)**

According to Article 3 of the Bank's latest Articles of Association, the Bank's scope of business is to conduct banking activities based on Sharia principles.

Currently, the Bank's head office is located in The Tower Building, Jalan Gatot Subroto No. 27 Karet Semanggi Village, Setiabudi District, South Jakarta 12930.

As of 31 December 2021 and 2020, the Bank has network business unit with details as follows (unaudited):

268	Branch Offices
961	Sub-Branch Offices
61	Cash Offices
2,652	Sharia Service Offices

**b. Structure and management**

The composition of the Board of Commissioners as of 31 December 2021 is determined based on the Deed of Statement of Extraordinary General Meeting of Shareholders PT Bank Syariah Indonesia, Tbk No. 26 Dated 8 September 2021 and Deed of Minutes of the bank's Extraordinary General Meeting of Shareholders No. 38 dated 24 August 2021 which was made before the Notary Ashoya Ratam, S.H., M.Kn notary in Jakarta, is as follows:

<b>Board of Commissioner</b>
President Commissioner/ Independent Commissioner
Vice President Commissioner/ Independent Commissioner
Commissioner
Commissioner
Commissioner
Commissioner
Independent Commissioner
Independent Commissioner
Independent Commissioner

\*Effective after obtaining approval from Financial Services Authority (FSA) for a fit and proper test.

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**1. UMUM (lanjutan)**

**b. Struktur dan manajemen (lanjutan)**

Susunan Dewan Komisaris pada tanggal 31 Desember 2020 ditetapkan berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan No. 2 tanggal 5 November 2020 dan Akta Berita Acara Rapat Umum Pemegang Saham Tahunan Bank No. 64 tanggal 29 April 2019, yang akta tersebut dibuat dihadapan Fathiah Helmi, S.H., Notaris di Jakarta, adalah sebagai berikut:

<b>2020</b>	
<b>Komisaris</b>	
Komisaris Utama	Eko Suwardi
Komisaris	Sutanto

Susunan Direksi Bank pada tanggal 31 Desember 2021 ditetapkan berdasarkan Akta Pernyataan Keputusan Rapat Perubahan Anggaran Dasar Perubahan Nama PT Bank BRISyariah Tbk No. 38 Tanggal 14 Januari 2021 yang dibuat dihadapan Notaris Jose Dima Satria, S.H., M.Kn notaris di Jakarta adalah sebagai berikut:

<b>2021</b>	
<b>Direksi</b>	
Direktur Utama	Hery Gunardi
Wakil Direktur Utama 1	Ngatari
Wakil Direktur Utama 2	Abdullah Firman Wibowo
Direktur	Kusman Yandi
Direktur	Kokok Alun Akbar
Direktur	Anton Sukarna
Direktur	Achmad Syafii
Direktur	Tiwul Widyastuti
Direktur Kepatuhan	Tribuana Tunggadewi
Direktur	Ade Cahyo Nugroho

Susunan Direksi Bank pada tanggal 31 Desember 2020 ditetapkan berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan No. 2 tanggal 5 November 2020 dan Akta Berita Acara Rapat Umum Pemegang Saham Tahunan Bank No.64 tanggal 29 April 2019 yang dibuat dihadapan Fathiah Helmi, S.H., notaris di jakarta adalah sebagai berikut:

**1. GENERAL (continued)**

**b. Structure and management (continued)**

*The composition of the Board of Commissioners as of 31 December 2020 was determined based on the Deed of Decision of the Annual General Meeting of Shareholders No. 2 dated 5 November 2020 and Deed of Minutes of the Bank's Annual General Meeting of Shareholders No. 64 dated 29 April 2019 which were made before Fathiah Helmi, S.H., Notary in Jakarta. The following:*

**Board of Commissioners**  
President Commissioner  
Commissioner

*The composition of the Board of Directors of the Bank as of 31 December 2021 is determined based on the Deed of Statement of Meeting Resolutions on Amendment to Articles of Association Change of Name of PT Bank BRISyariah Tbk No. 38 Dated 14 January 2021 which was made before the Notary Jose Dima Satria, S.H., M.Kn notary in Jakarta is as follows:*

**Board of Directors**  
President Director  
Vice President Director 1  
Vice President Director 2  
Director  
Director  
Director  
Director  
Director  
Compliance Director  
Director

*The composition of the Board of Directors of the Bank as of 31 December 2020 is determined based on the Deed of Decision of the Annual General Meeting of Shareholders No. 2 dated 5 November 2020 and Deed of Minutes of the Bank's Annual General Meeting of Shareholders No. 64 dated 29 April 2019 which were made before Fathiah Helmi, S.H., Notary in Jakarta is as follows:*

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**1. UMUM (lanjutan)**

**b. Struktur dan manajemen (lanjutan)**

**1. GENERAL (continued)**

**b. Structure and management (continued)**

	<u>2020</u>	
<b>Direksi</b>		<b>Board of Directors</b>
Direktur Utama	Ngatari	President Director
Direktur	Kokok Alun Akbar	Director
Direktur	Fahmi Subandi	Director
Direktur	Fidri Arnaldy	Director
Direktur	Yana Soeprianan	Director

Susunan Dewan Pengawas Syariah Bank pada tanggal 31 Desember 2021 ditetapkan berdasarkan Akta Pernyataan Keputusan Rapat Perubahan Anggaran Dasar Perubahan Nama PT Bank BRISyariah Tbk No. 38 Tanggal 14 Januari 2021 yang dibuat dihadapan Notaris Jose Dima Satria, S.H., M.Kn notaris di Jakarta adalah sebagai berikut:

*The composition of the Bank's Sharia Supervisory Board as of 31 Desember 2021 is determined based on the Deed of Statement of Meeting Resolutions on Amendment to Articles of Association Change of Name of PT Bank BRISyariah Tbk No. 38 Dated 14 January 2021 which was made before the Notary Jose Dima Satria, S.H., M.Kn notary in Jakarta is as follows:*

	<u>2021</u>	
<b>Dewan Pengawas Syariah</b>		<b>Sharia Supervisory Board</b>
Ketua	Hasanudin	Chairman
Anggota	Mohamad Hidayat	Member
Anggota	Oni Sahroni	Member
Anggota	Didin Hafidhuddin	Member

Susunan Dewan Pengawas Syariah Bank pada tanggal 31 Desember 2020 ditetapkan berdasarkan Akta Pernyataan Keputusan Persetujuan Bersama Seluruh Pemegang Saham Bank No. 32 dan 33 tanggal 18 April 2017 yang seluruh akta tersebut dibuat dihadapan Fathiah Helmi, S.H., Notaris di Jakarta sebagai adalah sebagai berikut:

*The composition of the Bank's Sharia Supervisory Board as of 31 Desember 2020 is determined based on Shareholders Decision Statement Deed No. 32 and 33 dated 18 April 2017, notarized by Fathiah Helmi, S.H., Notary in Jakarta as follows:*

	<u>2020</u>	
<b>Dewan Pengawas Syariah</b>		<b>Sharia Supervisory Board</b>
Ketua	Didin Hafidhuddin	Chairman
Anggota	Muhammad Gunawan Yasni	Member

Susunan Komite Audit Bank pada tanggal 31 Desember 2021 ditetapkan berdasarkan Surat Keputusan Direksi No.Kep: 01/047-KEP/DIR tanggal 17 Maret 2021 dan Surat Dewan Komisaris No.01/001-3/KOM tanggal 4 Februari 2021 adalah sebagai berikut:

*The composition of the Bank's Audit Committee as of 31 Desember 2021 is determined based on the Decree of the Board of Directors No.Kep: 01/047-KEP/DIR dated 17 March 2021 and the Letter of the Board of Commissioners No. 01/001-3/KOM dated 4 February 2021 as follows:*

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**1. UMUM (lanjutan)**

**b. Struktur dan manajemen (lanjutan)**

	<u>2021</u>
<b>Komite Audit</b>	
Ketua	Muhammad Zainul Majdi
Anggota	Adiwarman Azwar Karim
Anggota	Imam Budi Sarjito
Anggota	Suyanto
Anggota	M. Arief Rosyid Hasan
Anggota	Widuri Meintari Kusumawati
Anggota	Djoko Seno Adji
Anggota	M. Zacky Thayib

Susunan Komite Audit Bank pada tanggal 31 Desember 2020 ditetapkan berdasarkan Surat Keputusan Direksi No.Kep:B.001-MDC/06-2020 tanggal 5 Juni 2020 dan Surat Dewan Komisaris No.S.B.24-KOM/05-2020 tanggal 12 Mei 2020 adalah sebagai berikut:

	<u>2020</u>
<b>Komite Audit</b>	
Ketua	Eko Suwardi
Anggota	Saiful Anwar
Anggota	Hari Gursida
Anggota	Harijanto

Pada tanggal 31 Desember 2021, Sekretaris Perusahaan Bank adalah Gunawan Arief Hartoyo sesuai dengan Surat Keputusan Direksi No.01/185-KEP/DIR tanggal 31 Agustus 2021.

Berdasarkan kebijakan Bank, manajemen kunci Bank mencakup anggota Dewan Komisaris dan Direksi.

Gaji dan kompensasi lainnya yang dibayarkan kepada Dewan Komisaris dan Direksi adalah sebagai berikut:

Pada periode yang berakhir pada 31 Desember 2021 dan 2020, Bank memberikan kompensasi masing-masing sebesar Rp58.829 dan Rp76.729 kepada Direksi dan Dewan Komisaris.

Jumlah karyawan tetap Bank pada tanggal-tanggal 31 Desember 2021 dan 31 Desember 2020, masing-masing adalah sebesar 17.462 dan 16.746 orang (tidak diaudit).

**1. GENERAL (continued)**

**b. Structure and management (continued)**

<b>Audit Committee</b>
Chairman
Member
Member
Member
Member
Member
Member

*The composition of the Bank's Audit Committee as of 31 December 2020 is determined based on the Decree of the Board of Directors No. Kep: B.001-MDC/06-2020 dated 5 June 2020 and Letter of the Board of Commissioners No. S.B.24-KOM/05-2020 dated 12 May 2020 as follows:*

<b>Audit Committee</b>
Chairman
Member
Member
Member

*On 31 December 2021, the Corporate Secretary of the Bank is Gunawan Arief Hartoyo based on Decision letter of Directors No.01/185-KEP/DIR dated 31 August 2021.*

*Based on the Bank's policies, key management of the Bank consists of members of the Board of Commissioners and Board of Directors.*

*Salaries and other compensation paid to the Boards of Commissioners and Directors are as follows:*

*For the period ended 31 December 2021 and 2020, the Bank provided compensation of Rp58,829 and Rp76,729 to the Board of Directors and Board of Commissioners, respectively.*

*As of 31 December 2021 and 2020 and, the Bank has 17,462 and 16,746 employees, respectively (unaudited).*



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**1. UMUM (lanjutan)**

**c. Penggabungan usaha**

Pada tanggal 12 Oktober 2020, PT Bank Mandiri (Persero) Tbk (Mandiri), PT Bank Rakyat Indonesia (Persero) Tbk (BRI), PT Bank Negara Indonesia (Persero) Tbk (BNI), PT Bank Syariah Mandiri (BSM), PT Bank BRISyariah Tbk (BRIS), dan PT Bank BNI Syariah (BNIS) menandatangani *Conditional Merger Agreement* (CMA) atau Perjanjian Penggabungan Bersyarat dalam rangka penggabungan usaha BSM, BRIS, dan BNIS (Bank Peserta Penggabungan).

Berdasarkan CMA, setelah tanggal efektif penggabungan, PT Bank BRISyariah Tbk (BRIS) akan menjadi entitas yang menerima penggabungan secara hukum atau *surviving legal entity* dan seluruh pemegang saham PT Bank BNI Syariah (BNIS) dan PT Bank Syariah Mandiri (BSM) akan menjadi pemegang saham dari entitas yang menerima penggabungan berdasarkan rasio penggabungan.

Berdasarkan Akta Penggabungan yang dimuat dalam akta No. 103 yang dibuat oleh Notaris Jose Dima Satria S.H, M.Kn tanggal 16 Desember 2020 disetujui bahwa :

- Semua operasi, usaha, kegiatan, aktivitas, izin fasilitas, lisensi, persetujuan, pemanfaatan serta aktiva dan pasiva dari masing-masing BSM dan BNIS beralih karena hukum kepada BRIS.
- Jika BRIS tidak dapat atau belum memiliki izin-izin, fasilitas, lisensi, persetujuan dan tanda terima pendaftaran yang telah disebutkan, sementara BRIS seharusnya sudah melakukan operasi, usaha dan aktivitas yang dulunya dijalankan masing-masing BNIS dan BSM maka BRIS akan mencari alternatif terbaik hingga operasi, usaha dan aktivitas dari masing-masing BSM dan BNIS yang beralih keada BRIS tidak mengalami pengakhiran atau penundaan.
- Semua biaya yang secara langsung atau tidak langsung timbul karena pengalihan operasi usaha dan aktivitas, maupun izin, persetujuan dan lainnya dari masing-masing BNIS dan BSM akan dianggap sebagai kewajiban BRIS.
- Status badan hukum BSM dan BNIS akan berakhir tanpa memerlukan tindak likuidasi.
- Pada tanggal efektif penggabungan, hubungan kerja karyawan BNIS dan BSM yang bergabung dengan BRIS akan beralih demi hukum kepada BRIS.

**1. GENERAL (continued)**

**c. Merger**

On 12 October 2020, PT Bank Mandiri (Persero) Tbk (Mandiri), PT Bank Rakyat Indonesia (Persero) Tbk (BRI), PT Bank Negara Indonesia (Persero) Tbk (BNI), PT Bank Syariah Mandiri (BSM), PT Bank BRISyariah Tbk (BRIS), and PT Bank BNI Syariah (BNIS) signed a *Conditional Merger Agreement* (CMA) for the merger of BSM, BRIS, and BNIS (Merger Participating Banks).

According to the CMA, after the effective date of the merger, PT Bank BRISyariah Tbk (BRIS) will become the surviving legal entity and all shareholders of PT Bank BNI Syariah (BNIS) and PT Bank Syariah Mandiri (BSM) will become shareholders of the surviving entity based on the merger ratio.

Based on the Deed of Merger contained in deed No. 103 made by Notary Jose Dima Satria S.H, M.Kn on 16 December 2020, it was agreed that:

- All operations, businesses, activities, activities, facility permits, licenses, approvals, utilization as well as assets and liabilities of each BSM and BNIS are transferred due to the law to BRIS.
- If BRIS cannot or does not have the mentioned permits, facilities, licenses, approvals and registration receipts, while BRIS should have carried out the operations, businesses and activities that were previously carried out by BNIS and BSM respectively, then BRIS will look for the best alternative until the operations, business and activities of each BSM and BNIS that shifted to BRIS did not experience any terminations or delays.
- All costs that are directly or indirectly incurred due to the transfer of business operations and activities, as well as permits, approvals and others from BNIS and BSM respectively will be deemed as BRIS obligations.
- The legal status of BSM and BNIS will end without requiring liquidation.
- On the effective date of the merger, the employment relationship between BNIS and BSM employees who joined BRIS will be transferred by law to BRIS.

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**1. UMUM (lanjutan)**

**c. Penggabungan usaha (lanjutan)**

Penggabungan PT Bank Syariah Mandiri (BSM), PT Bank BNI Syariah (BNIS), dan PT Bank BRISyariah Tbk (BRIS) ("Merger"), telah mendapat persetujuan dari Otoritas Jasa Keuangan (OJK) Pasar Modal melalui surat No. S-289/D.04/2020 tanggal 11 Desember 2020 dan OJK Perbankan melalui Surat Keputusan No. 4/KDK.03/2021 tanggal 27 Januari 2021 tentang Pemberian Izin Penggabungan PT Bank Syariah Mandiri dan PT Bank BNI Syariah menjadi PT Bank BRISyariah Tbk dan perubahan izin usaha PT Bank BRISyariah menjadi izin usaha dari PT Bank Syariah Indonesia Tbk ("BSI") sebagai bank hasil merger. Selanjutnya telah diperoleh surat dari Kementerian Hukum dan Hak Asasi Manusia No. AHU-AH.01.10-0011384 tanggal 28 Januari 2021 perihal penerimaan pemberitahuan penggabungan BNIS dan BSM menjadi BRIS terkait dengan pengumuman penggabungan BNIS dan BSM menjadi BRIS. Penggabungan efektif pada 1 Februari 2021.

Pada tanggal efektif penggabungan, yaitu 1 Februari 2021, komposisi pemegang saham BSI adalah sebagai berikut:

	Jumlah Saham (lembar)/ Number of Shares	Nilai Nominal (Rupiah Penuh)/ Nominal Value (full amount)
<b>Modal Dasar</b>	<u>80,000,000,000</u>	<u>40,000,000,000,000</u>
PT Bank Mandiri (Persero)	20,905,219,379	10,452,609,689,500
PT Bank Negara Indonesia (Persero)	10,220,230,418	5,110,115,209,000
PT Bank Rakyat Indonesia (Persero)	7,092,761,655	3,546,380,827,500
DPLK BRI - Saham Syariah	751,340,000	375,670,000,000
PT BNI Life Insurance	5,250,415	2,625,207,500
PT Mandiri Sekuritas	33	16,500
Publik	<u>2,056,407,043</u>	<u>1,028,203,521,500</u>
<b>Modal Ditempatkan dan Disetor Penuh</b>	<u>41,031,208,943</u>	<u>20,515,604,471,500</u>
<b>Saham dalam Portofolio</b>	<u>38,968,791,057</u>	<u>19,484,395,528,500</u>

**1. GENERAL (continued)**

**c. Merger (continued)**

The merger of PT Bank Syariah Mandiri (BSM), PT Bank BNI Syariah (BNIS), and PT Bank BRISyariah Tbk (BRIS) ("Merger"), it has been approved by Financial Services Authority (FSA) of Capital Market through its letter No. S-289/D.04/2020 dated 11 December 2020 and FSA of Banking through its Decision Letter No. 4/KDK.03/2021 dated 27 January 2021 regarding the Granting Permit for merger of PT Bank Syariah Mandiri and PT Bank BNI Syariah into PT Bank BRISyariah Tbk and change of PT Bank BRISyariah's business license into business license of PT Bank Syariah Indonesia Tbk ("BSI") as the merged bank. Furthermore, the letter from Ministry of Law and Human Rights Letter No. AHU-AH.01.10-0011384 dated 28 January 2021 has been obtained regarding acceptance for notification of merger of BNIS and BSM into BRIS which related to the merger announcement of BNIS and BSM into BRIS. The merger is effective on 1 February 2021.

On the effective date of the merger, which is 1 February 2021, the shareholders composition of BSI are as follows:

	Persentase/ Percentage	
		<b>Authorized Capital</b>
		PT Bank Mandiri (Persero)
		PT Bank Negara Indonesia (Persero)
		PT Bank Rakyat Indonesia (Persero)
		DPLK BRI - Saham Syariah
		PT BNI Life Insurance
		PT Mandiri Sekuritas
		Public
		<b>Issued and Fully Paid Capital</b>
		<b>Shares in Portfolio</b>

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**1. UMUM (lanjutan)**

**c. Penggabungan usaha (lanjutan)**

Akuisisi tersebut di atas memenuhi kategori kombinasi bisnis di antara entitas sepengendali sebagaimana diuraikan di dalam PSAK No. 38 tentang "Kombinasi Bisnis Entitas Sepengendali", sehingga akuisisi bisnis tersebut diakui menggunakan metode penyatuan kepemilikan. Jumlah selisih yang timbul antara biaya perolehan dan bagian proporsional atas nilai tercatat aset bersih seluruhnya diakui sebagai "Selisih Nilai Transaksi Kombinasi Bisnis Entitas Sepengendali" dan disajikan sebagai bagian "Tambah Modal Disetor" di bagian ekuitas pada laporan posisi keuangan.

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING**

Laporan keuangan Bank diselesaikan dan diotorisasi untuk terbit oleh Direksi pada tanggal 19 Januari 2022.

Kebijakan akuntansi utama yang diterapkan dalam penyusunan laporan keuangan Bank adalah seperti dijabarkan di bawah ini:

**a. Dasar penyusunan laporan keuangan**

Laporan keuangan disusun dan disajikan sesuai dengan Pernyataan Standar Akuntansi Keuangan ("PSAK"), yaitu PSAK No. 101 (Revisi 2019) tentang "Penyajian Laporan Keuangan Syariah", PSAK No. 102 (Revisi 2019) tentang "Akuntansi Murabahah", PSAK No. 105 tentang "Akuntansi Mudharabah", PSAK No. 106 tentang "Akuntansi Musyarakah", PSAK No. 107 (Revisi 2021) tentang "Akuntansi Ijarah", PSAK No. 110 (Revisi 2020) tentang "Akuntansi Sukuk", Pedoman Akuntansi Perbankan Syariah Indonesia (PAPSI Revisi 2013) dan Peraturan Badan Pengawas Pasar Modal dan Lembaga Keuangan ("BAPEPAM-LK") No. VIII.G.7 tentang Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik, yang terlampir dalam surat keputusan No. KEP-347/BL/2012. Peraturan tersebut sekarang merupakan regulasi dari Otoritas Jasa Keuangan ("OJK").

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**1. GENERAL (continued)**

**c. Merger (continued)**

*The above acquisitions fulfill the category of business combination among entities under common control entities described in SFAS No. 38 on "Business Combinations of Entities Under Common Control", therefore such acquisitions were accounted for using the pooling of interest method. The amount of the difference between the cost of acquisition and the proportionate portion of the carrying amount of the net assets entirely recognised as "Difference in Value of Transactions of Business Combinations of Entities under Common Control" and recognised as part of "Additional Paid-in Capital" and presented in the equity section of the statement of financial position.*

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

*The financial statements of the Bank were completed and authorized for issuance by the Board of Directors on 19 January 2022.*

*The principal accounting policies adopted in preparing the Bank's financial statements are set out below:*

**a. Basis of preparation of financial statements**

*The financial statements have been prepared and presented in accordance with the Statements of Financial Accounting Standards ("SFAS"), namely: SFAS No. 101 (Revised 2019) "Presentation of Sharia Financial Statements", SFAS No. 102 (Revised 2019) "Accounting for Murabahah", SFAS No. 105 "Accounting for Mudharabah", SFAS No. 106 "Accounting for Musyarakah" and SFAS No. 107 (Revised 2021) "Accounting for Ijarah", SFAS No. 110 (Revised 2020) "Accounting for Sukuk", Indonesia Sharia Banking Accounting Guidelines (PAPSI Revised 2013) and the Capital Market and Financial Institution Supervisory Agency ("BAPEPAM-LK")'s Regulation No. VIII.G.7 regarding the Presentations and Disclosures of Financial Statements of Listed Entity, enclosed in the decision letter No. KEP-347/BL/2012. The regulation is now a regulation under Indonesian Financial Services Authority ("OJK").*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING (lanjutan)**

**a. Dasar penyusunan laporan keuangan (lanjutan)**

Berdasarkan PSAK No. 101 (Revisi 2019), laporan keuangan bank syariah yang lengkap terdiri dari komponen-komponen sebagai berikut:

- (i) Laporan posisi keuangan;
- (ii) Laporan laba rugi dan penghasilan komprehensif lain;
- (iii) Laporan perubahan ekuitas;
- (iv) Laporan arus kas;
- (v) Laporan rekonsiliasi pendapatan dan bagi hasil;
- (vi) Laporan sumber dan penyaluran dana zakat;
- (vii) Laporan sumber dan penggunaan dana kebajikan; dan
- (viii) Catatan atas laporan keuangan.

Laporan posisi keuangan, laporan laba rugi dan penghasilan komprehensif lain, laporan arus kas dan laporan perubahan ekuitas merupakan laporan keuangan yang mencerminkan kegiatan komersial Bank sesuai prinsip syariah.

Laporan keuangan disajikan berdasarkan nilai historis, kecuali disebutkan lain sebagaimana diuraikan dalam kebijakan akuntansi masing-masing akun tersebut, dan disusun dengan dasar akrual, kecuali laporan arus kas dan laporan rekonsiliasi pendapatan dan bagi hasil.

Laporan arus kas disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan. Untuk penyajian laporan arus kas, kas dan setara kas terdiri dari kas, giro dan penempatan pada Bank Indonesia, giro pada bank lain, penempatan pada bank lain yang jatuh tempo dalam 3 (tiga) bulan dari tanggal akuisisi.

Laporan rekonsiliasi pendapatan dan bagi hasil merupakan rekonsiliasi antara pendapatan bank syariah yang menggunakan dasar akrual (*accrual basis*) dengan pendapatan yang dibagikan kepada pemilik dana yang menggunakan dasar kas (*cash basis*).

Laporan sumber dan penyaluran dana zakat dan laporan sumber dan penggunaan dana kebajikan merupakan laporan keuangan yang mencerminkan peran Bank sebagai pemegang amanah dana kegiatan sosial yang dikelola secara terpisah.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**a. Basis of preparation of financial statements (continued)**

Based on SFAS No. 101 (Revised 2019), a complete sharia bank financial statements consist of the following components:

- (i) Statement of financial position;
- (ii) Statement of profit or loss and other comprehensive income;
- (iii) Statement of changes in shareholders' equity;
- (iv) Statement of cash flows;
- (v) Statement of reconciliation of income and revenue sharing;
- (vi) Statement of sources and distribution of zakat funds;
- (vii) Statement of sources and uses of qardhul hasan funds; and
- (viii) Notes to the financial statements.

The statement of financial position, statement of profit or loss and other comprehensive income, statement of cash flow and statement of changes in shareholders' equity are the financial statements reflecting the Bank's commercial activities in accordance with sharia principle.

The financial statements are presented on a historical cost basis, unless stated otherwise as described in the accounting policy for each account, and prepared on accrual basis, except statement of cash flow and statement of reconciliation of income and revenue sharing.

The statement of cash flows are prepared using the direct method by classifying cash flows into operating, investing and financing activities. For the presentation of statement of cash flows, cash and cash equivalents consist of cash, current accounts and placements with Bank Indonesia, current accounts with other banks and placements with other banks with maturities of 3 (three) months from the date of acquisition.

The statement of reconciliation of income and revenue sharing represents the reconciliation between income of sharia bank under accrual basis and income distributed to funds owners under cash basis.

The statement of sources and distribution of zakat funds and statement of sources and uses of qardhul hasan funds represent the financial statements reflecting the Bank's role as the mandate holder of social activity funds which are separately managed.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING (lanjutan)**

**a. Dasar penyusunan laporan keuangan (lanjutan)**

Laporan sumber dan penyaluran dana zakat merupakan laporan yang menunjukkan sumber dan penyaluran dana zakat dalam jangka waktu tertentu, serta dana zakat yang belum disalurkan pada tanggal tertentu.

Laporan sumber dan penggunaan dana kebajikan menunjukkan sumber dan penggunaan dana kebajikan dalam jangka waktu tertentu serta saldo dana kebajikan pada tanggal tertentu.

Zakat adalah sebagian dari harta yang wajib dikeluarkan oleh *muzakki* (pembayar zakat) untuk diserahkan kepada *mustahiq* (penerima zakat). Sumber dana zakat, *infaq* dan *shadaqah* berasal dari Bank dan pihak lain yang diterima Bank untuk disalurkan kepada pihak yang berhak sesuai dengan prinsip syariah.

Bank tidak secara langsung menjalankan fungsi pengelolaan dana zakat dan dana kebajikan.

Mata uang pelaporan yang digunakan dalam laporan keuangan adalah mata uang Rupiah (Rp) yang juga merupakan mata uang fungsional. Angka-angka yang disajikan dalam laporan keuangan, kecuali bila dinyatakan secara khusus, adalah dibulatkan dalam jutaan Rupiah.

Berikut ini adalah standar akuntansi keuangan, perubahan, dan interpretasi standar akuntansi keuangan yang berlaku efektif sejak 1 Januari 2021.

- Penyesuaian tahunan PSAK 1: "Penyajian laporan keuangan";
- Penyesuaian tahunan PSAK 13: "Properti Investasi";
- Penyesuaian tahunan PSAK 48: "Penurunan nilai aset";
- PSAK 112: "Akuntansi wakaf";
- Amendemen PSAK 22: "Kombinasi bisnis";
- Amendemen PSAK 71: "Instrumen keuangan";
- Amendemen PSAK 55: "Instrumen keuangan: Pengakuan dan pengukuran";
- PSAK 62: "Kontrak asuransi";
- Amendemen PSAK 60: "Instrumen keuangan: Pengungkapan";
- Amendemen PSAK 16: "Aset tetap";
- Amendemen PSAK 57: "Provisi, liabilitas kontijensi, dan aset kontijensi tentang kontrak memberatkan - Biaya memenuhi kontrak";
- Amendemen PSAK 73: "Sewa".

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**a. Basis of preparation of financial statements (continued)**

*The statement of sources and distribution of zakat funds show the sources and distribution of zakat funds for a certain period, and the undistributed zakat funds in a particular date.*

*The statement of sources and uses of qardhul hasan funds show the sources and uses of qardhul hasan funds for a certain period, and the qardhul hasan funds balance in a particular date.*

*Zakat is part of the wealth which must be taken out by muzakki (the zakat payer) to be given to mustahiq (the zakat receiver). The sources of zakat, infaq and shadaqah funds are derived from the Bank and other parties to be distributed to parties eligible in accordance with sharia principle.*

*The Bank is not directly involved in the management of zakat and qardhul hasan funds.*

*The reporting currency used in the financial statements is Rupiah (Rp) which also the Bank's functional currency. The figures presented in the financial statements, unless otherwise stated, are rounded in millions of Rupiah.*

*The followings are financial accounting standard, amendments and interpretation of financial accounting standard which become effective starting 1 January 2021.*

- Annual improvement SFAS 1: "Presentation of financial statements";
- Annual improvement SFAS 13: "Investment properties";
- Annual improvement PSAK 48: "Asset impairment";
- SFAS 112: "Accounting for endowments";
- Amendment of SFAS 22: "Business combination";
- Amendment of SFAS 71: "Financial instrument";
- Amendment of SFAS 55: "Financial instrument: Recognition and measurement";
- SFAS 62: "Insurance contract";
- Amendment of SFAS 60: "Financial instrument: Disclosure";
- Amendment of SFAS 16: "Fixed Assets";
- Amendment of SFAS 57: "Provision, contingent liabilities, and contingent assets related to onerous contracts - Cost of fulfilling the contracts";
- Amendment of SFAS 73: "Lease".

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING (lanjutan)**

**b. Perubahan pernyataan standar akuntansi keuangan dan interpretasi standar akuntansi keuangan**

Implementasi dari standar-standar tersebut tidak menghasilkan perubahan substansial terhadap kebijakan akuntansi Bank dan tidak memiliki dampak yang material terhadap laporan keuangan di periode berjalan atau periode sebelumnya.

**c. Transaksi restrukturisasi antara entitas sepengendali**

Dalam PSAK No. 38, pengalihan bisnis antara entitas sepengendali tidak mengakibatkan perubahan substansi ekonomi kepemilikan atas bisnis yang dialihkan dan tidak dapat menimbulkan laba atau rugi bagi grup secara keseluruhan ataupun bagi entitas individual dalam grup tersebut. Karena pengalihan bisnis antara entitas sepengendali tidak mengakibatkan perubahan substansi ekonomi, bisnis yang dipertukarkan dicatat pada nilai buku sebagai kombinasi bisnis dengan menggunakan metode penyatuan kepemilikan.

Dalam menerapkan metode penyatuan kepemilikan, komponen laporan keuangan dimana terjadi kombinasi bisnis dan untuk periode lain yang disajikan untuk tujuan perbandingan, disajikan sedemikian rupa seolah-olah kombinasi bisnis telah terjadi sejak awal periode terjadi kombinasi bisnis. Selisih antara nilai tercatat transaksi kombinasi bisnis dan jumlah imbalan yang dialihkan diakui dalam akun "Tambahan Modal Disetor".

**d. Akuisisi terbalik**

Sebagaimana didefinisikan dalam PSAK No. 22: "Kombinasi bisnis", akuisisi terbalik terjadi jika entitas yang menerbitkan efek (pihak yang menerima bisnis secara hukum) diidentifikasi sebagai pihak yang diakuisisi untuk tujuan akuntansi. Entitas yang kepentingan ekuitasnya diperoleh (pihak yang diakuisisi secara hukum) harus menjadi pihak pengakuisisi untuk tujuan akuntansi dalam transaksi yang merupakan akuisisi terbalik.

Kondisi berikut dipertimbangkan dalam mengidentifikasi pihak pengakuisisi dalam kombinasi bisnis, termasuk:

- 1) Bagian hak suara dalam entitas hasil penggabungan setelah kombinasi bisnis;
- 2) Keberadaan kepentingan suara minoritas yang besar dalam entitas hasil penggabungan jika tidak ada pemilik lain yang mempunyai kepentingan suara signifikan;
- 3) Komposisi organ pengatur entitas hasil penggabungan;
- 4) Komposisi manajemen senior entitas hasil penggabungan;

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**b. Changes to statements of financial accounting standards and interpretations of statements of financial accounting standards**

*The implementation of the above standards did not result in substantial changes to the Bank's accounting policies and had no material impact to the financial statements for current or prior financial periods.*

**c. Restructuring transaction of entities under common control**

*Under PSAK No. 38, transfer of business within entities under common control does not result in a change of the economic substance of ownership of the business being transferred and would not result in a gain or loss to the group or to the individual entity within the group. Since the transfer of business of entities under common control does not result in a change of the economic substance, the business being exchanged is recorded at book values as a business combination using the pooling-of-interests method.*

*In applying the pooling-of-interests method, the components of the financial statements when the business combination occurred and for other periods which presented for comparison purposes, are presented in such a manner as if the restructuring has already happened since the beginning of the period during which the entities were under common control. The difference between the carrying amounts of the business combination transaction and the consideration transferred is recognised under the account "Additional Paid-in Capital".*

**d. Reverse acquisition**

*As described in SFAS No. 22: "Accounting for endowments", reverse acquisition occur when the entity that issues securities (the legal acquirer) is identified as the acquiree for accounting purpose. The entity whose equity interests are acquired (the legal acquiree) must be the acquirer for accounting purposes for the transaction to be considered a reverse acquisition.*

*The following circumstances were considered in identifying the acquirer in a business combination, including:*

- 1) *The relative voting rights in the combined entity after the business combination;*
- 2) *The existence of a large minority voting interest in the combined entity if no other owner has a significant voting interest;*
- 3) *The composition of the governing body of the combined entity;*
- 4) *The composition of the senior management of the combined entity;*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING (lanjutan)**

**d. Akuisisi terbalik (lanjutan)**

Kondisi berikut dipertimbangkan dalam mengidentifikasi pihak pengakuisisi dalam kombinasi bisnis, termasuk: (lanjutan)

- 5) Ketentuan pertukaran kepentingan ekuitas.
- 6) Ukuran relatif (contoh aset, penghasilan atau laba) secara signifikan lebih besar dari ukuran entitas yang bergabung lainnya.

Laporan keuangan yang disusun setelah akuisisi terbalik diterbitkan dengan menggunakan nama entitas hukum (pihak yang diakuisisi secara akuntansi), tetapi dideskripsikan dalam catatan atas laporan keuangan sebagai keberlanjutan laporan keuangan pihak pengakuisisi secara akuntansi, dengan satu penyesuaian untuk menyesuaikan secara retroaktif atas modal menurut hukum dari pihak pengakuisisi secara akuntansi untuk mencerminkan modal menurut hukum dari pihak yang diakuisisi secara akuntansi. Penyesuaian tersebut disyaratkan untuk mencerminkan modal dari entitas pengakuisisi secara hukum (pihak yang diakuisisi secara akuntansi). Informasi komparatif yang disajikan dalam laporan keuangan tersebut juga disesuaikan secara retroaktif untuk mencerminkan modal menurut hukum dari entitas pengakuisisi secara hukum (pihak yang diakuisisi secara akuntansi). Dengan demikian, modal saham disesuaikan untuk mencerminkan modal saham dari pihak yang diakuisisi secara akuntansi dengan penyesuaian terkait ke dalam akun "Tambahan Modal Disetor".

Terkait dengan penerapan akuisisi terbalik dan penerapan PSAK No. 38, laporan keuangan Bank disusun dengan basis sebagai berikut:

- (a) aset dan liabilitas dari pihak pengakuisisi secara akuntansi yang diakui dan diukur dalam laporan posisi keuangan pada nilai tercatatnya sebelum akuisisi;
- (b) aset dan liabilitas pihak yang diakuisisi secara akuntansi yang diakui dan diukur dalam laporan posisi keuangan Bank menggunakan nilai tercatat pada tanggal akuisisi;
- (c) saldo laba dan komponen ekuitas lainnya diakui dalam laporan keuangan adalah laba ditahan dan komponen ekuitas lainnya atas pihak pengakuisisi secara akuntansi sesaat sebelum akuisisi terbalik;

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**d. Reverse acquisition (continued)**

*The following circumstances were considered in identifying the acquirer in a business combination, including: (continued)*

- 5) The terms of the exchange of equity interests.*
- 6) The relative size (i.e total asset, revenue, or profit) is significantly bigger than the size of ther combined entity.*

*Financial statements prepared following a reverse acquisition shall be issued under the name of the legal parent (the accounting acquiree) but is described in the notes to the financial statements as an accounting continuity of the acquirer's financial statements, with one adjustment to retroactively adjust the acquirer's statutory accounting capital to reflect the acquiree's statutory accounting capital. That adjustment is required to reflect the capital of the legal parent (the accounting acquiree). Comparative information presented in the financial statements is retroactively adjusted to reflect the legal capital of the legal parent (the accounting acquiree). Accordingly, the capital stock is adjusted to reflect the share capital of the accounting acquiree with corresponding adjustment to "Additional Paid-in Capital" account.*

*In relation to reverse acquisition and the application of SFAS No. 38, the financial statements are prepared on the following basis:*

- (a) the assets and liabilities of the accounting acquirer are recognised and measured in the statement of financial position of the Bank at their pre-acquisition carrying amounts;*
- (b) the assets and liabilities of the accounting acquiree are recognised and measured in the statement of financial position of the Bank at carrying value at the acquisition date;*
- (c) the retained earnings and other equity balances recognised in the financial statements are the retained earnings and other equity balances of the accounting acquirer immediately before the reverse acquisition;*



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING (lanjutan)**

**d. Akuisisi terbalik (lanjutan)**

Laporan keuangan disusun dengan basis sebagai berikut: (lanjutan)

- (d) jumlah yang diakui sebagai kepentingan ekuitas yang diterbitkan dalam laporan keuangan yang ditentukan dengan menambahkan kepentingan ekuitas yang diterbitkan oleh entitas anak secara hukum sesaat sebelum akuisisi terbalik ke nilai wajar dari imbalan yang secara efektif dialihkan. Namun, struktur ekuitas yang muncul dalam laporan keuangan (yaitu jumlah dan jenis kepentingan ekuitas yang diterbitkan) menggambarkan struktur ekuitas dari pihak pengakuisisi secara hukum;

- (e) laporan laba rugi dan penghasilan/(rugi) komprehensif lain untuk tahun yang berakhir merupakan hasil laba rugi setahun penuh pihak pengakuisisi secara akuntansi dan hasil laba rugi pihak yang diakuisisi secara akuntansi dari tanggal akuisisi sampai dengan tanggal pelaporan.

Jumlah selisih yang timbul antara biaya perolehan dan bagian proporsional atas nilai tercatat aset neto seluruhnya pada transaksi kombinasi bisnis di antara entitas sepengendali diakui sebagai "Selisih Nilai Transaksi Kombinasi Bisnis Entitas Sepengendali" dan disajikan sebagai bagian "Tambahan Modal Disetor" di bagian ekuitas pada laporan posisi keuangan.

**e. Transaksi dengan pihak-pihak berelasi**

Bank melakukan transaksi dengan pihak-pihak berelasi sebagaimana yang didefinisikan dalam PSAK No. 7 (Revisi 2015), "Pengungkapan Pihak-pihak Berelasi".

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**d. Reverse acquisition (continued)**

*The financial statements are prepared on the following basis: (continued)*

- (d) the amount recognised as issued equity interests in the financial statements is determined by adding the equity interests issued of the legal subsidiary immediately before the reverse acquisition to the fair value of the consideration effectively transferred. However, the equity structure appearing in the financial statements (i.e., the number and type of equity interests issued) reflects the equity structure of the legal entity, including the equity interests issued by the legal entity to effect the acquisition;*

- (e) the statement of profit or loss and other comprehensive income/(loss) for the year comprises of the full year profit or loss of the accounting acquirer and profit or loss of the accounting acquiree from the date of acquisition until the reporting date.*

*The amount of the difference between the cost of acquisition and the proportionate portion of the carrying amount of the net assets in the business combination among entities under common control entities entirely recognised as "Difference in Value of Transactions of Business Combinations of Entities under Common Control" and recognised as part of "Additional Paid-in Capital" and presented in the equity section of the statement of financial position.*

**e. Transactions with related parties**

*The Bank entered into transactions with parties which are defined as related parties in accordance with SFAS No. 7 (Revised 2015) regarding "Related Party Disclosure".*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING** (lanjutan)

**e. Transaksi dengan pihak-pihak berelasi**  
(lanjutan)

Suatu pihak dianggap pihak berelasi dengan Bank jika:

- (1) langsung, atau tidak langsung yang melalui satu atau lebih perantara, suatu pihak (i) mengendalikan, atau dikendalikan oleh, atau berada di bawah pengendalian bersama, dengan Bank; (ii) memiliki kepentingan dalam Bank yang memberikan pengaruh signifikan atas Bank; atau (iii) memiliki pengendalian bersama atas Bank;
- (2) suatu pihak yang berada dalam kelompok usaha yang sama dengan Bank;
- (3) suatu pihak adalah ventura bersama di mana Bank sebagai *venturer*;
- (4) suatu pihak adalah anggota dari personil manajemen kunci Bank;
- (5) suatu pihak adalah anggota keluarga dekat dari individu yang diuraikan dalam butir (1) atau (4);
- (6) suatu pihak adalah entitas yang dikendalikan, dikendalikan bersama atau dipengaruhi signifikan oleh atau untuk pihak yang memiliki hak suara signifikan pada beberapa entitas, langsung maupun tidak langsung, yaitu individu seperti diuraikan dalam butir (4) atau (5);
- (7) suatu pihak adalah suatu program imbalan pasca kerja untuk imbalan kerja dari Bank atau entitas yang terkait dengan Bank.

Seluruh transaksi dan saldo yang material dengan pihak-pihak berelasi diungkapkan dalam catatan atas laporan keuangan yang relevan dan rinciannya telah disajikan dalam Catatan 42 atas laporan keuangan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)

**e. Transactions with related parties** (continued)

*A party is considered as a related party of the Bank if:*

- (1) directly or indirectly through one or more intermediaries, is party (i) controls, or is controlled by, or under common control with the Bank; (ii) has an interest in the Bank that provides significant influence to the Bank, or (iii) has joint control over the Bank;*
- (2) it is a member of the same group as the Bank;*
- (3) it is a joint venture in which the Bank acts as a venturer;*
- (4) it is a member of the key management personnel of the Bank;*
- (5) it is a close family member of an individual as described in point (1) or (4);*
- (6) it is an entity that is controlled, jointly controlled or significantly influenced by or for whom has significant voting rights in several entities, directly or indirectly, by the individuals described in point (4) or (5);*
- (7) it is a post-employment benefit plan program for the employee benefit of either the Bank or entities related to the Bank.*

*All material transactions and balances with related parties are disclosed in the relevant notes to the financial statements and the details are presented in Note 42 of the financial statements.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING** (lanjutan)

**f. Cadangan kerugian penurunan nilai aset produktif dan aset non-produktif**

Aset produktif terdiri dari giro dan penempatan pada Bank Indonesia dalam bentuk Sertifikat Bank Indonesia Syariah (SBIS) dan Fasilitas Simpanan Bank Indonesia Syariah (FASBIS), giro dan penempatan pada bank lain, investasi pada surat berharga, piutang *murabahah*, piutang *istishna*, pinjaman *qardh*, pembiayaan *mudharabah*, pembiayaan *musyarakah*, aset yang diperoleh untuk *ijarah*, serta komitmen dan kontinjensi yang memiliki risiko pembiayaan seperti bank garansi.

Aset non-produktif adalah aset Bank selain aset produktif yang memiliki potensi kerugian, antara lain dalam bentuk rekening antar kantor, agunan yang diambil alih dan rekening penampungan.

Sesuai dengan PSAK 102 "Akuntansi *Murabahah*" dan Pedoman Akuntansi Perbankan Syariah Indonesia (PAPSI Revisi 2013), Bank menghitung CKPN individual untuk piutang *murabahah* sesuai dengan ketentuan di ISAK 102 "Penurunan Nilai Piutang *Murabahah*".

Bank mengevaluasi apakah terdapat bukti obyektif bahwa aset keuangan mengalami penurunan nilai pada setiap tanggal laporan posisi keuangan.

Aset keuangan mengalami penurunan nilai jika bukti obyektif menunjukkan bahwa peristiwa yang merugikan telah terjadi setelah pengakuan awal aset keuangan dan peristiwa tersebut berdampak pada arus kas masa datang atas aset keuangan yang dapat diestimasi secara andal.

Kriteria yang digunakan oleh Bank untuk menentukan bukti obyektif dari penurunan nilai adalah sebagai berikut:

- (1) kesulitan keuangan signifikan yang dialami penerbit atau pihak peminjam;
- (2) pelanggaran kontrak, seperti terjadinya wanprestasi atau tunggakan pembayaran pokok atau *margin*;

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)

**f. Allowance for impairment losses on earning and non-earning assets**

*Earning assets consist of current accounts and placements with Bank Indonesia in the form of Bank Indonesia Sharia Certificates (SBIS) and Bank Indonesia Sharia Deposit Facilities (FASBIS), current accounts and placements with other banks, investments in marketable securities, murabahah receivables, istishna receivables, funds of qardh, mudharabah financing, musyarakah financing, assets acquired for ijarah, and commitments and contingencies which carry financing risk, such as bank guarantees.*

*Non-earning assets are the Bank's assets other than the earning assets which have potential loss, consisting of inter-office accounts, foreclosed collaterals and suspense accounts.*

*In accordance with SFAS 102 "Accounting for Murabahah" and Indonesia Sharia Banking Accounting Guidelines (PAPSI Revised 2013), the Bank calculates individual allowance for impairment losses for murabahah receivable in accordance with IFAS 102 "Impairment of Murabahah Receivables".*

*The Bank assesses whether there is any objective evidence that a financial asset is impaired at each statement of financial position date.*

*Financial assets are impaired when an objective evidence demonstrates that a loss event has occurred after the initial recognition of the asset and that the loss event has an impact on the future cash flows of the financial asset that can be estimated reliably.*

*The criteria used by the Bank to determine objective evidence of impairment are as follows:*

- (1) *significant financial difficulty of the issuer or obligor;*
- (2) *a breach of contract, such as a default or arrears on principal or margin payment in margin or principal payments;*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING** (lanjutan)

**f. Cadangan kerugian penurunan nilai aset produktif dan aset non-produktif** (lanjutan)

Kriteria yang digunakan oleh Bank untuk menentukan bukti obyektif dari penurunan nilai adalah sebagai berikut: (lanjutan)

- (3) pihak pemberi pinjaman, dengan alasan ekonomi atau hukum sehubungan dengan kesulitan keuangan yang dialami pihak peminjam, memberikan keringanan (konsesi) pada pihak peminjam yang tidak mungkin diberikan jika pihak peminjam tidak mengalami kesulitan tersebut;
- (4) terdapat kemungkinan bahwa pihak peminjam akan dinyatakan pailit atau melakukan reorganisasi keuangan lainnya;
- (5) hilangnya pasar aktif dari aset keuangan akibat kesulitan keuangan;
- (6) data yang dapat diobservasi mengindikasikan adanya penurunan yang dapat diukur atas estimasi arus kas masa datang dari kelompok aset keuangan sejak pengakuan awal aset dimaksud, meskipun penurunannya belum dapat diidentifikasi terhadap aset keuangan secara individual dalam kelompok aset tersebut;
- (7) memburuknya status pembayaran pihak peminjam dalam kelompok tersebut; dan
- (8) kondisi ekonomi nasional atau lokal yang berkorelasi dengan wanprestasi atas aset dalam kelompok tersebut.

Bank pertama kali menentukan apakah terdapat bukti obyektif penurunan nilai secara individual atas aset keuangan yang signifikan, dan secara individual atau kolektif untuk aset keuangan yang tidak signifikan secara individual.

Jika Bank menentukan tidak terdapat bukti obyektif mengenai penurunan nilai atas aset keuangan yang dinilai secara individual, terlepas aset keuangan tersebut signifikan atau tidak, maka Bank memasukkan aset tersebut ke dalam kelompok aset keuangan yang memiliki karakteristik risiko pembiayaan yang serupa dan menilai penurunan nilai kelompok tersebut secara kolektif. Aset keuangan yang penurunan nilainya dilakukan secara individual, dan untuk itu kerugian penurunan nilai telah diakui atau tetap diakui, tidak termasuk dalam penilaian penurunan nilai secara kolektif.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)

**f. Allowance for impairment losses on earning and non-earning assets** (continued)

*The criteria used by the Bank to determine objective evidence of impairment are as follows: (continued)*

- (3) *the lender, for economic or legal reasons relating to the debtor's financial difficulty, grants the debtor a concession that the lender would not otherwise consider;*
- (4) *it becomes probable that the debtor will enter into bankruptcy or other financial reorganization;*
- (5) *the disappearance of an active market of financial assets due to financial difficulties;*
- (6) *observable data indicating that there is a measurable decrease in the estimated future cash flows from a portfolio of financial assets since the initial recognition of those assets, although the decrease cannot yet be identified individually in the portfolio;*
- (7) *adverse changes in the payment status of debtors in the portfolio; and*
- (8) *national or local conditions that correlate with breach of contract of the assets in the portfolio.*

*The Bank first assesses whether an objective evidence of impairment for financial assets that are individually significant and individually or collectively for financial assets that are not individually significant.*

*If the Bank determines that there is no objective evidence of impairment for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar financing risk characteristics and collectively assesses them for impairment. Financial assets that are individually assessed for impairment, and for which an impairment loss is or continues to be recognised is excluded in the collective assessment of impairment.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING (lanjutan)**

**f. Cadangan kerugian penurunan nilai aset produktif dan aset non-produktif (lanjutan)**

Bank menetapkan piutang *murabahah* yang harus dievaluasi penurunan nilainya secara individual, jika memenuhi salah satu kriteria di bawah ini:

1. Piutang *murabahah* memiliki kolektibilitas kurang lancar, diragukan, dan macet, dan memiliki saldo nilai piutang secara individual diatas sama dengan Rp10.000;
2. Piutang *murabahah* yang direstrukturisasi atau pernah direstrukturisasi dan yang secara individual memiliki saldo nilai piutang diatas Rp10.000.

Bank menetapkan piutang *murabahah* yang harus dievaluasi penurunan nilainya secara kolektif, jika memenuhi salah satu kriteria di bawah ini:

- (1) Piutang *murabahah* yang secara individual memiliki nilai signifikan namun tidak memiliki bukti obyektif penurunan nilai;
- (2) Piutang *murabahah* yang secara individual memiliki nilai tidak signifikan;
- (3) Piutang *murabahah* yang direstrukturisasi yang secara individual memiliki nilai tidak signifikan.

Perhitungan cadangan kerugian penurunan nilai atas aset keuangan yang dinilai secara kolektif dikelompokkan berdasarkan karakteristik risiko piutang yang sama dengan mempertimbangkan segmentasi piutang berdasarkan pengalaman kerugian masa lalu (*probability of default*).

Bank menggunakan metode analisis migrasi yang merupakan suatu metode analisis statistik, untuk menilai cadangan kerugian penurunan nilai atas piutang yang diberikan secara kolektif. Bank menggunakan data historis 5 (lima) tahun dalam menghitung *Probability of Default* (PD) dan *Loss of Given Default* (LGD).

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**f. Allowance for impairment losses on earning and non-earning assets (continued)**

The Bank determines *murabahah* receivables to be evaluated for impairment through individual evaluation if one of the following criteria is met:

1. *Murabahah* receivables which have collectibility status as substandard, doubtful, and loss and have an individual receivables balance of above or equal to Rp10,000;
2. *Murabahah* receivables that are restructured or have been restructured and which individually have a balance of receivables above or equal Rp10,000.

The Bank determines *murabahah* receivables to be evaluated for impairment through collective evaluation if one of the following criteria is met:

- (1) *Murabahah* receivables which individually have significant value but there is no objective evidence of impairment;
- (2) *Murabahah* receivables which individually have insignificant value;
- (3) Restructured *murabahah* receivables which individually have insignificant value.

The calculation of allowance for impairment losses on financial assets which are evaluated collectively, grouped based on similar receivable risk characteristics and taking into account the receivable segmentation on the basis of historical loss experience (*probability of default*).

The Bank uses the migration analysis method which is a statistical model analysis method to assess allowance for impairment losses on collective receivables. The Bank uses 5 (five) years historical data to compute for the *Probability of Default* (PD) and *Loss of Given Default* (LGD).

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING** (lanjutan)

**f. Cadangan kerugian penurunan nilai aset produktif dan aset non-produktif** (lanjutan)

Kerugian penurunan nilai atas aset keuangan yang dicatat pada biaya perolehan diamortisasi diukur sebesar selisih antara nilai tercatat aset keuangan dengan nilai kini estimasi arus kas masa datang yang didiskonto menggunakan tingkat *margin* efektif awal dari aset keuangan tersebut.

Kerugian yang terjadi diakui pada laporan laba rugi dan penghasilan komprehensif lain dan dicatat pada akun cadangan kerugian penurunan nilai sebagai pengurang terhadap aset keuangan yang dicatat pada biaya perolehan diamortisasi.

Penerimaan kembali atas aset keuangan yang diberikan yang telah dihapusbukukan, pada tahun berjalan dikreditkan dengan menyesuaikan akun cadangan kerugian penurunan nilai. Penerimaan kembali atas pinjaman yang diberikan yang telah dihapusbukukan pada tahun-tahun sebelumnya dicatat sebagai pendapatan operasional selain *margin*.

Aset produktif atas piutang *istishna*, pinjaman *qardh*, pembiayaan *mudharabah*, pembiayaan *musyarakah*, aset yang diperoleh untuk *ijarah*, serta komitmen dan kontinjensi yang memiliki risiko pembiayaan seperti bank garansi, Bank menerapkan Peraturan Otoritas Jasa Keuangan (POJK) No. 19/POJK.03/2018 tanggal 20 September 2018 tentang "Penilaian Kualitas Aset Bank Umum Syariah dan Unit Usaha Syariah" yang berlaku efektif tanggal 20 September 2018.

Cadangan kerugian minimum yang harus dibentuk sesuai dengan Peraturan Otoritas Jasa Keuangan (OJK) adalah sebagai berikut:

- 1) Cadangan umum, ditetapkan paling rendah sebesar 1% dari aset produktif yang digolongkan lancar diluar giro dan penempatan pada Bank Indonesia, surat berharga yang diterbitkan pemerintah berdasarkan prinsip syariah dan aset produktif yang dijamin dengan agunan tunai.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)

**f. Allowance for impairment losses on earning and non-earning assets** (continued)

*Impairment losses on financial assets recorded at amortized cost are measured as the difference between the carrying amount of the financial assets and present value of estimated future cash flows discounted at the financial assets original effective margin rate.*

*Impairment losses are recognised in statement of profit or loss and other comprehensive income and reflected in an allowance for impairment losses account against financial assets carried at amortized cost.*

*The recoveries of written-off financial assets in the current year are credited by adjusting the allowance for impairment losses accounts. Recoveries of written-off loans from previous years are recorded as operational income other than margin income.*

*Earning assets such as istishna receivables, funds of qardh, mudharabah financing, musyarakah financing, assets acquired for ijarah, and commitments and contingencies which carry financing risk, such as bank guarantees, the Bank implemented Regulation of the Financial Services Authority (POJK) No. 19/POJK.03/2018 dated 20 September 2018 regarding "Asset Quality Ratings for Sharia Bank and Sharia Business Unit" which was effective as of 20 September 2018.*

*The minimum allowance to be provided in accordance with Financial Services Authority (FSA) Regulation is as follows:*

- 1) *General reserve shall be no less than 1% of total earning assets classified as current, excluding current accounts and placements with Bank Indonesia, and securities issued by the government based on sharia principles and part of earning assets guaranteed cash collateral.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING** (lanjutan)

**f. Cadangan kerugian penurunan nilai aset produktif dan aset non-produktif** (lanjutan)

2) Cadangan khusus, sekurang-kurangnya sebesar:

- a) 5% dari aset produktif yang digolongkan Dalam Perhatian Khusus setelah dikurangi nilai agunan;
- b) 15% dari aset produktif yang digolongkan Kurang Lancar setelah dikurangi nilai agunan;
- c) 50% dari aset produktif yang digolongkan Diragukan setelah dikurangi nilai agunan; dan
- d) 100% dari aset produktif yang digolongkan Macet setelah dikurangi nilai agunan.

Kriteria penilaian nilai agunan yang dapat dikurangkan dalam pembentukan cadangan kerugian penurunan nilai sesuai dengan Peraturan Otoritas Jasa Keuangan (OJK).

Aset non-produktif adalah aset Bank selain aset produktif yang memiliki potensi kerugian, antara lain dalam bentuk Agunan Yang Diambil Alih (AYDA), Rekening perantara dan *temporary account*.

AYDA adalah aset yang diperoleh Bank, baik melalui pelelangan atau di luar pelelangan berdasarkan penyerahan secara sukarela oleh pemilik agunan atau berdasarkan kuasa untuk menjual di luar lelang dari pemilik agunan dalam hal nasabah tidak memenuhi kewajibannya kepada Bank.

Bank wajib melakukan upaya penyelesaian terhadap AYDA yang dimiliki dan mendokumentasikan upaya penyelesaian AYDA. Bank wajib melakukan penilaian kembali terhadap AYDA atas dasar nilai realisasi bersih:

- a) Pada saat pengambilalihan agunan, dan
- b) Pada masa-masa berikutnya setelah dilakukan pengambilalihan agunan.

Penetapan nilai realisasi bersih wajib dilakukan oleh penilai independen, untuk AYDA dengan nilai Rp5.000 (lima milyar Rupiah) atau lebih. Sementara untuk AYDA dengan nilai di bawah Rp5.000 (lima milyar Rupiah) dapat menggunakan penilai internal Bank.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)

**f. Allowance for impairment losses on earning and non-earning assets** (continued)

2) *Special reserves, shall be at least:*

- a) *5% of earning assets classified as Special Mention after deducting the collateral value;*
- b) *15% of earning assets classified as Substandard after deducting the collateral value;*
- c) *50% of earning assets classified as Doubtful after deducting the collateral value; and*
- d) *100% of earning assets classified as Loss after deducting the collateral value.*

*The criteria for assessment of the value of collateral that can be deducted in the calculation of allowance for impairment losses are based on Financial Services Authority (FSA) Regulations.*

*Non-earning assets represent the Bank's assets other than earning assets which have potential loss such as foreclosed assets (AYDA), inter-branches account, and temporary account.*

*Foreclosed asset is an asset acquired through auction or over the counter based on voluntary submission by collateral owner or based on the power of attorney to sell over the counter from collateral owner in the event of customer's failure in meeting their liabilities to the Bank.*

*The Bank is required to settle its foreclosed assets and prepare documentation of its effort to settle the assets. The Bank is required to re-evaluate the foreclosed assets to determine net realisable value:*

- a) *At the time the asset is foreclosed, and*
- b) *In the subsequent period after the acquisition of foreclosed asset.*

*The determination of net realisable value is required to be carried out by an independent appraiser for foreclosed assets in the amount equivalent or more than Rp5,000 (five billion Rupiah). Internal appraiser of the Bank may be used for asset below Rp5,000 (five billion Rupiah).*



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING (lanjutan)**

**f. Cadangan kerugian penurunan nilai aset produktif dan aset non-produktif (lanjutan)**

Bank wajib menggunakan nilai yang terendah apabila terdapat beberapa nilai dari penilai independen atau penilai internal Bank.

AYDA yang telah dilakukan upaya penyelesaian, ditetapkan memiliki kualitas:

- a) Lancar, apabila dimiliki sampai dengan 1 (satu) tahun.
- b) Macet, apabila dimiliki lebih dari 1 (satu) tahun.

Agunan yang diambil alih sehubungan dengan penyelesaian pembiayaan (disajikan dalam akun aset lain) diakui sebesar nilai realisasi bersih maksimum sebesar kewajiban nasabah. Nilai realisasi bersih adalah nilai wajar aset setelah dikurangi estimasi biaya pelepasan. Setelah pengakuan awal, AYDA dicatat sebesar nilai yang lebih rendah antara nilai tercatat dengan nilai wajarnya setelah dikurangi biaya untuk menjualnya.

Rekening perantara adalah akun tagihan yang timbul dari transaksi antar kantor yang belum diselesaikan dalam jangka waktu tertentu.

*Temporary account* adalah akun yang digunakan dalam operasional perbankan sehari-hari yang bersifat sementara dan harus segera diselesaikan dalam jangka waktu tertentu yang telah ditetapkan oleh Bank.

Bank wajib melakukan upaya penyelesaian rekening perantara dan *temporary account*.

Kualitas rekening perantara dan *temporary account* ditetapkan sebagai berikut:

- 1) Lancar, apabila tercatat dalam pembukuan Bank sampai dengan 180 (seratus delapan puluh) hari.
- 2) Macet, apabila tercatat dalam pembukuan Bank lebih dari 180 (seratus delapan puluh) hari.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**f. Allowance for impairment losses on earning and non-earning assets (continued)**

*The Bank is required to use the lowest price if there are several values proposed by the independent or internal appraiser.*

*The quality of foreclosed assets is determined as:*

- a) *Current, if the foreclosed asset is acquired within 1 (one) year.*
- b) *Loss, if the foreclosed asset is acquired more than 1 (one) year.*

*Foreclosed assets acquired in relation to settlement of financing (presented in other assets account) are recognised at net realisable value maximum at the value of debtors' obligation. Net realisable value is the fair value of the asset after deducting the estimated disposal costs. Subsequent to initial recognition, foreclosed assets are stated at the lower of the carrying value or the recovery value.*

*Inter-branches account is receivable or payable arising from inter-branch transactions that are unsettled after a certain period of time.*

*Temporary account is an account containing unidentified transactions or transactions which are unable to be classified to the proper account due to the lack of adequate supporting documents.*

*The Bank is required to settle its inter-branch account and temporary account.*

*The quality of inter-branch account and temporary account are determined as:*

- 1) *Current, if the transaction has been recorded in the Bank's book up to 180 (one hundred and eighty) days.*
- 2) *Loss, if the transaction has been recorded in the Bank's book over 180 (one hundred and eighty) days.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING (lanjutan)**

**g. Giro dan penempatan pada bank indonesia**

Giro dan penempatan pada Bank Indonesia terdiri dari giro *wadiah* pada Bank Indonesia dan penanaman dana pada Bank Indonesia berupa Fasilitas Simpanan Bank Indonesia Syariah (FASBIS) dan Sertifikat Bank Indonesia Syariah (SBIS).

FASBIS dan SBIS merupakan sertifikat yang diterbitkan Bank Indonesia sebagai bukti penitipan dana berjangka pendek dengan prinsip masing-masing adalah *wadiah* dan *jualah*. Giro dan penempatan pada Bank Indonesia disajikan sebesar saldo penempatan.

**h. Giro dan penempatan pada bank lain**

Giro pada bank lain dinyatakan sebesar saldo giro dikurangi dengan cadangan kerugian penurunan nilai. Bonus yang diterima Bank dari Bank Umum Syariah diakui sebagai pendapatan usaha lainnya. Penerimaan jasa giro dari bank non-syariah tidak diakui sebagai pendapatan Bank.

Dana penerimaan jasa giro yang berasal dari bank non-syariah dikategorikan sebagai dana Non-Halal, sehingga Bank Syariah menyalurkannya sebagai dana kebajikan. Sebelum dana kebajikan tersebut disalurkan, maka pencatatannya di sisi liabilitas.

**i. Investasi pada surat berharga**

Surat berharga syariah adalah surat bukti penanaman dalam surat berharga berdasarkan prinsip syariah yang lazim diperdagangkan di pasar uang syariah dan/atau pasar modal syariah, antara lain obligasi syariah (sukuk).

Pada saat pengakuan awal, Bank menentukan klasifikasi investasi pada sukuk sebagai diukur pada biaya perolehan, diukur pada nilai wajar melalui penghasilan komprehensif lain atau diukur pada nilai wajar melalui laba rugi.

Sejak 1 Januari 2018 Bank mencatat transaksi repo surat berharga syariah mengacu ke PSAK 111 "Akuntansi Wa'd" yang berlaku secara prospektif.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**g. Current accounts and placements with Bank Indonesia**

*Current accounts and placements with Bank Indonesia consist of wadiah current accounts with Bank Indonesia and placements of funds with Bank Indonesia in the form of Bank Indonesia Sharia Deposit Facilities (FASBIS) and Bank Indonesia Sharia Certificates (SBIS).*

*FASBIS and SBIS are certificates issued by Bank Indonesia as a proof of short-term fund deposits under wadiah and jualah principles, respectively. Current accounts and placements with Bank Indonesia are stated at their outstanding balances of placements.*

**h. Current accounts and placements with other banks**

*Current accounts with other Banks are stated at their outstanding balances net of allowance for impairment losses. Bonuses received by the Bank from Sharia Commercial Banks are recognised as other operating income. Proceeds of interest on current accounts from non-sharia banks are not recognised as the Bank's income.*

*The received current account service funds that come from non-sharia Bank are categorized as Non-Halal funds, so Sharia Bank then distributed as qardhul hasan funds. Before the qardhul hasan funds are distributed, it is recorded in liabilities.*

**i. Investments in marketable securities**

*Sharia marketable securities are proof of investments under sharia principles commonly traded in sharia money market and/or sharia stock exchange, such as sharia bonds (sukuk).*

*At initial recognition, the Bank determines the classification of investments in sukuk either measured at cost, fair value through other comprehensive income or fair value through profit or loss.*

*Effective 1 January 2018, the Bank records repo sharia marketable securities transaction in accordance with SFAS 111 "Accounting for Wa'd" which is implemented prospectively.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING (lanjutan)**

**i. Investasi pada surat berharga (lanjutan)**

Klasifikasi sukuk adalah sebagai berikut:

**a. Diukur pada biaya perolehan**

- Investasi tersebut dimiliki dalam suatu model usaha yang bertujuan utama untuk memperoleh arus kas kontraktual dan terdapat persyaratan kontraktual dalam menentukan tanggal tertentu atas pembayaran pokok dan atau hasilnya;
- Biaya perolehan sukuk termasuk biaya transaksi;
- Selisih antara biaya perolehan dan nilai nominal diamortisasi secara garis lurus selama jangka waktu sukuk dan diakui dalam laba rugi.

**b. Diukur pada nilai wajar melalui penghasilan komprehensif lain**

- Investasi tersebut dimiliki dalam suatu model usaha yang bertujuan utama untuk memperoleh arus kas kontraktual dan melakukan penjualan sukuk, terdapat persyaratan kontraktual dalam menentukan tanggal tertentu atas pembayaran pokok dan atau hasilnya;
- Biaya perolehan sukuk termasuk biaya transaksi;
- Selisih antara biaya perolehan dan nilai nominal diamortisasi secara garis lurus selama jangka waktu sukuk dan diakui dalam laba rugi komprehensif;
- Keuntungan atau kerugian dari perubahan nilai wajar diakui dalam penghasilan komprehensif lain setelah memperhitungkan saldo selisih biaya perolehan dan nilai nominal yang belum diamortisasi dan saldo akumulasi keuntungan dan kerugian nilai wajar yang telah diakui dalam penghasilan komprehensif lain sebelumnya. Ketika investasi sukuk dihentikan pengakuannya, akumulasi keuntungan atau kerugian yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi ke laba rugi sebagai penyesuaian reklasifikasi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**i. Investments in marketable securities (continued)**

Sukuk classifications are as follows:

**a. Measured at amortized cost**

- The investment is held in a business model whereby the primary goal is to obtain contractual cash flows and has contractual terms in determining the specific date of principal payments and or the results;
- Sukuk acquisition cost includes transaction cost;
- The difference between the acquisition cost and the nominal value is amortized on a straight-line basis over the period of the sukuk and recognised in profit or loss.

**b. Measured at fair value through other comprehensive income**

- The investment is held in a business model whereby the primary goal is to obtain contractual cash flows and to sell the sukuk, and has contractual terms in determining the specific date of principal payments and or the results;
- Sukuk acquisition cost includes transaction cost;
- The difference between acquisition cost and the nominal value is amortized on a straight-line basis over the period of the sukuk and is recognised in comprehensive income;
- Gain or loss from changes of fair value is recognised in other comprehensive income after considering unamortized difference of acquisition cost and nominal value and accumulated gain or loss of fair value which has been previously recognised in other comprehensive income. When sukuk is derecognised, the accumulated gain or loss which was been previously recognised in other comprehensive income is reclassified to profit or loss as reclassification adjustment.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING (lanjutan)**

**i. Investasi pada surat berharga (lanjutan)**

- c. Diukur pada nilai wajar melalui laba rugi
- Biaya perolehan sukuk tidak termasuk biaya transaksi;
  - Selisih antara nilai wajar dan jumlah tercatat diakui dalam laba rugi.

**j. Tagihan dan liabilitas akseptasi**

Tagihan dan liabilitas akseptasi merupakan transaksi *Letter of Credit* (L/C) dan Surat Kredit Berdokumen dalam Negeri (SKBDN) yang diaksep oleh bank pengaksep.

Tagihan dan liabilitas akseptasi dinyatakan sebesar biaya perolehan diamortisasi. Tagihan akseptasi disajikan setelah dikurangi cadangan kerugian penurunan nilai.

Tagihan akseptasi diklasifikasikan sebagai pinjaman yang diberikan dan piutang. Liabilitas akseptasi diklasifikasi sebagai kewajiban keuangan yang dicatat pada biaya perolehan diamortisasi.

**k. Piutang**

Piutang terdiri dari piutang *murabahah*, piutang *istishna* dan piutang *ijarah*.

*Murabahah* adalah akad jual beli antara nasabah dengan Bank, dimana Bank membiayai kebutuhan konsumsi, investasi dan modal kerja nasabah yang dijual dengan harga pokok ditambah dengan keuntungan yang diketahui dan disepakati bersama. Pembayaran atas pembiayaan ini dilakukan dengan cara mengangsur dalam jangka waktu yang ditentukan.

Piutang *murabahah* pada awalnya diukur pada nilai bersih ditambah dengan biaya transaksi yang dapat diatribusikan secara langsung dan merupakan biaya tambahan untuk memperoleh aset keuangan tersebut dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi menggunakan metode *margin* efektif dikurangi dengan cadangan kerugian penurunan nilai.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**i. Investments in marketable securities (continued)**

- c. *Measured at fair value through profit or loss*
- *Sukuk acquisition cost excludes transaction cost;*
  - *The difference between fair value and the carrying value is recognised in profit or loss.*

**j. Acceptances receivable and payable**

*Acceptances receivable and payable represent Letters of Credit (L/C) and Domestic Documentary Letters of Credit transactions that have been accepted by the accepting bank.*

*Acceptances receivable and payable are stated at amortized cost. Acceptances receivable are stated at net of allowance for impairment losses.*

*Acceptances receivable are classified as financing and receivables. Acceptances payable are classified as financial liabilities at amortized cost.*

**k. Receivables**

*Receivables consist of murabahah receivables, istishna receivables and ijarah receivables.*

*Murabahah is a sale and purchase contract between the customer and the Bank, whereby the Bank finances the consumption, investment and working capital needs of the customer sold with a principle price plus a certain margin that is mutually informed and agreed. Repayment on this financing is made in installments within a specified period.*

*Murabahah receivables are initially measured at net realizable value plus directly attributable transaction costs which is an additional cost to obtain the respected financial assets and after the initial recognition, are measured at amortized cost using the effective margin method less any allowance for impairment losses value.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING (lanjutan)**

**k. Piutang (lanjutan)**

*Istishna* adalah akad penjualan antara *al-mustashni* (pembeli) dan *al-shani* (produsen yang juga bertindak sebagai penjual). Berdasarkan akad tersebut, pembeli menugaskan produsen untuk membuat atau mengadakan *al-mashnu* (barang pesanan) sesuai spesifikasi yang diisyaratkan pembeli dan menjualnya dengan harga yang disepakati.

Piutang *istishna* disajikan sebesar tagihan termin kepada pembeli akhir dikurangi dengan cadangan kerugian penurunan nilai. *Margin istishna* yang ditangguhkan disajikan sebagai pos lawan piutang *istishna*.

*Ijarah* adalah akad pemindahan hak guna (manfaat) atas suatu aset dalam waktu tertentu dengan pembayaran sewa (*ujrah*) tanpa diikuti dengan pemindahan kepemilikan aset itu sendiri.

Piutang *ijarah* adalah porsi pokok atas pendapatan sewa yang belum dibayar pada saat jatuh tempo. Cadangan kerugian penurunan nilai atas piutang *ijarah* disajikan sebagai pos lawan (*contra account*) piutang *ijarah*.

**l. Pinjaman qardh**

Pinjaman *qardh* adalah penyaluran dana dengan akad *qardh*.

Akad *qardh* adalah akad pinjaman dana kepada nasabah dengan ketentuan bahwa nasabah wajib mengembalikan dana yang diterimanya pada waktu yang telah disepakati.

Pinjaman *qardh* meliputi pembiayaan dengan akad *hawalah* dan *rahn*. Akad *hawalah* adalah akad pengalihan utang dari pihak yang berutang (nasabah) kepada pihak lain (Bank) yang wajib menanggung atau membayar. Atas transaksi ini Bank mendapatkan imbalan (*ujrah*) dan diakui sebagai pendapatan pada saat diterima.

Akad *rahn* merupakan transaksi menggadaikan barang atau harta dari nasabah kepada Bank dengan uang sebagai gantinya. Barang atau harta yang digadaikan tersebut dinilai sesuai harga pasar dikurangi persentase tertentu dan sebagai imbalannya Bank mendapatkan *ujrah* (imbalan) dan diakui berdasarkan basis akrual.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**k. Receivables (continued)**

*Istishna* is a sale and purchase contract between *al-mustashni* (buyer) and *al-shani* (manufacturer also acting as the seller). Based on the contract, the buyer orders the manufacturer to produce or to supply *al-mashnu* (goods ordered) according to the specifications required by the buyer and to sell them at agreed price.

*Istishna* receivables are stated at the amount billed to customer less allowance for impairment losses. Deferred *istishna* margin is presented as a contra account of *istishna* receivables.

*Ijarah* is the contract of transferring the rights (benefits) of an asset within a certain period of time with the payment of rent (*ujrah*) without the transfer of ownership of the asset itself.

*Ijarah* receivables are stated at the principal portion of unpaid rent income at maturity. Allowance for impairment losses accounts on *ijarah* receivables is presented as a contra account of *ijarah* receivables.

**l. Funds of qardh**

Funds of *qardh* represent a distribution of funds with *qardh* contract.

*Qardh* contract is a borrowing contract with the condition that the borrower should repay the loan at a specified period of time.

Funds of *qardh* includes *hawalah* and *rahn* financing contract. *Hawalah* is a transfer of debts from debtors to other party (Bank) which obligate to shoulder or pay. The Bank will obtain a fee (*ujrah*) from this transaction, which is recognised as income when received.

*Rahn* contract is the pawn of goods or assets by customers to the Bank with the money as compensation. Goods or assets being pawned are valued in accordance with the market price less a certain percentage and the Bank gets *ujrah* (benefits) in return which are recognised on an accrual basis.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING** (lanjutan)

**l. Pinjaman *qardh*** (lanjutan)

Pinjaman *qardh* diakui sebesar jumlah dana yang dipinjamkan pada saat terjadinya. Kelebihan penerimaan dari pinjaman atas *qardh* yang dilunasi diakui sebagai pendapatan pada saat terjadinya. Pada tanggal laporan posisi keuangan, pinjaman *qardh* dinyatakan sebesar saldo pinjaman dikurangi dengan saldo cadangan kerugian penurunan nilai yang dibentuk berdasarkan hasil revidi oleh manajemen terhadap kualitas pembiayaan yang ada.

**m. Pembiayaan**

Pembiayaan bagi hasil dapat dilakukan dengan akad *mudharabah* dan akad *musyarakah*.

*Mudharabah* merupakan pembiayaan kerjasama antara Bank sebagai pemilik dana (*shahibul maal*) dengan nasabah sebagai pelaksana usaha (*mudharib*) selama jangka waktu tertentu. Pembagian hasil keuntungan dari proyek atau usaha tersebut ditentukan sesuai dengan nisbah (*pre-determined ratio*) yang telah disepakati bersama. Pada tanggal laporan posisi keuangan, pembiayaan *mudharabah* dinyatakan sebesar saldo pembiayaan dikurangi dengan saldo cadangan kerugian penurunan nilai yang dibentuk berdasarkan hasil revidi oleh manajemen terhadap kualitas pembiayaan yang ada.

*Musyarakah* adalah akad kerjasama yang terjadi diantara para pemilik modal (mitra *musyarakah*) untuk menggabungkan modal dan melakukan usaha secara bersama dalam suatu kemitraan dengan pembagian hasil sesuai dengan kesepakatan, sedangkan kerugian ditanggung secara proporsional sesuai dengan kontribusi modal. Pada tanggal laporan posisi keuangan, pembiayaan *musyarakah* dinyatakan sebesar saldo pembiayaan dikurangi dengan saldo cadangan kerugian penurunan nilai yang dibentuk berdasarkan hasil revidi oleh manajemen terhadap kualitas pembiayaan yang ada.

**n. Aset yang diperoleh untuk *ijarah***

Aset yang diperoleh untuk *ijarah* merupakan aset yang menjadi objek transaksi sewa (*ijarah*) dan dicatat di laporan posisi keuangan sebesar harga perolehan dikurangi akumulasi penyusutan.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)

**l. Funds of *qardh*** (continued)

Funds of *qardh* are recognised at the same amount of funds lent when these occur. Any excess amount paid by the borrower in repaying a *qardh* is recognised as revenue when these are incurred. On the statement of financial position date, funds of *qardh* is stated at the outstanding financing balance less allowance for impairment losses which is provided based on the management's review of the financing quality.

**m. Financing**

Financing with profit sharing scheme can be done in the form of *mudharabah* and *musyarakah* contract.

*Mudharabah* is a joint financing made between the Bank as the owner of the funds (*shahibul maal*) and the customer as a business executor (*mudharib*) during a certain period. The profit sharing from the project or the business is determined in accordance with the mutually agreed nisbah (*pre-determined ratio*). On the statement of financial position date, *mudharabah* financing is stated at the outstanding financing balance less allowance for impairment losses which is provided based on the management's review of the financing quality.

*Musyarakah* is a partnership contract among fund's owners (*musyarakah* partners) to contribute funds and conduct a business on a joint basis through partnership with the profit sharing based on a predetermined ratio, while the losses are borne proportionally based on the capital contribution. On the statement of financial position dates, *musyarakah* financing is stated at the outstanding financing balance less allowance for impairment losses which is provided based on the management's review on the existing financing quality.

**n. Assets acquired for *ijarah***

Assets acquired for *ijarah* represent object of leased assets and are recorded in the statement of financial position at the acquisition cost, net of accumulated depreciation.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
PENTING (lanjutan)**

**n. Aset yang diperoleh untuk *ijarah* (lanjutan)**

Objek sewa dalam transaksi *ijarah* disusutkan sesuai kebijakan penyusutan aset sejenis, sedangkan objek sewa dalam *ijarah muntahiyah bittamlik* disusutkan sesuai masa sewa.

*Ijarah muntahiyah bittamlik* adalah sewa menyewa antara pemilik objek sewa dan penyewa untuk mendapatkan imbalan atas objek sewa yang disewakan dengan opsi perpindahan hak milik objek sewa baik dengan jual beli atau pemberian (hibah) pada saat tertentu sesuai akad sewa.

Perpindahan hak milik objek sewa kepada penyewa dalam *ijarah muntahiyah bittamlik* dapat dilakukan dengan cara:

- (i) hibah;
- (ii) penjualan sebelum akad berakhir sebesar harga yang sebanding dengan sisa cicilan sewa;
- (iii) penjualan pada akhir sewa dengan pembayaran tertentu yang disepakati pada awal akad; dan
- (iv) penjualan secara bertahap sebesar harga tertentu yang disepakati dalam akad.

**o. Aset tetap dan aset hak guna**

**Aset tetap**

Aset tetap dinilai sebesar harga perolehan dikurangi akumulasi penyusutan, kecuali tanah dinilai dengan metode revaluasi. Harga perolehan termasuk pengeluaran yang dapat diatribusikan secara langsung atas perolehan aset tersebut. Tanah disajikan sebesar nilai wajar, berdasarkan penilaian yang dilakukan oleh penilai independen eksternal yang telah terdaftar di OJK. Penilaian atas aset tersebut dilakukan secara berkala untuk memastikan bahwa nilai wajar aset yang direvaluasi tidak berbeda secara material dengan jumlah tercatatnya. Aset tetap, kecuali tanah, disusutkan sejak bulan ketika aset tersebut digunakan dengan menggunakan metode garis lurus selama taksiran masa manfaat aset sebagai berikut:

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**n. Assets acquired for *ijarah* (continued)**

Leased object in *ijarah* transaction is depreciated based on the depreciation policy for similar assets, while leased object in *ijarah muntahiyah bittamlik* transaction is depreciated based on leased term.

*Ijarah muntahiyah bittamlik* is a lease transaction between the lessor and lessee to obtain fee from the object leased with the option of transferring the title through purchase or grant at a certain time in accordance with the lease contract.

The transfer of ownership right on the leased object to the lessee in *ijarah muntahiyah bittamlik* can be conducted through:

- (i) a grant;
- (ii) sale prior to the end of contract for an amount equivalent to the remaining lease installments;
- (iii) sale prior to the end of the agreement at a specified amount as agreed at the inception of the contract; and
- (iv) installment sales at a specific price as agreed in the contract.

**o. Fixed assets and right of use**

**Fixed assets**

Fixed assets are stated at cost less accumulated depreciation, except for land which is valued with revaluation method. The acquisition cost includes directly attributable cost for the acquisition of the asset. The land is stated at fair value, based on the assessment performed by external independent appraisers which are registered with OJK. Valuation are performed regularly to ensure that the fair value of the revalued assets does not differ materially from its carrying amount. Fixed assets, except land, are depreciated from the month of the usage of assets and computed using the straight-line method based on the estimated useful life of the assets as follows:



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING (lanjutan)**

**o. Aset tetap dan aset hak guna (lanjutan)**

**Aset tetap (lanjutan)**

	<u>Tahun/Years</u>
Bangunan	20
Instalasi, kendaraan bermotor, inventaris kantor dan renovasi atas aset sewa	5

Tanah tidak disusutkan.

Biaya-biaya setelah pengakuan awal diakui sebagai bagian nilai tercatat aset atau sebagai aset yang terpisah, sebagaimana mestinya, hanya jika kemungkinan besar Bank mendapat manfaat ekonomis di masa depan berkenaan dengan aset tersebut dan biaya perolehan aset dapat diukur dengan andal. Nilai tercatat dari komponen yang diganti dihapuskan. Biaya perbaikan dan pemeliharaan dibebankan ke dalam laporan laba rugi dalam tahun keuangan ketika biaya-biaya tersebut terjadi.

Kenaikan nilai tercatat yang timbul dari revaluasi tanah dikreditkan pada "selisih revaluasi aset tetap" sebagai bagian dari pendapatan komprehensif lainnya.

Penurunan yang menghapus nilai kenaikan yang sebelumnya atas aset yang sama dibebankan terhadap "selisih revaluasi aset tetap" sebagai bagian dari pendapatan komprehensif lainnya; penurunan lainnya dibebankan pada laporan laba rugi.

Nilai tercatat aset segera diturunkan sebesar jumlah yang dapat dipulihkan jika nilai tercatat aset lebih besar dari estimasi jumlah yang dapat dipulihkan.

Apabila aset tetap dilepas, maka nilai harga perolehan dan akumulasi penyusutannya dikeluarkan dari laporan posisi keuangan dan keuntungan atau kerugian bersih atas pelepasan aset tetap diakui pada "pendapatan dan beban non-usaha" dalam laporan laba rugi. Jika aset yang direvaluasi dijual, jumlah yang dicatat di dalam ekuitas dipindahkan ke saldo laba.

Pada tanggal permulaan kontrak, Bank menilai apakah kontrak merupakan atau mengandung sewa. Suatu kontrak merupakan atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasi selama suatu jangka waktu untuk dipertukarkan dengan imbalan. Bank dapat memilih untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk:

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**o. Fixed assets and right of use (continued)**

**Fixed assets (continued)**

	<u>Tahun/Years</u>
Buildings	20
Installations, vehicles, office equipments and leasehold improvement	5

Land is not depreciated.

Costs after initial recognition are recognised as part of the carrying amount of the asset or as a separate asset, as appropriate, only when the Bank is likely to benefit economically in the future with respect to these assets and the acquisition cost can be reliably measured. The carrying value of the replaced part are removed from the accounts. All other repairs and maintenance are charged to the income statement in the financial period when these costs occur.

The increase in the carrying amount arising from revaluation of land is credited to "surplus on fixed assets revaluation" as part of other comprehensive income.

The decrease in the carrying amount that offset previous increase of the same asset is charged to "surplus on fixed assets revaluation" as part of other comprehensive income, other decrease is charged to the profit or loss.

The carrying value of asset is immediately impaired to its recoverable amount if the asset's carrying amount is greater than the estimated recoverable amount.

The net gains or losses arising from disposal of the fixed assets are determined by comparing the proceeds received from disposal with the carrying amount of the assets and recognised in "non-operating income and expenses" in the income statement. When the revalued assets are sold, amounts recorded in equity are transferred to retained earnings.

At the inception of a contract, the Bank assesses whether the contract is or contains a lease. A contract is or contains a lease if the contract conveys the right to control the use of an identified assets for a period of time in exchange for consideration. The Bank can choose not to recognise the right-of-use asset and lease liabilities for:

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING** (lanjutan)

**o. Aset Tetap dan aset hak guna** (lanjutan)

**Aset hak guna**

- Sewa dengan jangka waktu kurang atau sama dengan 12 bulan dan tidak terdapat opsi beli;
- Sewa atas aset dengan nilai rendah.

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasi, Bank harus menilai apakah:

- Bank memiliki hak untuk mendapatkan secara substansial seluruh manfaat ekonomi dari penggunaan aset identifikasi; dan
- Bank memiliki hak untuk mengarahkan penggunaan aset identifikasi. Bank memiliki hak ini ketika Bank memiliki hak untuk pengambilan keputusan yang relevan tentang bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya dan:
  1. Bank memiliki hak untuk mengoperasikan aset; dan
  2. Bank telah mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan selama periode penggunaan.

Pada tanggal permulaan sewa, Bank mengakui aset hak-guna dan liabilitas sewa. Aset hak-guna diukur pada biaya perolehan, dimana meliputi jumlah pengukuran awal liabilitas sewa yang disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan. Aset hak-guna diamortisasi dengan menggunakan metode garis lurus sepanjang jangka waktu sewa.

Liabilitas sewa diukur pada nilai kini pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan dengan menggunakan suku bunga implisit dalam sewa atau jika suku bunga tersebut tidak dapat ditentukan, maka menggunakan suku bunga pinjaman inkremental. Pada umumnya, Bank menggunakan suku bunga pinjaman inkremental sebagai tingkat bunga diskonto.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)

**o. Fixed assets and right of use** (continued)

**Right-of-use assets**

- Leases with a term of less or equal to 12 months and there is no call option;
- Leases of low value assets.

To assess whether a contract conveys the right to control the use of an identified asset, the Bank shall assess whether:

- The Bank has the right to obtain substantially all the economic benefit from use of the asset throughout the period of use; and
- The Bank has the right to direct the use of the identified asset. The Bank has the right when it has a relevant decision-making right on how and for what purpose the asset is used are predetermined and:
  1. The Bank has the right to operate the asset; and
  2. The Bank has designed the asset in a way that predetermine how and for what purposes it will be used.

The Bank recognises a right-of-use asset and a leases liability at the leases commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the leases liability adjusted for any leases payment made at or before the commencement date, plus any initial direct cost incurred. The right-of-use asset is amortised over the straight-line method throughout the lease term.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that right cannot be readily determined, using incremental borrowing rate. Generally, the Bank uses its incremental borrowing rate as a discount rate.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING (lanjutan)**

**o. Aset tetap dan aset hak guna (lanjutan)**

**Aset hak guna (lanjutan)**

Pembayaran sewa dialokasikan menjadi bagian pokok dan biaya keuangan. Biaya keuangan dibebankan pada laba rugi selama periode sewa sehingga menghasilkan tingkat suku bunga periodik yang konstan atas saldo liabilitas untuk setiap periode.

Jika sewa mengalihkan kepemilikan aset pendasar kepada Bank pada akhir masa sewa atau jika biaya perolehan aset hak-guna merefleksikan Bank akan mengeksekusi opsi beli, maka Bank menyusutkan aset hak-guna dari tanggal permulaan hingga akhir umur manfaat aset pendasar. Jika tidak, maka Bank menyusutkan aset hak-guna dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

**p. Aset lain-lain**

Aset lain-lain antara lain terdiri dari biaya dibayar dimuka, pendapatan yang masih akan diterima dan Agunan Yang Diambil Alih (AYDA).

Biaya dibayar dimuka diamortisasi selama masa manfaat dengan menggunakan metode garis lurus (*straight-line method*). Agunan yang diambil alih sehubungan dengan penyelesaian pembiayaan diakui sebesar nilai realisasi bersih maksimum sebesar kewajiban nasabah. Nilai realisasi bersih adalah nilai wajar aset setelah dikurangi estimasi biaya pelepasan. Setelah pengakuan awal, AYDA dicatat sebesar nilai yang lebih rendah antara nilai tercatat dengan nilai wajarnya setelah dikurangi biaya untuk menjualnya.

**q. Liabilitas segera**

Liabilitas segera merupakan liabilitas Bank kepada pihak lain yang sifatnya wajib segera dibayarkan sesuai perintah pemberi amanat perjanjian yang ditetapkan sebelumnya. Liabilitas segera dinyatakan sebesar nilai liabilitas Bank kepada pemberi amanat.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**o. Fixed assets and right of use (continued)**

**Right-of-use assets (continued)**

Each leases payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the leases period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

If the leases transfers ownership of the underlying asset to the Bank by the end of the leases term or if the cost of the right-of-use asset reflects that the Bank will exercise a purchase option, the Bank depreciates the right-of-use asset from the commencement date to the end of the useful life of the underlying asset. Otherwise, the Bank depreciates the right-of-use asset from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the leases term.

**p. Other assets**

Other assets among other consist of prepaid expenses, income receivables and foreclosed collaterals.

Prepaid expenses are amortized over the useful life using the straight-line method. Foreclosed assets acquired in relation to settlement of financing are recognised at net realisable value maximum at the value of debtors' obligation. Net realisable value is the fair value of the asset after deducting the estimated disposal costs. Subsequent to initial recognition, foreclosed assets are stated at the lower of the carrying value or the recovery value.

**q. Obligations due immediately**

Obligations due immediately represent the Bank's obligations to other parties which should be settled immediately based on predetermined instructions by those having the authority. Obligations due immediately are stated at the amounts of the Bank's liabilities to the entrustee.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING (lanjutan)**

**r. Simpanan dari nasabah dan bank lain**

Simpanan merupakan simpanan pihak lain dalam bentuk giro *wadiah* dan tabungan *wadiah*. Simpanan dari bank lain dinyatakan sebesar nilai kewajiban Bank kepada bank lain.

Giro *wadiah* digunakan sebagai instrumen pembayaran dan dapat ditarik setiap saat melalui cek dan bilyet giro, serta mendapatkan bonus sesuai dengan kebijakan Bank. Giro *wadiah* dinyatakan sebesar titipan pemegang giro di Bank.

Tabungan *wadiah* adalah simpanan dana nasabah pada Bank, yang bersifat titipan dan penarikannya dapat dilakukan setiap saat. Terhadap titipan tersebut, Bank tidak dipersyaratkan untuk memberikan imbalan kecuali dalam bentuk pemberian bonus secara sukarela. Tabungan *wadiah* dinyatakan sebesar liabilitas Bank.

**s. Dana *syirkah* temporer**

Dana *syirkah* temporer adalah investasi yang diterima oleh Bank. Bank mempunyai hak untuk mengelola dan menginvestasikan dana, baik sesuai dengan kebijakan Bank atau kebijakan pembatasan dari pemilik dana, dengan keuntungan dibagikan sesuai dengan kesepakatan. Contoh dari dana *syirkah* temporer adalah penerimaan dana dari investasi *mudharabah*, *muthlaqah*, *mudharabah muqayyadah*, *mudharabah musytarokah* dan akun lain yang sejenis, misalnya: giro *mudharabah*, tabungan *mudharabah* dan deposito *mudharabah*.

Tabungan *mudharabah* merupakan simpanan dana pihak lain yang mendapatkan imbalan bagi hasil dari pendapatan Bank atas penggunaan dana tersebut dengan nisbah yang ditetapkan dan disetujui sebelumnya. Tabungan *mudharabah* dicatat sebesar nilai simpanan dari nasabah.

Deposito *mudharabah* merupakan simpanan pihak lain yang hanya bisa ditarik pada waktu tertentu sesuai dengan perjanjian antara pemegang deposito *mudharabah* dengan Bank.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**r. Deposits from customers and other banks**

*Deposits represent other parties' deposits in the form of wadiah demand deposits and wadiah savings deposits. Deposits from other banks are stated at the amounts payable to other banks.*

*Wadiah demand deposits are used as payment instruments, available for withdrawal at any time through cheque and demand deposit drafts and receive bonuses according to the Bank's policies. Wadiah demand deposits are stated at the amount entrusted by depositors in the Bank.*

*Wadiah savings deposits are customers' deposits in the Bank which can be withdrawn at any time. For these deposits, the Bank is not required to give any benefits except in terms of voluntary bonuses. Wadiah deposits are stated at the amount payable to customers.*

**s. Temporary *syirkah* funds**

*Temporary syirkah funds represent investment received by the Bank. The Bank has the rights to manage and invest the funds in accordance with either the Bank's policy or restriction set by the depositors with the agreed profit sharing. An example of temporary syirkah funds is the receipt of funds from a mudharabah muthlaqah, mudharabah muqayyadah, mudharabah musytaroka and other similar accounts. For example: mudharabah demand deposits, mudharabah savings deposits and mudharabah time deposits.*

*Mudharabah savings deposits represent funds from other parties which receive predetermined and pre-agreed profit sharing (nisbah) based on income derived by the Bank from the use of such funds. Mudharabah savings deposits are stated based on the customer's savings deposit balance.*

*Mudharabah time deposits represent third party funds that can be withdrawn only at a certain point in time based on the agreement between the depositors and the Bank.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
PENTING (lanjutan)**

**s. Dana syirkah temporer (lanjutan)**

Deposito *mudharabah* dinyatakan sebesar nilai nominal sesuai dengan perjanjian antara pemegang deposito *mudharabah* dengan Bank.

Dana *syirkah* temporer tidak dapat digolongkan sebagai liabilitas. Hal ini karena Bank tidak berkewajiban untuk mengembalikan jumlah dana awal dari pemilik dana kecuali akibat kelalaian atau wanprestasi ketika mengalami kerugian.

Di sisi lain dana *syirkah* temporer tidak dapat digolongkan sebagai ekuitas karena mempunyai waktu jatuh tempo dan pemilik dana tidak mempunyai hak kepemilikan yang sama dengan pemegang saham, seperti hak *voting* dan hak atas realisasi keuntungan yang berasal dari aset lancar dan aset non-investasi.

Dana *syirkah* temporer merupakan salah satu unsur laporan posisi keuangan, hal tersebut sesuai dengan prinsip syariah yang memberikan hak kepada Bank untuk mengelola dan menginvestasikan dana, termasuk untuk mencampur dana dimaksud dengan dana lainnya.

Pemilik dana *syirkah* temporer memperoleh bagian atas keuntungan sesuai kesepakatan dan menerima kerugian berdasarkan jumlah dana dari masing-masing pihak. Pembagian hasil dana *syirkah* temporer dapat dilakukan dengan konsep bagi hasil atau bagi keuntungan.

**t. Pendapatan pengelolaan dana oleh Bank sebagai *mudharib***

Pendapatan pengelolaan dana oleh Bank sebagai *mudharib* terdiri dari pendapatan dari transaksi piutang *murabahah*, *istishna*, pendapatan dari *ijarah*, pendapatan bagi hasil dari pembiayaan *mudharabah* dan *musyarakah* dan pendapatan usaha utama lainnya.

Pendapatan atas piutang *murabahah* menggunakan metode setara tingkat imbal hasil efektif (*margin* efektif). *Margin* efektif adalah *margin* yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas di masa datang selama perkiraan umur dari piutang *murabahah*.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**s. Temporary syirkah funds (continued)**

*Mudharabah* time deposits are stated at nominal amount based on the agreement between the depositors and the Bank.

Temporary syirkah funds cannot be classified as liability. This is because the Bank does not have any liability to return the fund to the owners, except for losses due to the management's negligence or misrepresentation.

On the other hand, temporary syirkah funds cannot also be classified as equity, because of the existence of maturity period and the absence of similar rights of depositors as with shareholders, such as voting rights and the rights to realize gain from current assets and other non-investment assets.

Temporary syirkah funds represent one of the statement of financial position accounts which is in accordance with sharia principles that provide rights to the Bank to manage and invest funds, including mixing of one fund with the other funds.

The owners of temporary syirkah funds receive parts of profit in accordance with the agreement and receive loss based on the proportion of fund from each parties. The profit distribution of temporary syirkah funds might be based on profit sharing or revenue sharing concept.

**t. Revenue from fund management by the Bank as *mudharib***

Revenue from fund management by the Bank as *mudharib* consists of income from *murabahah* receivables transactions, *istishna* receivables, income from *ijarah*, profit sharing from *mudharabah* and *musyarakah* financing and other main operating income.

Income from *murabahah* receivables is recognised using the effective rate of return method (effective margin). Effective margin is the margin that precisely discounts the estimated future cash payments or receipts through the expected life of the *murabahah* receivables.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
PENTING (lanjutan)**

**t. Pendapatan pengelolaan dana oleh Bank  
sebagai *mudharib* (lanjutan)**

Pada saat menghitung *margin* efektif, Bank mengestimasi arus kas di masa datang dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, tetapi tidak mempertimbangkan kerugian piutang di masa mendatang. Perhitungan ini mencakup seluruh komisi, provisi dan bentuk lain yang diterima oleh para pihak dalam kontrak yang merupakan bagian tak terpisahkan dari *margin* efektif, biaya transaksi dan seluruh premi atau diskon lainnya.

Pendapatan *istishna* diakui apabila telah terjadi penyerahan barang.

Pendapatan *ijarah* diakui selama masa akad secara proporsional.

Pendapatan usaha *musyarakah* yang menjadi hak mitra aktif diakui sebesar haknya sesuai dengan kesepakatan, sedangkan pendapatan usaha untuk mitra pasif diakui sebagai hak pihak mitra pasif atas bagi hasil dan liabilitas.

Pendapatan usaha *mudharabah* diakui dalam periode terjadinya hak bagi hasil sesuai nisbah yang disepakati dan tidak diperkenankan mengakui pendapatan dari proyeksi hasil usaha. Kerugian akibat kelalaian atau kesalahan pengelola dana dibebankan pada pengelola dana dan tidak mengurangi investasi *mudharabah*.

Pendapatan usaha utama lainnya terdiri dari pendapatan dari pinjaman *qardh*, pendapatan dari SBIS, pendapatan dari FASBIS, pendapatan dari penempatan pada bank syariah lain dan pendapatan bagi hasil investasi pada surat berharga.

**u. Hak pihak ketiga atas bagi hasil dana  
*syirkah* temporer**

Hak pihak ketiga atas bagi hasil dana *syirkah* temporer merupakan bagian bagi hasil milik pihak ketiga yang didasarkan pada prinsip *mudharabah mutlaqah* atas pengelolaan dana mereka oleh Bank. Pendapatan yang dibagikan adalah pendapatan yang telah diterima (*cash basis*).

Bagian laba Bank yang dibagikan kepada pemilik dana dihitung dari pendapatan yang telah diterima.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**t. Revenue from fund management by the  
Bank as *mudharib* (continued)**

When calculating the effective margin, Bank estimates the future cash flows considering all contractual terms of the financial instrument, but does not consider the loss of receivables in the future. This calculation includes all commissions, provision fees and other forms accepted by the parties in the contract that are an inseparable part of the effective margin, transaction costs and all other premiums or discounts.

Income from *istishna* is recognised at the date of transfer of assets.

Income from *ijarah* is recognised proportionately over the contract period.

*Musyarakah* revenue which is distributed to active partners is recognised in accordance with the agreement, while *musyarakah* revenue which is distributed to passive partners is recognised as right of the passive partner to profit sharing and liability.

Revenue from *mudharabah* is recognised during the period of profit sharing in accordance with the agreed nisbah, while recognition based on projected income is not allowed. Loss incurred due to negligence on the part of fund manager is charged to the fund manager and shall not reduce the *mudharabah* investment.

Other main operating income consists of income derived from funds of *qardh*, SBIS, FASBIS, placements with other sharia banks and profit sharing from investment in marketable securities.

**u. Third parties' share on returns of temporary  
*syirkah* funds**

Third parties' share on returns of temporary *syirkah* funds represents third parties' share on the income of the Bank derived from managing of such funds by the Bank under *mudharabah mutlaqah* principles. The profit sharing is distributed on the cash basis.

The profit sharing distributed to fund owners is calculated based on the revenue of the Bank.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
PENTING (lanjutan)**

**u. Hak pihak ketiga atas bagi hasil dana  
syirkah temporer (lanjutan)**

Jumlah pendapatan *margin* dan bagi hasil atas pembiayaan yang diberikan dan dari aset produktif lainnya yang akan dibagikan kepada nasabah penyimpan dana. Bank menghitung secara proporsional sesuai dengan alokasi dana nasabah dan Bank yang dipakai dalam pembiayaan yang diberikan dan aset produktif lainnya yang disalurkan.

Dari jumlah pendapatan *margin* dan bagi hasil yang tersedia untuk nasabah tersebut kemudian dibagihasilkan kepada nasabah penabung dan deposan sebagai *shahibul maal* dan Bank sebagai *mudharib* sesuai dengan porsi nisbah bagi hasil yang telah disepakati bersama sebelumnya, sedangkan untuk nasabah giro dan tabungan dengan akad *wadiah* dapat diberikan bonus berdasarkan kebijakan Bank.

Pendapatan *margin* dan bagi hasil atas pembiayaan yang diberikan dan aset produktif lainnya yang didapatkan melalui penggunaan dana Bank, seluruhnya menjadi milik Bank, termasuk pendapatan dari investasi Bank berbasis imbalan.

**v. Pendapatan imbalan jasa perbankan**

Pendapatan imbalan jasa perbankan pada umumnya diakui pada saat kas diterima.

**w. Imbalan kerja**

**Imbalan kerja jangka pendek**

Imbalan kerja jangka pendek seperti upah, iuran jaminan sosial, cuti jangka pendek dan tunjangan hari raya diakui selama tahun berjalan jasa diberikan. Imbalan jangka pendek dihitung sebesar jumlah yang tidak didiskontokan.

**Program pensiun iuran pasti**

Iuran kepada dana pensiun sebesar persentase tertentu gaji pegawai yang menjadi peserta program pensiun iuran pasti Bank. Iuran dicadangkan dan diakui sebagai biaya ketika jasa telah diberikan oleh pegawai-pegawai tersebut dan pembayarannya dikurangkan dari utang iuran. Iuran terutang dihitung berdasarkan jumlah yang tidak didiskontokan.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**u. Third parties' share on returns of temporary  
syirkah funds (continued)**

*Margin income and profit sharing on financing facilities and other earning assets are distributed to fund owners. The Bank computes proportionately based on the allocation of funds from owners and the Bank which was used in financing and other earning assets granted.*

*The total available margin and profit sharing are distributed to customers and depositors as shahibul maal and to the Bank as mudharib in accordance with a predetermined nisbah, while for customers of demand deposits and savings deposits under wadiah contract might be granted bonuses according to the Bank's policy.*

*Margin income and profit sharing from financing and other earning assets which are earned through the use of Bank's funds, are entirely entitled to the Bank, including income from the Bank's fee-based investments.*

**v. Fee based income from banking services**

*Fee based income from banking services are generally recognised when cash is received.*

**w. Employee benefits**

**Short-term employee benefits**

*Short-term employee benefits such as salaries, social security contributions, short-term leaves and allowance of feast day are recognised during the period when services have been rendered. Short-term employee benefits are measured using undiscounted amounts.*

**Defined contribution plan**

*Contribution payable to the pension fund equivalent to a certain percentage of salaries for qualified employees under the Bank's defined contribution plan. The contribution is accrued and recognised as expense when services have been rendered by qualified employees and actual payments are deducted from the contribution payable. Contribution payable is measured using undiscounted amounts.*



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING (lanjutan)**

**w. Imbalan kerja (lanjutan)**

**Program imbalan pasti dan imbalan kerja jangka panjang lainnya**

Imbalan pasca kerja dan imbalan kerja jangka panjang lainnya seperti cuti besar diakui sebagai biaya ketika jasa telah diberikan oleh pegawai yang memenuhi syarat. Imbalan kerja ditentukan berdasarkan peraturan Bank dan Undang-Undang Cipta Kerja No. 11 Tahun 2020 tanggal 2 November 2021.

Imbalan pasca-kerja dan imbalan kerja jangka panjang lainnya secara aktuaris ditentukan berdasarkan metode *Projected Unit Credit*.

Pengukuran kembali atas liabilitas (aset) imbalan pasti bersih, yang diakui sebagai penghasilan komprehensif lain terdiri atas:

- (i) Keuntungan dan kerugian aktuarial.
- (ii) Imbal hasil atas aset program, tidak termasuk jumlah yang dimasukkan dalam bunga bersih atas liabilitas (aset).
- (iii) Setiap perubahan dampak batas aset, tidak termasuk jumlah yang dimasukkan dalam bunga bersih atas liabilitas (aset).

Pengukuran kembali atas liabilitas (aset) imbalan pasti - bersih, yang diakui sebagai penghasilan komprehensif lain tidak direklasifikasi ke laba rugi pada periode berikutnya.

Untuk imbalan kerja jangka panjang lain atas biaya jasa kini, biaya bunga bersih atas liabilitas (aset) imbalan pasti bersih, dan pengukuran kembali liabilitas (aset) imbalan pasti bersih langsung diakui pada laporan laba rugi dan penghasilan komprehensif lain tahun berjalan.

Biaya jasa lalu diakui sebagai beban pada tanggal yang lebih awal antara ketika amandemen atau kurtailmen program terjadi, dan ketika biaya restrukturisasi atau pesangon diakui, sehingga biaya jasa lalu yang belum *vested* tidak lagi dapat ditangguhkan dan diakui selama periode *vesting* masa depan.

**x. Perpajakan**

Beban pajak tahun berjalan ditetapkan berdasarkan taksiran penghasilan kena pajak tahun berjalan. Aset dan liabilitas pajak tangguhan diakui atas perbedaan temporer aset dan liabilitas antara pelaporan komersial dan pajak pada setiap tanggal pelaporan.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**w. Employee benefits (continued)**

**Defined benefit plan and other long-term employee benefits**

The post-employment benefits and other long-term employee benefits such as grand leaves are recognised as expense when services have been rendered by qualified employees. The benefits are determined based on Bank regulations and Labor Law (UU) No. 11 of 2020 dated 2 November 2021.

The post-employment benefits and other long-term employee benefits are actuarially determined using the *Projected Unit Credit* method.

Remeasurement of defined benefit liabilities (assets) net, which is recognised as other comprehensive income consist of:

- (i) Actuarial gain and losses.
- (ii) Return on plan assets, excluding amounts that is included in net interest on liabilities (assets).
- (iii) The effect of the asset ceiling, excluding amounts included in the net interest of liabilities (assets).

Remeasurement of defined benefit liabilities (assets) - net, which is recognised as other comprehensive income is not reclassified to profit or loss in the subsequent periods.

For other long-term employee benefits: current service cost, net interest expense of net defined benefit liabilities (assets), and re-measurement of liabilities (assets) is recognised immediately in the current year statement of profit or loss and other comprehensive income.

Past service costs are recognised as expense at the earlier date between the occurrence of the amendments or curtailment program occurs, and the recognition of the costs of restructuring or severance. Therefore, unvested past service cost can no longer be deferred and recognised over the future vesting period.

**x. Taxation**

Current tax expense is provided based on the estimated taxable income for the current year. Deferred tax assets and liabilities are recognised for temporary differences between the financial and the tax bases of assets and liabilities at each reporting date.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG**  
**PENTING (lanjutan)**

**x. Perpajakan (lanjutan)**

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer yang boleh dikurangkan dan saldo rugi fiskal yang belum dikompensasikan, sepanjang perbedaan temporer dan rugi fiskal yang belum dikompensasikan tersebut dapat dimanfaatkan untuk mengurangi laba fiskal pada masa yang akan datang.

Jumlah tercatat aset pajak tangguhan ditelaah pada setiap tanggal posisi keuangan dan nilai tercatat aset pajak tangguhan tersebut diturunkan apabila tidak lagi terdapat kemungkinan besar bahwa laba fiskal yang memadai akan tersedia untuk mengkompensasi sebagian atau semua manfaat aset pajak tangguhan.

Perubahan terhadap liabilitas pajak diakui pada saat surat ketetapan pajak diterima, atau apabila diajukan keberatan dan atau banding oleh Bank, pada saat telah ada keputusan atas banding dan atau keberatan tersebut. Jika perlu, manajemen akan membentuk provisi berdasarkan jumlah yang diestimasikan akan dibayar kepada otoritas pajak.

Aset dan liabilitas atas pajak tangguhan dan pajak kini dapat saling hapus apabila terdapat hak yang berkekuatan hukum untuk melakukan saling hapus.

Aset dan liabilitas pajak tangguhan diukur berdasarkan tarif pajak yang akan berlaku pada tahun saat aset direalisasikan atau liabilitas diselesaikan berdasarkan peraturan perpajakan yang berlaku atau yang telah secara substantif diberlakukan pada tanggal laporan posisi keuangan. Pengaruh pajak terkait dengan penyisihan untuk dan/atau pembalikan seluruh perbedaan temporer selama tahun berjalan, termasuk pengaruh perubahan tarif pajak, diakui sebagai "Manfaat/(Beban) Pajak Penghasilan" dan termasuk dalam laba atau rugi bersih tahun berjalan, kecuali untuk transaksi-transaksi yang sebelumnya telah langsung dibebankan ke laba komprehensif lainnya dan dilaporkan ke ekuitas.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**x. Taxation (continued)**

*Deferred tax assets are recognised for all deductible temporary differences and carry forward of uncompensated tax losses to the extent that it is probable that those temporary differences and carry forward of uncompensated tax losses will be utilized in deducting future taxable profit.*

*The carrying amount of deferred tax assets is reviewed at each reporting date and is reduced when it is no longer probable that sufficient taxable profits will be available to compensate part or all of the benefit of the deferred tax assets.*

*Amendment to tax obligation is recorded when an assessment letter is received or, if objected to or appealed against by the Bank, when the result of such appeal or objection is determined. If needed, management will provide provisions based on the estimated amount which will be paid to tax authority.*

*Assets and liabilities on deferred tax and current tax can be offset if there is a legal enforceable right to offset.*

*Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realized or the liability is settled based on tax laws that have been enacted or substantively enacted as at statement of financial position dates. The related tax effects of the provisions for and/or reversals of all temporary differences during the year, including the effect of change in tax rates, are recognised as "Income Tax Benefit/(Expense)" and included in the net profit or loss for the year, except to the extent that they relate to items previously charged to other comprehensive income and reported to equity.*

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(d/h/previously PT Bank BRISyariah Tbk)

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING** (lanjutan)

**y. Transaksi dan saldo mata uang asing**

Bank menyelenggarakan catatan akuntansinya dalam Rupiah. Transaksi yang melibatkan mata uang asing dicatat pada nilai tukar pada saat terjadinya transaksi.

Pada tanggal laporan posisi keuangan, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam mata uang Rupiah dengan menggunakan kurs Reuters pada pukul 16:00 WIB (Waktu Indonesia Bagian Barat).

Keuntungan atau kerugian yang timbul sebagai akibat dari penjabaran aset dan liabilitas moneter dalam mata uang asing dicatat dalam laporan laba rugi dan penghasilan komprehensif lain tahun berjalan.

Kurs mata uang asing yang digunakan untuk penjabaran mata uang asing terhadap Rupiah adalah sebagai berikut (Rupiah penuh):

	<b>2021</b>
1 Dolar Amerika Serikat	14,252.50
1 Riyal Arab Saudi	3,796.00
1 Euro Eropa	16,112.46
1 Dolar Singapura	10,554.67
1 Dolar Australia	10,346.61
1 Dolar Hong Kong	1,828.03
1 Dolar Kanada	11,192.92
1 Poundsterling Inggris	19,250.86
1 Franc Swiss	15,585.02
1 Yuan China	2,235.72
1 Yen Jepang	123.77

**z. Pinjaman yang diterima**

Pinjaman yang diterima merupakan dana yang diterima dari pihak lain dengan liabilitas pembayaran kembali sesuai dengan persyaratan perjanjian pinjaman.

Pinjaman yang diterima diakui sebesar biaya perolehan.

**aa. Sukuk mudharabah subordinasi**

Sukuk Mudharabah Subordinasi I diakui sebesar nilai wajar pada awalnya dan selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan garis lurus. Biaya perolehan diamortisasi dihitung dengan memperhitungkan adanya diskonto atau premi terkait dengan pengakuan awal dan biaya transaksi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)

**y. Transaction and balance in foreign currency**

The Bank maintains its accounting records in Indonesian Rupiah. Transactions in foreign currencies are recorded at the prevailing exchange rates in effect on the date of the transactions.

At statement of financial position dates, all monetary assets and liabilities denominated in foreign currencies are translated into Rupiah using the Reuters spot rates at 16:00 WIB (Western Indonesian Time).

The resulting gains or losses from the translation of monetary assets and liabilities in foreign currencies are recognised in the statement of profit or loss and other comprehensive income for the current year.

The exchange rates used in translating foreign currency amounts into Rupiah are as follows (full Rupiah):

	<b>2021</b>	<b>2020</b>	
1 Dolar Amerika Serikat	14,252.50	14,050.00	1 United States Dollar
1 Riyal Arab Saudi	3,796.00	3,744.50	1 Saudi Arabian Riyal
1 Euro Eropa	16,112.46	17,234.00	1 Euro Europe
1 Dolar Singapura	10,554.67	10,606.00	1 Singapore Dollar
1 Dolar Australia	10,346.61	10,752.00	1 Australian Dollar
1 Dolar Hong Kong	1,828.03	1,812.00	1 Hong Kong Dollar
1 Dolar Kanada	11,192.92	10,981.00	1 Canadian Dollar
1 Poundsterling Inggris	19,250.86	19,012.00	1 Great Britain Pound
1 Franc Swiss	15,585.02	15,901.00	1 Swiss Franc
1 Yuan China	2,235.72	2,150.00	1 Chinese Yuan
1 Yen Jepang	123.77	136.00	1 Japan Yen

**z. Fund borrowing**

Fund borrowing are funds received from other party with payment based on borrowings agreement.

Fund borrowing is initially recognised at acquisition cost.

**aa. Subordinated sukuk mudharabah**

Subordinated Sukuk Mudharabah I is initially recognised at fair value and subsequently measured at amortized cost using straight line method. Amortized cost is calculated by taking into account any discount or premium associated related to the initial recognition and transaction cost.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING (lanjutan)**

**ab. Laba per saham**

Laba per lembar saham dasar dihitung dengan membagi laba tahun berjalan dengan jumlah rata-rata tertimbang saham yang ditempatkan dan disetor penuh pada tahun yang bersangkutan.

Efek dilutif yang mempengaruhi laba per saham dasar Perseroan sebagai akibat dari *Management Employee Stock Option Program* pada Catatan 27 atas laporan keuangan Bank. Perhitungan laba per saham dilusian telah diungkapkan pada laporan laba rugi dan penghasilan komprehensif lain dan pada Catatan 37 atas laporan keuangan Bank.

**ac. Program saham bonus dan opsi saham**

Program Saham Bonus dan Opsi Saham diukur berdasarkan nilai wajar jasa karyawan yang diterima dengan mengacu pada nilai wajar instrumen ekuitas yang diberikan. Pemberian saham bonus dan opsi saham kepada karyawan bergantung pada pemenuhan kondisi *vesting* tertentu, diantaranya mensyaratkan karyawan tetap bekerja di Bank sampai dengan jangka waktu tertentu. Setelah mengakui barang dan jasa yang diterima dan kenaikan terkait di ekuitas, Bank tidak membuat penyesuaian terhadap total ekuitas setelah tanggal *vesting*. Terhadap ekuitas yang kemudian menjadi hangus (*forfeit*) atau dalam hal opsi saham tidak dieksekusi diakui sebagai agio saham sesuai ketentuan yang berlaku.

**ad. Provisi**

Provisi diakui jika Bank memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif), akibat peristiwa masa lalu, besar kemungkinannya penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Provisi ditelaah pada setiap tanggal pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik yang paling kini. Jika arus keluar sumber daya untuk menyelesaikan kewajiban kemungkinan besar tidak terjadi, maka provisi dibalik.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**ab. Earning per share**

*Basic earnings per share is calculated by dividing income for the year by the weighted average number of issued and fully paid-up shares during the related year.*

*The dilutive effect that affect Company earnings per share was the impact of Management Employee Stock Option Program in Note 27 of the Bank's financial statements. The calculation of dilutive earnings per share has been disclosed at statement of profit and loss and other comprehensive income and in Note 37 of the Bank's financial statements.*

**ac. Bonus share plan and stock options**

*Bonus Share Plan and Stock Options are measured at fair value of received employees service according to fair value of equity instrument that is given. Distribution bonus share and stock options to employees depends on certain vesting condition, such as permanent employees are required to work in the Bank until certain time. After recognising the acquired good and service and the increase on equity, the Bank did not make any adjustment related to total equity after vesting date. For forfeited equity or non-executed stock options are recognised as premium stock (agio share) in accordance with applied term and condition.*

**ad. Provisions**

*Provisions are recognised when the Bank has a present obligation (legal or constructive), as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.*

*Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING (lanjutan)**

**ae. Sumber dana kebajikan**

Sesuai dengan Fatwa DSN-MUI No. 123/DSN-MUI/XI/2018, Sumber Dana Kebajikan yang didapat berasal dari Dana yang Tidak Boleh Diakui Sebagai Pendapatan (Dana TBDSP) apabila berasal dari:

1. Transaksi tidak sesuai dengan prinsip syariah yang tidak dapat dihindarkan termasuk pendapatan bunga (riba).
2. Transaksi syariah yang tidak terpenuhi ketentuan dan batasannya (rukun dan/atau syaratnya).
3. Dana sanksi (denda) karena tidak memenuhi kewajiban sesuai kesepakatan.
4. Dana yang tidak diketahui pemiliknya, diketahui pemiliknya tetapi tidak ditemukan atau diketahui pemiliknya tetapi biaya pengembaliannya lebih besar dari jumlah dana tersebut.

**af. Segmen operasi**

Segmen adalah bagian yang dapat dibedakan dari Bank yang terlibat baik dalam menyediakan produk tertentu (segmen usaha), maupun dalam menyediakan produk dalam lingkungan ekonomi tertentu (segmen geografis), yang memiliki risiko dan imbalan yang berbeda dengan segmen lainnya.

Pendapatan, beban, hasil, aset dan liabilitas segmen mencakup hal-hal yang dapat diatribusikan langsung kepada suatu segmen serta hal-hal yang dapat dialokasikan dengan dasar yang sesuai kepada segmen tersebut.

Bank menyajikan segmen operasi berdasarkan laporan internal yang disajikan kepada Direksi sebagai pengambil keputusan operasional dan keuangan.

Bank telah mengidentifikasi dan mengungkapkan informasi keuangan berdasarkan kegiatan bisnis utama (segmen usaha) yang terbagi atas kelompok *Wholesale*, *SME*, *konsumer*, *mikro* dan lainnya.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**ae. Source of qardhul hasan funds**

Based on Fatwa DSN-MUI No. 123/DSN-MUI/XI/2018, source of Qardhul Hasan Funds is acquired from Funds that are Prohibited to be Recognised as Revenue (TBDSP Funds), if the funds come from:

1. The transaction that is not accordance with sharia principle and can not be avoided include interest revenue (riba).
2. The sharia transaction does not fulfilling the term and condition (principle and/or requirement).
3. Penalty funds (punishment) because of not fulfilling the obligation on initial contract.
4. Unknown funds, the owner is known but was not found or the owner is known but return cost is higher than the stated amount.

**af. Operating segment**

A segment is a distinguishable component of the business unit that is engaged either in providing certain products (business segment), or in providing products within a particular economic environment (geographical segment), which is subject to risks and rewards that are different from those of other segments.

Segment revenue, expenses, results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis to that segment.

The Bank presents operating segment based on Bank's internal report that is presented to the Board of Directors as the Chief Operating Decision Maker (CODM).

The Bank has identified and disclosed financial information based on main business (business segment) classified into *Wholesale*, *SME*, *consumer*, *micro* and others.

**CATATAN ATAS LAPORAN KEUANGAN**  
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**3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN**  
**AKUNTANSI YANG PENTING**

Beberapa estimasi dan asumsi dibuat dalam rangka penyusunan laporan keuangan dimana dibutuhkan pertimbangan manajemen dalam menentukan metodologi yang tepat untuk penilaian aset dan liabilitas.

Manajemen membuat estimasi dan asumsi yang berimplikasi pada pelaporan nilai aset dan liabilitas atas tahun keuangan satu tahun kedepan. Semua estimasi dan asumsi yang diharuskan oleh PSAK adalah estimasi terbaik yang didasarkan pada standar yang berlaku. Estimasi dan pertimbangan dievaluasi secara terus menerus dan berdasarkan pengalaman masa lalu dan faktor-faktor lain termasuk harapan atas kejadian yang akan datang.

Walaupun estimasi dan asumsi ini dibuat berdasarkan pengetahuan terbaik manajemen atas kejadian dan tindakan saat ini, hasil yang timbul mungkin berbeda dengan estimasi dan asumsi semula.

Sumber utama ketidakpastian estimasi:

**a. Cadangan kerugian penurunan nilai piutang murabahah, dan penyisihan kerugian aset produktif**

Bank menelaah kualitas aset pada setiap tanggal laporan posisi keuangan untuk menilai apakah penurunan nilai harus dicatat dalam laporan laba rugi. Dalam menentukan apakah penurunan nilai harus dibentuk dalam laporan laba rugi, Bank membuat estimasi penilaian apakah terdapat indikasi penurunan kualitas aset. Estimasi tersebut didasarkan pada asumsi dari sejumlah faktor dan hasil akhirnya mungkin berbeda, yang mengakibatkan perubahan di masa mendatang atas cadangan penurunan nilai.

Kondisi spesifik *counterparty* yang mengalami penurunan nilai dalam pembentukan cadangan kerugian atas piutang *murabahah* dievaluasi secara individu berdasarkan estimasi terbaik manajemen atas nilai kini arus kas yang diharapkan akan diterima. Dalam mengestimasi arus kas tersebut, manajemen membuat pertimbangan tentang situasi keuangan *counterparty* dan/atau nilai realisasi bersih dari setiap agunan. Setiap aset yang mengalami penurunan nilai dinilai sesuai dengan manfaat yang ada, dan strategi penyelesaian serta estimasi arus kas yang diperkirakan dapat diterima.

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**3. USE OF CRITICAL ACCOUNTING ESTIMATES**  
**AND JUDGMENTS**

*Certain estimates and assumptions are made in the preparation of the financial statements and these require management judgement in determining the appropriate methodology for valuation of assets and liabilities.*

*Management makes estimates and assumptions that affect the reported amounts of assets and liabilities within the next financial year. All estimates and assumptions required in conformity with SFAS are best estimates undertaken in accordance with the applicable standard. Estimates and judgements are evaluated on a continuous basis, and are based on past experiences and other factors, including expectations with regard to future events.*

*Although these estimates and assumptions are based on management's best knowledge of current events and activities, actual result may differ from those estimates and assumptions.*

*Key sources of estimation uncertainty:*

**a. Allowance for impairment losses on murabahah receivables and the allowance for losses on earning assets**

*The Bank examines the quality of assets at statement of financial position date to assess whether impairment should be recorded in the profit or loss. In determining whether a provision for impairment losses should be recognised in the profit or loss, the Bank makes estimation of whether there is any indication of impairment in the asset quality. Such estimates are based on the assumption of a number of factors, and the end result may differ, resulting in future changes to allowance for impairment.*

*The specific condition of impaired counterparty in calculating allowances for impairment losses of murabahah receivables is evaluated individually based on management's best estimate of the present value of the expected cash in flows. In estimating these cash flows, management makes judgements about the counterparty's financial situation and/or the net realisable value of any underlying collateral. Each impaired assets is assessed on its merits, the workout strategy and estimated recoverable cash flows.*

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**3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN  
AKUNTANSI YANG PENTING (lanjutan)**

**a. Cadangan kerugian penurunan nilai piutang  
murabahah, dan penyisihan kerugian aset  
produktif (lanjutan)**

Perhitungan cadangan penurunan nilai kolektif meliputi kerugian pembiayaan yang melekat dalam portofolio piutang *murabahah* dengan karakteristik ekonomi yang sama ketika terdapat bukti obyektif penurunan nilai, tetapi penurunan nilai secara individu belum dapat diidentifikasi. Dalam menilai kebutuhan untuk cadangan kolektif, manajemen mempertimbangkan faktor-faktor seperti kualitas piutang dan segmentasi. Guna membuat estimasi cadangan yang diperlukan, manajemen membuat asumsi untuk menentukan kerugian yang melekat, dan untuk menentukan parameter input yang diperlukan, berdasarkan pengalaman masa lalu dan kondisi ekonomi saat ini. Keakuratan penyisihan tergantung pada seberapa baik estimasi arus kas masa depan untuk cadangan *counterparty* tertentu dan asumsi model dan parameter yang digunakan dalam menentukan cadangan kolektif (Catatan 2f, 9, 10, 11, 12, 43a).

**b. Kewajiban Imbalan kerja karyawan**

Nilai kini atas imbalan kerja karyawan tergantung dari banyaknya faktor yang dipertimbangkan oleh aktuaris berdasarkan beberapa asumsi. Perubahan atas asumsi-asumsi tersebut akan mempengaruhi *carrying amount* atas imbalan kerja karyawan.

Asumsi yang digunakan dalam menentukan biaya atau pendapatan untuk imbalan kerja termasuk tingkat diskonto. Bank menentukan tingkat diskonto yang tepat pada setiap akhir tahun. Ini merupakan tingkat suku bunga yang digunakan untuk menentukan nilai kini atas arus kas masa depan yang diestimasi akan digunakan untuk membayar imbalan kerja. Dalam menentukan tingkat diskonto yang tepat, Bank mempertimbangkan tingkat suku bunga atas Obligasi Pemerintah yang mempunyai jatuh tempo yang menyerupai jangka waktu imbalan kerja karyawan.

Asumsi kunci liabilitas pensiun lainnya sebagian ditentukan berdasarkan kondisi pasar saat ini.

**3. USE OF CRITICAL ACCOUNTING ESTIMATES  
AND JUDGMENTS (continued)**

**a. Allowance for impairment losses on  
murabahah receivables and the allowance  
for losses on earning assets (continued)**

Collectively assessed impairment allowances cover financing losses inherent in portfolios of *murabahah* receivables with similar economic characteristics when there is objective evidence of impairment, yet the individual impaired items cannot be identified. In assessing the need for collective allowances, management considers factors such as financing quality and product segmentation. In order to estimate the required allowance, assumptions are made to define the way inherent losses are modelled and to determine the required input parameters, based on historical experience and current economic conditions. The accuracy of the allowances depends on how well these estimate future cash flows for specific counterparty allowances and the model assumptions and parameters used in determining collective allowances (See Note 2f, 9, 10, 11, 12, 43a).

**b. Employee benefit liabilities**

The present value of the employee benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. Any changes in these assumptions will impact the carrying amount of employee benefit obligations.

The assumptions used in determining the net cost or income for employee benefits include the discount rate. The Bank determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, the Bank considers the interest rates of Government Bonds that have terms to maturity approximating the terms of the related employee benefit liability.

Other key assumptions for pension obligations are partly based on current market conditions.



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**3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN**  
**AKUNTANSI YANG PENTING (lanjutan)**

**c. Perpajakan**

Bank menentukan provisi perpajakan berdasarkan estimasi atas kemungkinan adanya tambahan beban pajak. Jika hasil akhir dari hal ini berbeda dengan jumlah yang dicatat semula, maka perbedaan tersebut akan berdampak terhadap laba/rugi.

Aset pajak tangguhan diakui atas jumlah pajak penghasilan terpulihkan (*recoverable*) pada periode mendatang sebagai akibat perbedaan temporer yang boleh dikurangkan. Justifikasi manajemen diperlukan untuk menentukan jumlah aset pajak tangguhan yang dapat diakui, sesuai dengan waktu yang tepat dan tingkat laba fiskal di masa mendatang sejalan dengan strategi rencana perpajakan ke depan.

**d. Revaluasi aset tetap**

Revaluasi aset tetap Bank bergantung pada pemilihan asumsi yang digunakan oleh penilai independen dalam menghitung jumlah-jumlah tersebut. Asumsi tersebut termasuk antara lain: tingkat diskonto, nilai tukar, tingkat inflasi dan tingkat kenaikan pendapatan dan biaya. Bank berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai, perbedaan signifikan dalam asumsi yang ditetapkan Bank dapat mempengaruhi secara material nilai aset tetap yang direvaluasi.

**e. Menentukan jangka waktu kontrak dengan opsi perpanjangan dan penghentian kontrak - Bank sebagai lessee**

Bank menentukan jangka waktu sewa sebagai jangka waktu sewa yang tidak dapat dibatalkan, bersama dengan periode yang dicakup oleh opsi untuk memperpanjang masa sewa jika dipastikan akan dilaksanakan, atau periode apa pun yang dicakup oleh opsi untuk menghentikan sewa, jika cukup wajar untuk tidak dilakukan.

Bank memiliki beberapa kontrak sewa yang mencakup opsi perpanjangan dan penghentian jangka waktu sewa. Bank menerapkan penilaian dalam mengevaluasi apakah dapat dipastikan jika akan menggunakan opsi untuk memperpanjang atau menghentikan sewa. Hal tersebut dilakukan dengan mempertimbangkan seluruh fakta dan keadaan yang relevan yang memberikan insentif ekonomi untuk melakukan perpanjangan atau penghentian sewa. Setelah tanggal dimulainya, Bank menilai kembali masa sewa, jika terdapat peristiwa atau perubahan signifikan dalam keadaan yang berada dalam kendali dan mempengaruhi apakah lessee cukup pasti untuk mengeksekusi opsi memperpanjang atau menghentikan sewa.

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**3. USE OF CRITICAL ACCOUNTING ESTIMATES**  
**AND JUDGMENTS (continued)**

**c. Taxation**

*The Bank provides for tax provision based on estimates whether the additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the profit/loss.*

*Deferred tax assets are recognised for the future recoverable taxable income arising from temporary difference. Management judgment is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing on level of future taxable profits together with future strategic planning.*

**d. Fixed asset revaluation**

*The Bank's fixed assets revaluation depends on its selection of certain assumptions used by the independent appraisal in calculating such amounts. Those assumptions include among others, discount rate, exchange rate, inflation rate and revenue and cost increase rate. The Bank believes that its assumptions are reasonable and appropriate and significant differences in the Bank's assumptions may materially affect the valuation of its fixed assets.*

**e. Determine the contract term with extension and contract termination options - the Bank as lessee**

*The Bank determines the lease term as non-cancellable term, together with the period covered by the option to extend the lease if it is determined to be exercised, or any period covered by the option to terminate the lease, if it is reasonably certain not to be exercised.*

*The Bank has several lease contracts that include extension and contract termination in the lease terms. The Bank applies its judgment in evaluating whether it is certain to exercise the option to extend or terminate the lease. This is done by considering all relevant facts and circumstances that provide economic incentives to extend or terminate the lease. After the commencement date, the Bank reassesses the lease term, if there is a significant event or change in circumstances which is under its control and affects whether the lessee is certain enough to exercise the option to extend or terminate the lease.*

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**3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN**  
**AKUNTANSI YANG PENTING (lanjutan)**

**f. Penyisihan kerugian aset non-produktif**

Bank menelaah potensi kerugian aset non-produktif pada setiap tanggal pelaporan untuk menilai apakah terdapat penyisihan penurunan nilai yang harus dibentuk dalam laporan laba rugi. Dalam menentukan apakah penyisihan penurunan nilai harus dibentuk, Bank membuat estimasi penilaian apakah terdapat indikasi penurunan nilai dari aset non-produktif. Estimasi tersebut didasarkan pada pertimbangan dari sejumlah faktor dan hasil akhirnya mungkin berbeda (Catatan 15).

**3. USE OF CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS (continued)**

**f. Allowance for impairment losses on non-earning assets**

The Bank evaluates the potential loss of non-earning assets at each reporting date to assess whether provision for impairment losses should be recognised in the statement profit or loss. In determining whether a provision for impairment losses should be recognised, Bank makes estimate on whether there is any indication of impairment of non-earning assets. These estimates are based on consideration of a number of factors and the end results may be different (see Note 15).

**4. KAS**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Rupiah	4,032,230	2,959,922
<b>Mata uang asing</b>		
Dolar Amerika Serikat	43,267	79,978
Riyal Arab Saudi	42,783	136,182
Dolar Singapura	1,391	4,010
Euro Eropa	142	556
Dolar Australia	89	90
Yen Jepang	1	1
	<u>4,119,903</u>	<u>3,180,739</u>

Pada tanggal-tanggal 31 Desember 2021 dan 2020, saldo dalam mata uang Rupiah tersebut sudah termasuk uang pada mesin ATM (Anjungan Tunai Mandiri) masing-masing sebesar Rp756.987 dan Rp700.587.

**4. CASH**

**Rupiah**  
**Foreign currencies**  
*United States Dollar*  
*Saudi Arabian Riyal*  
*Singapore Dollar*  
*Europe Euro*  
*Australia Dollar*  
*Japanese Yen*

As of 31 December 2021 and 2020, the Rupiah balance includes cash in ATMs (Automated Teller Machines) amounting to Rp756,987 and Rp700,587 respectively.

**5. GIRO DAN PENEMPATAN PADA BANK INDONESIA**

**a. Berdasarkan mata uang**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Rupiah	19,997,471	16,195,527
Dolar Amerika Serikat	566,109	5,332,406
	<u>20,563,580</u>	<u>21,527,933</u>

**Rupiah**  
**United States Dollar**

**5. CURRENT ACCOUNTS AND PLACEMENTS WITH BANK INDONESIA**

**a. By currencies**

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**5. GIRO DAN PENEMPATAN PADA BANK INDONESIA** (lanjutan)

**b. Berdasarkan jenis**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Rupiah		
Giro pada Bank Indonesia	11,547,471	5,602,088
Fasilitas Simpanan Bank Indonesia Syariah (FASBIS)	8,450,000	3,635,000
Sertifikat Bank Indonesia Syariah (SBIS)	-	6,958,439
	19,997,471	16,195,527
Dolar Amerika Serikat		
Deposito Berjangka Syariah Bank Indonesia	498,837	5,198,500
Giro pada Bank Indonesia	67,272	133,906
	<u>20,563,580</u>	<u>21,527,933</u>

**c. Berdasarkan jangka waktu**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Rupiah		
≤ 1 bulan	19,997,471	9,237,088
> 1 - ≤ 3 bulan	-	-
> 3 - ≤ 12 bulan	-	6,958,439
	19,997,471	16,195,527
Dolar Amerika Serikat		
≤ 1 bulan	423,584	3,505,906
> 1 - ≤ 3 bulan	-	1,826,500
> 3 - ≤ 12 bulan	142,525	-
	<u>20,563,580</u>	<u>21,527,933</u>

**d. Berdasarkan sisa umur jatuh tempo**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Rupiah		
≤ 1 bulan	19,997,471	9,287,088
> 1 - ≤ 3 bulan	-	1,565,181
> 3 - ≤ 12 bulan	-	5,343,258
	19,997,471	16,195,527
Dolar Amerika Serikat		
≤ 1 bulan	423,584	5,191,906
> 1 - ≤ 3 bulan	142,525	140,500
	<u>20,563,580</u>	<u>21,527,933</u>

**e. Berdasarkan kolektibilitas**

Pada tanggal-tanggal 31 Desember 2021 dan 2020, seluruh giro dan penempatan pada Bank Indonesia diklasifikasikan "Lancar".

**5. CURRENT ACCOUNTS AND PLACEMENTS WITH BANK INDONESIA** (continued)

**b. By type**

Rupiah  
Current accounts with Bank Indonesia  
Bank Indonesia Sharia Certificates  
Facilities (FASBIS)  
Bank Indonesia Sharia Deposit  
(SBIS)

United States Dollar  
Bank Indonesia  
Sharia Term Deposits  
Current accounts with Bank Indonesia

**c. By time period**

Rupiah  
≤ 1 month  
> 1 - ≤ 3 months  
> 3 - ≤ 12 months

United States Dollar  
≤ 1 month  
> 1 - ≤ 3 months  
> 3 - ≤ 12 months

**d. By remaining period to maturity**

Rupiah  
≤ 1 month  
> 1 - ≤ 3 months  
> 3 - ≤ 12 months

United States Dollar  
≤ 1 month  
> 1 - ≤ 3 months

**e. By collectibility**

As of 31 December 2021 and 2020, all current accounts and placements with Bank Indonesia is classified as "Current".

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**5. GIRO DAN PENEMPATAN PADA BANK INDONESIA (lanjutan)**

**f. Rasio Giro Wajib Minimum (GWM)**

	<u>2021</u>
Rasio GWM	
Rupiah	5.05%
Dolar Amerika Serikat	1.03%

Rasio GWM pada tanggal-tanggal 31 Desember 2021 dan 2020 dihitung berdasarkan Peraturan Bank Indonesia (PBI) No. 22/10/PADG/2020 tanggal 30 April 2020 tentang "Giro Wajib Minimum Dalam Rupiah dan Valuta Asing Bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Syariah" yang mulai berlaku sejak tanggal 1 Mei 2020 yang mana mewajibkan setiap Bank untuk memelihara GWM dalam Rupiah dan valuta asing yang besarnya ditetapkan sebesar 3,5% dan 1% dari dana pihak ketiga (DPK) dalam Rupiah dan valuta asing.

Berdasarkan Peraturan Anggota Dewan Gubernur No. 22/4/PADG/2020 Tentang Pelaksanaan Peraturan Bank Indonesia No 22/4/PBI/2020 Tentang Insentif Bagi Bank Yang Memberikan Penyediaan Dana Untuk Kegiatan Ekonomi Tertentu Guna Mendukung Penanganan Dampak Perekonomian Akibat Wabah Virus Corona. Besaran insentif kelonggaran atas kewajiban pemenuhan GWM dalam Rupiah yang wajib dipenuhi secara harian ditetapkan sebesar 0,5%.

Selain ketentuan di atas, berdasarkan Peraturan Bank Indonesia (PBI) No. 23/07/PADG/2021 yang berlaku sejak 1 Mei 2021, terdapat perubahan perhitungan GWM *Financing to Deposit Ratio* (FDR) menjadi Rasio Intermediasi Makroprudensial (RIM). Bank harus memelihara tambahan GWM jika RIM Bank kurang dari batas bawah 84% atau melebihi batas atas target BI sebesar 94%.

Saldo giro pada Bank Indonesia disediakan untuk memenuhi persyaratan Giro Wajib Minimum (GWM) dari Bank Indonesia.

Bank telah memenuhi ketentuan Bank Indonesia tentang Giro Wajib Minimum (GWM) pada tanggal-tanggal 31 Desember 2021 dan 2020.

**5. CURRENT ACCOUNTS AND PLACEMENTS WITH BANK INDONESIA (continued)**

**f. The Minimum Statutory Reserve Requirement (GWM)**

	<u>2020<sup>*)</sup></u>	
		GWM Ratio
		Rupiah
		United States Dollar

The GWM ratio as of 31 December 2021 and 2020 is calculated based on Bank Indonesia Regulation (PBI) No. 22/10/PADG/2020 dated 30 April 2020 concerning "Minimum Statutory Reserves in Rupiah and Foreign Currencies for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units" came into force on 1 May 2020, and regulates that each Bank is required to maintain a Statutory Reserves (GWM) in Rupiah and foreign exchange, the amount of which is set at 3.5% and 1% of third party funds (DPK) in Rupiah and foreign exchange.

Based on regulation of Members of the Board of Governors No. 22/4/PADG/2020 Regarding the Implementation of Bank Indonesia Regulation No 22/4/PBI/2020 Regarding Incentives for Banks Providing Funds for Certain Economic Activities to Support the Handling of the Economic Impacts of the Corona Virus Outbreak. The amount of allowance incentives for the fulfillment of Statutory Reserves in Rupiah which must be fulfilled daily is set at 0.5%.

In addition, based on Bank Indonesia Regulation (PBI) No. 23/07/PADG/2021 which is effective from 1 May 2021, there are changes in the calculation of GWM *Financing to Deposit Ratios* (FDR) to the *Macroprudential Intermediation Ratio* (RIM). Banks must pay additional Statutory Reserves if the Bank's RIM is less than the lower limit of 84% or exceeds the upper limit of the BI target of 94%.

The balance of current accounts with Bank Indonesia is maintained to meet the Minimum Statutory Reserve Requirements (GWM) of Bank Indonesia.

As of 31 December 2021 and 2020, the Bank has complied with the Bank Indonesia regulations regarding the Minimum Statutory Reserve Requirements (GWM) with Bank Indonesia.

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**5. GIRO DAN PENEMPATAN PADA BANK INDONESIA (lanjutan)**

**g. Rata-rata tingkat bonus tahunan**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Fasilitas Simpanan Bank Indonesia Syariah (FASBIS)	2.75% - 3.25%	3.25% - 4.25%
Sertifikat Bank Indonesia Syariah (SBIS)	3.34% - 4.57%	3.85% - 5.95%
Term Deposit Valas Syariah Bank Indonesia	0.24% - 1.58%	0.38% - 1.58%

**5. CURRENT ACCOUNTS AND PLACEMENTS WITH BANK INDONESIA (continued)**

**g. The average annual bonus rate**

Bank Indonesia  
Sharia Deposit Facilities  
(FASBIS)  
Bank Indonesia Sharia  
Certificates (SBIS)  
Bank Indonesia Sharia Foreign  
Currency Term Deposit

**6. GIRO DAN PENEMPATAN PADA BANK LAIN**

**a. Berdasarkan mata uang**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<b>Rupiah</b>	<u>696,799</u>	<u>1,675,591</u>
<b>Mata uang asing</b>		
Dolar Amerika Serikat	833,687	6,726,974
Riyal Arab Saudi	299,355	301,203
Dolar Singapura	11,436	41,203
Pound Sterling Inggris	6,747	5,016
Euro Eropa	5,961	8,692
Dolar Hong Kong	2,977	1,066
Dolar Australia	933	1,666
Yen Jepang	894	1,782
Franc Swiss	-	554
Dolar Kanada	-	233
Yuan China	-	218
	<u>1,161,990</u>	<u>7,088,607</u>
<b>Total</b>	<u>1,858,789</u>	<u>8,764,198</u>
Cadangan kerugian penurunan nilai	<u>(17,238)</u>	<u>(68,393)</u>
	<u>1,841,551</u>	<u>8,695,805</u>

**Rupiah**

**Foreign currencies**  
United States Dollar  
Saudi Arabian Riyal  
Singapore Dollar  
Great Britain Pound Sterling  
Europe Euro  
Hong Kong Dollar  
Australian Dollar  
Japanese Yen  
Swiss Franc  
Canadian Dollar  
Chinese Yuan

**Total**

Allowance for impairment losses

**b. Berdasarkan hubungan**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<b>Pihak berelasi</b>		
Rupiah	405,629	937,078
Mata uang asing	<u>63,813</u>	<u>1,283,440</u>
<b>Total pihak berelasi</b>	469,442	2,220,518
<b>Pihak ketiga</b>		
Rupiah	291,170	738,513
Mata uang asing	<u>1,098,177</u>	<u>5,805,167</u>
<b>Total pihak ketiga</b>	<u>1,389,347</u>	<u>6,543,680</u>
<b>Total</b>	<u>1,858,789</u>	<u>8,764,198</u>
Cadangan kerugian penurunan nilai	<u>(17,238)</u>	<u>(68,393)</u>
	<u>1,841,551</u>	<u>8,695,805</u>

**Related parties**

Rupiah  
Foreign currencies

**Total related parties**

**Third parties**

Rupiah  
Foreign currencies

**Total third parties**

**Total**

Allowance for  
impairment losses

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**6. GIRO DAN PENEMPATAN PADA BANK LAIN**  
(lanjutan)

**c. Berdasarkan kolektibilitas Bank Indonesia**

Seluruh giro pada bank lain pada tanggal-tanggal 31 Desember 2021 dan 2020 diklasifikasikan lancar.

**d. Berdasarkan jatuh tempo**

Giro dan penempatan pada bank lain memiliki sisa umur jatuh tempo kurang dari 1 (satu) bulan.

**e. Perubahan cadangan kerugian penurunan nilai giro dan penempatan pada bank lain**

	2021	2020 <sup>*)</sup>
Saldo awal	68,393	4,407
(Pembalikan)/Pembentukan penyisihan selama tahun berjalan (Catatan 36)	(52,029)	63,954
Selisih kurs	874	32
Saldo akhir	<u>17,238</u>	<u>68,393</u>

Berdasarkan hasil penelaahan dan evaluasi manajemen, kolektibilitas seluruh giro dan penempatan pada bank lain pada tanggal 31 Desember 2021 dan 2020 diklasifikasikan "Lancar". Manajemen berpendapat bahwa jumlah penyisihan kerugian giro pada bank lain adalah cukup untuk menutup kemungkinan kerugian akibat tidak tertagihnya giro pada bank lain.

Pada tanggal 31 Desember 2021 dan 2020, tidak terdapat giro dan penempatan pada bank lain yang dijadikan jaminan.

Seluruh jasa giro yang diterima dari giro pada bank non-syariah dicatat sebagai dana kebajikan (Catatan 22).

**6. CURRENT ACCOUNTS AND PLACEMENTS WITH OTHER BANKS** (continued)

**c. By Bank Indonesia collectibility**

All current accounts with other banks as of 31 December 2021 and 2020 are classified as current.

**d. By maturity**

Current accounts and placements with other banks have remaining period to maturity of less than 1 (one) month.

**e. The movements of allowance for losses on current accounts and placements with other banks**

Beginning balance
(Reversal)/Provision during the year (Note 36)
Exchange rate difference
Ending balance

Based on management's review and evaluation, all current accounts and placements with other banks as at 31 December 2021 and 2020 were classified as "Current". Management believes that the allowance for impairment losses is adequate to cover impairment losses from uncollectible current accounts with other banks.

As of 31 December 2021 and 2020, no current accounts and placements with other bank are pledged as collaterals.

All income received from current accounts with non-sharia banks are recorded as qardhul hasan funds (Note 22).

**7. INVESTASI PADA SURAT BERTAGIH**

**a. Berdasarkan jenis dan mata uang**

	2021		2020 <sup>*)</sup>	
	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value
Nilai wajar melalui laba rugi				
Rupiah				
Surat Berharga Syariah Negara (SBSN)	108,984	111,415	7,512	7,846
Surat Perbendaharaan Negara Syariah (SPNS)	474,000	473,115	20,000	19,985
Sukuk Bank Indonesia Reksadana	2,000,000	2,000,000	-	-
	-	-	10,000	10,450
Total nilai wajar melalui laba rugi	<u>2,582,984</u>	<u>2,584,530</u>	<u>37,512</u>	<u>38,281</u>

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

**7. INVESTMENTS IN MARKETABLE SECURITIES**

**a. By type and currency**

Fair value through profit or loss
Rupiah
Government Islamic Securities (SBSN)
Sharia State Treasury Certificate (SPNS)
Sukuk Bank Indonesia Mutual funds
Total fair value through profit or loss

<sup>\*)</sup> Restated, see Note 53

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**7. INVESTASI PADA SURAT BERHARGA (lanjutan)**

**a. Berdasarkan jenis dan mata uang (lanjutan)**

	2021		2020 <sup>1)</sup>	
	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value
<b>Nilai wajar melalui penghasilan komprehensif lain</b>				
<b>Rupiah</b>				
Surat Berharga Syariah Negara (SBSN)	2,802,282	2,812,973	48,289	52,886
Reksadana	189,750	194,783	-	-
<b>Total nilai wajar melalui penghasilan komprehensif lain</b>	<b>2,992,032</b>	<b>3,007,756</b>	<b>48,289</b>	<b>52,886</b>
<b>Biaya perolehan diamortisasi</b>				
<b>Rupiah</b>				
Surat Berharga Syariah Negara (SBSN)	32,230,617	32,820,250	26,618,637	27,087,821
Sukuk korporasi	1,271,600	1,271,600	2,783,600	2,783,600
Sukuk Bank Indonesia	26,935,010	26,935,010	18,481,917	18,481,917
Wesel ekspor	204,786	204,786	89,219	89,219
	60,642,013	61,231,646	47,973,373	48,442,557
<b>Mata uang asing</b>				
Surat Berharga Syariah Negara (SBSN)	753,245	771,899	592,828	596,771
Wesel ekspor	1,314	1,314	-	-
	754,559	773,213	592,828	596,771
<b>Total biaya perolehan diamortisasi</b>	<b>61,396,572</b>	<b>62,004,859</b>	<b>48,566,201</b>	<b>49,039,328</b>
<b>Total investasi pada surat berharga</b>		67,597,145		49,130,495
Cadangan kerugian penurunan nilai		(18,075)		(24,858)
<b>Bersih</b>		<b>67,579,070</b>		<b>49,105,637</b>

<b>Fair value through other comprehensive income</b>
<b>Rupiah</b>
Government Islamic Securities (SBSN)
Mutual funds
<b>Total fair value through other comprehensive income</b>
<b>Amortized cost</b>
<b>Rupiah</b>
Government Islamic Securities (SBSN)
Corporate sukuk
Sukuk Bank Indonesia
Export bills
<b>Foreign currencies</b>
Government Islamic Securities (SBSN)
Export bills
<b>Total amortized cost</b>
<b>Total investments in marketable securities</b>
Allowance for impairment losses
<b>Net</b>

**b. Berdasarkan penerbit**

**b. By issuer**

Penerbit/Issuer	Tingkat Bagi Hasil Per Tahun (%) / Annual Revenue Sharing Rate (%)	Peringkat/Rating		Nilai wajar/ Fair value	
		2021	2020 <sup>1)</sup>	2021	2020 <sup>1)</sup>
<b>Diukur pada nilai wajar melalui laba rugi/ Measured at fair value through profit and loss</b>					
<b>Rupiah</b>					
Pemerintah/Government					
Seri SBSN SR011	8.05	-	-	2,644	6,762
Seri SBSN SR012	6.30	-	-	2,855	64
Seri SBSN SR010	5.90	-	-	-	829
Seri SBSN SR013	6.05	-	-	4,897	191
Seri SBSN SR014	4.50	-	-	7,806	-
Seri SBSN SR015	4.55	-	-	11,567	-
Seri PBS 004	6.10	-	-	1,948	-
Seri PBS 005	6.13	-	-	19,033	-
Seri PBS 027	6.50	-	-	51,778	-
Seri PBS 030	5.88	-	-	350	-
Seri PBS 029	6.13	-	-	8,537	-
SPN-S 08012021	-	-	-	-	19,985
SPN-S 08032022	-	-	-	34,954	-
SPN-S 12022022	-	-	-	88,559	-
SPN-S 14012022	-	-	-	349,602	-
Sukuk Bank Indonesia	-	-	-	2,000,000	-
PNM Pasar Uang Syariah	8.05	-	-	-	10,450
				<b>2,584,530</b>	<b>38,281</b>

\*) Disajikan kembali, lihat Catatan 53

\*) Restated, see Note 53



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**7. INVESTASI PADA SURAT BERHARGA (lanjutan)**

**b. Berdasarkan penerbit (lanjutan)**

Penerbit/Issuer	Tingkat Bagi Hasil Per Tahun (%)/ Annual Revenue Sharing Rate (%)	Peringkat/Rating		Nilai wajar/ Fair value	
	2021	2020 <sup>1)</sup>	2021	2020 <sup>1)</sup>	
Diukur pada nilai wajar melalui penghasilan komprehensif lain/ Measured at fair value through other comprehensive income					
Rupiah					
Pemerintah/Government					
Seri PBS 003	6.00	-	-	30,766	-
Seri PBS 011	8.05	-	-	-	20,155
Seri PBS 017	6.13	-	-	78,201	-
Seri PBS 019	8.25	-	-	-	32,731
Seri PBS 026	6.25	-	-	55,847	-
Seri PBS 030	5.88	-	-	25,109	-
Seri PBS 031	4.00	-	-	1,434,262	-
Seri PBS 032	4.88	-	-	1,188,788	-
Reksadana BNI-AM Proteksi Syariah	5.77	-	-	194,783	-
				3,007,756	52,886
Diukur pada biaya perolehan/ Measured at acquisition cost					
Rupiah					
Pemerintah/Government					
Seri SBSN PBS019	8.25	-	-	3,579,881	3,191,288
Seri SBSN PBS011	8.75	-	-	2,666,067	2,614,809
Seri SBSN PBS026	6.63	-	-	7,890,707	5,282,467
Seri SBSN PBS027	6.50	-	-	4,712,716	2,455,450
Seri SBSN PBS002	5.45	-	-	1,966,663	1,966,048
Seri SBSN PBS003	6.00	-	-	1,330,510	62,931
Seri SBSN PBS004	6.10	-	-	706,990	892,729
Seri SBSN PBS005	6.75	-	-	156,190	155,983
Seri SBSN PBS014	6.50	-	-	-	6,263,239
Seri SBSN PBS017	6.13	-	-	6,359,691	3,129,895
Seri SBSN PBS030	5.88	-	-	390,080	-
Seri SBSN PBS031	4.00	-	-	546,416	-
Seri SBSN PBS032	4.88	-	-	324,652	-
Seri SBSN IFR0006	10.25	-	-	52,150	53,145
Seri SBSN IFR0010	10.00	-	-	102,559	104,158
Seri SR011	8.05	-	-	637,354	652,281
Seri SR010	5.90	-	-	-	253,445
Seri SR012	6.30	-	-	5,485	3,435
Seri SR013	6.05	-	-	368,619	6,518
Seri SR014	5.47	-	-	514,998	-
Seri SR015	5.10	-	-	508,522	-
PT Pegadaian (Persero)					
MTN I Tahun 2018	7.00	idAAA(sy)	idAAA(sy)	-	450,000
PT Angkasa Pura I (Persero)					
Tbk -Tahun 2016 Seri A	8.10	idAA+(sy)	idAAA(sy)	-	100,000
Lembaga Pembiayaan Ekspor Indonesia					
Sukuk Mudharabah Berkelanjutan Tahap III					
Tahun 2019 Seri B	8.40	idAAA(sy)	idAAA(sy)	-	90,000
PT Global Mediacom Tbk -					
Global Mediacom Tahun 2017 Seri A	11.0	idA(sy)	idA+(sy)	25,000	25,000
PT Bio Farma (Persero)					
MTN Mudharabah I Tahun 2018	8.75	idAAA(sy)	idAAA(sy)	-	325,000
PT Bank Nagari -					
Sukuk Mudharabah II Tahun 2015	10.99	idA(sy)	idA(sy)	-	52,000
PT Kimia Farma -					
MTN Mudharabah I Tahun 2019	8.75	idAA-(sy)	idAA-(sy)	240,000	240,000
Sarana Multi Infrastruktur Tahap III Th 2019 Seri B	8.50	idAAA(sy)	idAAA(sy)	315,000	315,000
Sarana Multi Infrastruktur Tahap II Th 2018 Seri B	8.50	idAAA(sy)	idAAA(sy)	200,000	200,000
Sarana Multi Infrastruktur Tahap I Th 2018 Seri A	7.55	idAAA(sy)	idAAA(sy)	-	350,000
Sukuk Ijarah Berkelanjutan II XL Axiata Tahap I					
Tahun 2018 Seri A	9.10	idAA+(sy)	idAAA(sy)	-	18,000
Sukuk Mudharabah II BPD Sulselbar	8.25	idA+(sy)	idA+(sy)	-	5,000
Sukuk Wakalah Medco Power Indonesia II					
Tahun 2019 Seri A		idA(sy)	idAAA(sy)	140,600	140,600
Sukuk Mudharabah CIMB Niaga Tahun 2018 Seri B	7.50	idAAA(sy)	idAAA(sy)	-	100,000
Sukuk Mudharabah Wijaya Karya I 2020 Seri A	7.50	idA(sy)	idAAA(sy)	99,000	99,000
Sukuk Mudharabah Eximbank Tahap I					
Tahun 2018 Seri B	7.50	idAAA(sy)	idAAA(sy)	90,000	112,000
MTN Syariah Ijarah PTPN III Tahun 2018	7.00	idBBB(sy)	idAAA(sy)	85,000	85,000
MTN Syariah Mudharabah 1 Inka Tahun 2020	7.00	idBBB+(sy)	idAA-(sy)	75,000	75,000
Sukuk Mudharabah CIMB Niaga Tahap II					
Tahun 2019 Seri B	7.50	idAAA(sy)	idAAA(sy)	2,000	2,000
Sukuk Bank Indonesia	3.75	-	-	26,935,010	18,481,917
Wesel Ekspor	8.50	-	-	204,786	89,219
				61,231,646	48,442,557

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**7. INVESTASI PADA SURAT BERHARGA (lanjutan)**

**b. Berdasarkan penerbit (lanjutan)**

Penerbit/Issuer	Tingkat Bagi Hasil Per Tahun (%)/ Annual Revenue Sharing Rate (%)	Peringkat/Rating		Nilai wajar/ Fair value	
		2021	2020 <sup>1)</sup>	2021	2020 <sup>1)</sup>
Diukur pada biaya perolehan/ Measured at acquisition cost					
Dolar Amerika Serikat/ United States Dollar					
Pemerintah/Government					
Seri INDOIS22	3.30	-	-	246,647	243,236
Seri INDOIS22	3.40	-	-	207,214	162,790
Seri INDOIS21	3.40	-	-	-	87,412
Seri INDOIS23	3.30	-	-	32,786	32,926
Seri INDOIS25	3.30	-	-	130,794	70,407
Seri INDOIS24	3.30	-	-	154,458	-
Wesel Ekspor	3.29	-	-	1,314	-
				773,213	596,771
				62,004,859	49,039,328
				67,597,145	49,130,495
Cadangan kerugian penurunan nilai/ Allowance for impairment losses					
				(18,075)	(24,858)
				67,579,070	49,105,637

Jumlah nosional atas INDOIS22, INDOIS23, INDOIS24 dan INDOIS25 dalam mata uang Dolar Amerika Serikat pada tanggal 31 Desember 2021 adalah sebesar USD54.158.840 (nilai penuh).

Jumlah nosional atas INDOIS21, INDOIS22, INDOIS23 dan INDOIS25 dalam mata uang Dolar Amerika Serikat pada tanggal 31 Desember 2020 adalah sebesar USD42.474.805 (nilai penuh).

Bank mengakui keuntungan (kerugian) yang belum direalisasi - bersih dari perubahan nilai wajar efek-efek yang diklasifikasikan "Diukur pada nilai wajar" masing-masing sebesar Rp22.262 dan Rpnil yang berakhir pada tanggal 31 Desember 2021 dan 2020 yang disajikan di laporan laba rugi.

**7. INVESTMENTS IN MARKETABLE SECURITIES (continued)**

**b. By issuer (continued)**

The notional amount of INDOIS22, INDOIS23, INDOIS24 and INDOIS25 which is denominated in United States Dollar as of 31 December 2021 amounted to USD54,158,840 (full amount).

The notional amount of INDOIS21, INDOIS22, INDOIS23 and INDOIS25 which is denominated in United States Dollar as of 31 December 2020 amounted to USD42,474,805 (full amount).

The Bank recognised unrealized gain (loss) - net on changes in the value of "Measured at fair value" securities amounting to Rp22,262 and Rpnil respectively, for the year ended 31 December 2021 and 2020 which are recorded in the statements of profit or loss.

**c. Berdasarkan jangka waktu**

	2021	2020 <sup>1)</sup>
≤ 1 tahun	29,285,495	19,860,240
> 1 - ≤ 3 tahun	6,629,022	4,969,528
> 3 - ≤ 5 tahun	20,687,176	18,116,533
> 5 tahun	<u>10,995,452</u>	<u>6,184,194</u>
	67,597,145	49,130,495
Cadangan kerugian penurunan nilai	<u>(18,075)</u>	<u>(24,858)</u>
	<u>67,579,070</u>	<u>49,105,637</u>

**c. By period**

≤ 1 year  
> 1 - ≤ 3 years  
> 3 - ≤ 5 years  
> 5 years

Allowance for impairment losses

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**7. INVESTASI PADA SURAT BERTAGIH**  
(lanjutan)

**7. INVESTMENTS IN MARKETABLE SECURITIES**  
(continued)

**d. Berdasarkan sisa umur jatuh tempo**

**d. By remaining period to maturity**

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
≤ 1 bulan	24,935,573	14,939,583	≤ 1 month
> 1 - ≤ 3 bulan	6,611,482	4,475,972	> 1 - ≤ 3 months
> 3 - ≤ 12 bulan	2,296,562	7,302,941	> 3 - ≤ 12 months
> 1 tahun	33,753,528	22,411,999	> 1 year
	67,597,145	49,130,495	
Cadangan kerugian penurunan nilai	(18,075)	(24,858)	Allowance for impairment losses
	<u>67,579,070</u>	<u>49,105,637</u>	

**e. Berdasarkan keterkaitan**

**e. By relationship**

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
<u>Pihak Ketiga</u>			<u>Third Parties</u>
Rupiah	29,164,789	18,856,741	Rupiah
Mata uang asing	1,314	-	Foreign Currency
	29,166,103	18,856,741	
<u>Pihak Berelasi (Catatan 42)</u>			<u>Related Parties (Note 42)</u>
Rupiah	37,659,143	29,676,983	Rupiah
Mata uang asing	771,899	596,771	Foreign Currency
	38,431,042	30,273,754	
	67,597,145	49,130,495	
Cadangan kerugian penurunan nilai	(18,075)	(24,858)	Allowance for impairment losses
	<u>67,579,070</u>	<u>49,105,637</u>	

**f. Berdasarkan kolektibilitas**

**f. By collectibility**

Pada tanggal-tanggal 31 Desember 2021 dan 2020 seluruh investasi pada surat berharga diklasifikasikan "Lancar".

As of 31 December 2021 and 2020, all investments in marketable securities are classified as "Current".

**g. Informasi penting lainnya**

**g. Other significant information**

Bank melakukan penilaian atas penurunan nilai investasi surat berharga secara individual dengan adanya bukti obyektif penurunan nilai.

The Bank assessed the impairment on investments in marketable securities individually based on whether an objective evidence of impairment exists.

Pada tanggal 31 Desember 2021 dan 2020, tidak terdapat surat berharga yang dijadikan jaminan.

As of 31 December 2021 and 2020, no marketable securities are pledged as collaterals.

Perubahan cadangan kerugian penurunan nilai investasi pada surat berharga adalah sebagai berikut:

The movements of allowance for losses on investments in marketable securities are as follows:

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
Saldo awal	24,858	41,033	Beginning balance
Pembalikan penyisihan selama tahun berjalan (Catatan 36)	(6,783)	(16,175)	Reversal during the year (Note 36)
<b>Saldo akhir</b>	<u>18,075</u>	<u>24,858</u>	<b>Ending balance</b>

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**8. TAGIHAN DAN LIABILITAS AKSEPTASI**

**a. Berdasarkan jenis dan mata uang**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<u>Rupiah</u>		
Pihak Ketiga		
L/C Impor dan Surat Kredit Berdokumen Dalam Negeri (SKBDN)	52,545	43,693
L/C Eskpor dan Surat Kredit Berdokumen Dalam Negeri (SKBDN)	1,278	16,961
	<u>53,823</u>	<u>60,654</u>
Pihak Berelasi		
L/C Impor dan Surat Kredit Berdokumen Dalam Negeri (SKBDN)	22,811	75,755
L/C Eskpor dan Surat Kredit Berdokumen Dalam Negeri (SKBDN)	84,861	158,928
	<u>107,672</u>	<u>234,683</u>
	161,495	295,337
Cadangan kerugian penurunan nilai	<u>(1,615)</u>	<u>(2,548)</u>
	<u><u>159,880</u></u>	<u><u>292,789</u></u>

**b. Berdasarkan kolektibilitas**

Pada tanggal-tanggal 31 Desember 2021 dan 2020, semua tagihan akseptasi pada surat berharga diklasifikasikan "Lancar".

**c. Berdasarkan sisa umur jatuh tempo**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
≤ 1 bulan	13,265	27,413
> 1 - ≤ 3 bulan	74,396	149,581
> 3 - ≤ 12 bulan	73,834	118,343
	161,495	295,337
Cadangan kerugian penurunan nilai	<u>(1,615)</u>	<u>(2,548)</u>
	<u><u>159,880</u></u>	<u><u>292,789</u></u>

Manajemen berpendapat bahwa penyisihan kerugian yang dibentuk adalah cukup untuk menutup kemungkinan kerugian akibat tidak tertagihnya tagihan akseptasi.

**8. ACCEPTANCE RECEIVABLES AND LIABILITIES**

**a. By type and currencies**

<u>Rupiah</u>
Third Parties
Import L/C and Local Letter of Credit (SKBDN)
Export L/C and Local Letter of Credit (SKBDN)
Related Parties
Import L/C and Local Letter of Credit (SKBDN)
Export L/C and Local Letter of Credit (SKBDN)

**b. By collectibility**

As of 31 December 2021 and 2020, all acceptance receivables are classified as "Current".

**c. By remaining period to maturity**

≤ 1 month
> 1 - ≤ 3 months
> 3 - ≤ 12 months

Allowance for impairment losses

Management believes that the allowance for impairment losses is adequate to cover impairment losses from uncollectible acceptance receivables.

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**8. TAGIHAN DAN LIABILITAS AKSEPTASI**  
(lanjutan)

**d. Perubahan cadangan kerugian penurunan nilai tagihan dan liabilitas akseptasi**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Saldo awal (Pembalikan)/pembentukan penyisihan selama tahun berjalan (Catatan 36)	2,548	2,359
Selisih kurs	(933)	179
	-	10
Saldo akhir	<u>1,615</u>	<u>2,548</u>

**8. ACCEPTANCE RECEIVABLES AND LIABILITIES**  
(continued)

**d. The movements of allowance for losses on acceptance receivables and liabilities**

Beginning balance  
(Reversal)/provision during  
the year (Note 36)  
Exchange rate difference  
Ending balance

**9. PIUTANG**

**a. Berdasarkan jenis, kolektibilitas dan mata uang**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<b>Rupiah</b>		
<u>Piutang murabahah</u>		
Lancar	97,075,510	84,332,014
Dalam perhatian khusus	1,859,833	2,901,083
Kurang lancar	934,838	589,559
Diragukan	516,328	248,431
Macet	<u>1,167,904</u>	<u>1,573,131</u>
	101,554,413	89,644,218
<b>Mata Uang Asing</b>		
<u>Piutang murabahah</u>		
Lancar	-	995
Dalam perhatian khusus	131,147	189,122
Kurang lancar	-	9,755
Diragukan	-	-
Macet	<u>-</u>	<u>-</u>
	131,147	199,872
	101,685,560	89,844,090
Cadangan kerugian penurunan nilai	<u>(3,351,703)</u>	<u>(3,279,426)</u>
Bersih	<u>98,333,857</u>	<u>86,564,664</u>
<b>Rupiah</b>		
<u>Piutang istishna</u>		
Lancar	321	388
Dalam perhatian khusus	38	228
Kurang lancar	-	-
Diragukan	-	-
Macet	<u>-</u>	<u>21</u>
	359	637
Cadangan kerugian penurunan nilai	<u>(3)</u>	<u>(30)</u>
Bersih	<u>356</u>	<u>607</u>
<b>Rupiah</b>		
<u>Piutang ijarah</u>		
Lancar	-	-
Dalam perhatian khusus	1,221	3,331
Kurang lancar	85,193	422
Diragukan	920	3,430
Macet	<u>14,236</u>	<u>31,984</u>
	101,570	39,167
Cadangan kerugian penurunan nilai	<u>(98,800)</u>	<u>(15,250)</u>
Bersih	<u>2,770</u>	<u>23,917</u>
	<u>98,336,983</u>	<u>86,589,188</u>

**9. RECEIVABLES**

**a. By type, collectibility and currency**

**Rupiah**  
Murabahah receivables  
Current  
Special mention  
Substandard  
Doubtful  
Loss

**Foreign Currencies**  
Murabahah receivables  
Current  
Special mention  
Substandard  
Doubtful  
Loss

**Rupiah**  
Istishna receivables  
Current  
Special mention  
Substandard  
Doubtful  
Loss

**Rupiah**  
Ijarah receivables  
Current  
Special mention  
Substandard  
Doubtful  
Loss

Allowance for impairment losses  
Net

Allowance for impairment losses  
Net

Allowance for impairment losses  
Net

\*) Disajikan kembali, lihat Catatan 53

\*) Restated, see Note 53

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**9. PIUTANG (lanjutan)**

**b. Berdasarkan sektor ekonomi, mata uang,  
dan kolektibilitas**

2021						
	Lancar/ Current	Perhatian Khusus/Special Mention	Kurang Lancar/ Substandard	Diragukan/ Doubtful	Macet/ Loss	Jumlah/ Total
<b>Rupiah</b>						
Industri	1,423,265	42,463	204,202	32,393	498,729	2,201,052
Jasa usaha	4,457,631	118,175	48,768	30,342	44,177	4,699,093
Konstruksi	276,330	11,564	4,908	5,829	5,498	304,129
Konsumer	73,635,857	1,164,230	408,390	287,674	417,645	75,913,796
Listrik, gas dan air	68,757	4,941	257	222	8,342	82,519
Pengangkutan	962,241	57,182	7,571	5,037	6,044	1,038,075
Perdagangan	9,039,330	337,834	232,158	119,612	149,804	9,878,738
Pertambangan	91,092	5,249	2,476	3,267	1,856	103,940
Pertanian	5,410,257	118,939	110,062	31,692	47,930	5,718,880
Sosial/masyarakat	28,871	515	237	115	127	29,865
Lainnya	1,682,200	-	1,002	1,065	1,988	1,686,255
	97,075,831	1,861,092	1,020,031	517,248	1,182,140	101,656,342
<b>Mata Uang Asing</b>						
Pengangkutan	-	128,722	-	-	-	128,722
Pertambangan	-	2,425	-	-	-	2,425
	-	131,147	-	-	-	131,147
Jumlah piutang	97,075,831	1,992,239	1,020,031	517,248	1,182,140	101,787,489
Cadangan kerugian penurunan nilai	(1,276,171)	(351,173)	(490,466)	(284,455)	(1,048,241)	(3,450,506)
<b>Bersih</b>	<u>95,799,660</u>	<u>1,641,066</u>	<u>529,565</u>	<u>232,793</u>	<u>133,899</u>	<u>98,336,983</u>

**Rupiah**  
Manufacturing  
Business services  
Construction  
Consumer  
Electricity, gas and water  
Transportation  
Trading  
Mining  
Agriculture  
Social/public  
Others

**Foreign Currencies**  
Transportation  
Mining

Total receivables  
Allowance for impairment losses  
**Net**

2020 <sup>1)</sup>						
	Lancar/ Current	Perhatian Khusus/Special Mention	Kurang Lancar/ Substandard	Diragukan/ Doubtful	Macet/ Loss	Jumlah/ Total
<b>Rupiah</b>						
Industri	1,581,763	106,641	102,469	9,524	568,707	2,369,104
Jasa usaha	4,190,998	146,103	33,273	14,452	88,925	4,473,751
Konstruksi	1,202,940	12,872	2,311	533	16,598	1,235,254
Konsumer	63,281,464	1,687,778	251,477	144,722	645,981	66,011,422
Listrik, gas dan air	82,670	9,417	340	450	1,131	94,008
Pengangkutan	1,351,629	22,276	16,633	14,696	5,198	1,410,432
Perdagangan	7,161,765	315,873	70,403	58,165	227,085	7,833,291
Pertambangan	168,720	5,826	17,971	356	1,747	194,620
Pertanian	3,797,330	509,439	23,852	6,426	48,878	4,385,925
Sosial/masyarakat	21,857	292	2	-	155	22,306
Lainnya	1,491,266	88,125	71,250	2,537	731	1,653,909
	84,332,402	2,904,642	589,981	251,861	1,605,136	89,684,022
<b>Mata Uang Asing</b>						
Listrik, gas dan air	995	-	-	-	-	995
Pengangkutan	-	189,122	-	-	-	189,122
Pertambangan	-	-	3,313	-	-	3,313
Lainnya	-	-	6,442	-	-	6,442
	995	189,122	9,755	-	-	199,872
Jumlah piutang	84,333,397	3,093,764	599,736	251,861	1,605,136	89,883,894
Cadangan kerugian penurunan nilai	(1,358,680)	(564,931)	(297,914)	(121,161)	(952,020)	(3,294,706)
<b>Bersih</b>	<u>82,974,717</u>	<u>2,528,833</u>	<u>301,822</u>	<u>130,700</u>	<u>653,116</u>	<u>86,589,188</u>

**Rupiah**  
Manufacturing  
Business services  
Construction  
Consumer  
Electricity, gas and water  
Transportation  
Trading  
Mining  
Agriculture  
Social/public  
Others

**Foreign Currency**  
Electricity, gas and water  
Transportation  
Mining  
Others

Total receivables  
Allowance for impairment losses  
**Net**

**c. Berdasarkan jangka waktu (sesuai dengan perjanjian)**

**c. By period (based on agreement)**

	2021	2020 <sup>1)</sup>
<b>Rupiah</b>		
≤ 1 tahun	450,174	391,608
> 1 - ≤ 2 tahun	1,404,091	2,365,900
> 2 - ≤ 5 tahun	17,039,524	16,484,232
> 5 tahun	82,762,553	70,442,282
	<u>101,656,342</u>	<u>89,684,022</u>
<b>Mata Uang Asing</b>		
≤ 1 tahun	-	-
> 1 - ≤ 2 tahun	-	4,308
> 2 - ≤ 5 tahun	131,147	189,122
> 5 tahun	-	6,442
	<u>131,147</u>	<u>199,872</u>
Jumlah	101,787,489	89,883,894
Cadangan kerugian penurunan nilai	(3,450,506)	(3,294,706)
<b>Bersih</b>	<u>98,336,983</u>	<u>86,589,188</u>

**Rupiah**  
≤ 1 year  
> 1 - ≤ 2 years  
> 2 - ≤ 5 years  
> 5 years

**Foreign Currency**  
≤ 1 year  
> 1 - ≤ 2 years  
> 2 - ≤ 5 years  
> 5 years

Total  
Allowance for impairment losses  
**Net**

\*1) Disajikan kembali, lihat Catatan 53

\*1) Restated, see Note 53

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**9. PIUTANG (lanjutan)**

**9. RECEIVABLES (continued)**

**d. Berdasarkan sisa umur jatuh tempo**

**d. By remaining period to maturity**

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
<b>Rupiah</b>			<b>Rupiah</b>
≤ 1 bulan	364,903	267,511	≤ 1 month
> 1 - ≤ 3 bulan	259,978	487,628	> 1 - ≤ 3 months
> 3 - ≤ 12 bulan	2,386,389	2,817,560	> 3 - ≤ 12 months
> 1 - ≤ 5 tahun	30,039,571	28,513,932	> 1 - ≤ 5 years
> 5 tahun	68,605,501	57,597,391	> 5 years
	<u>101,656,342</u>	<u>89,684,022</u>	
<b>Mata Uang Asing</b>			<b>Foreign Currency</b>
≤ 1 bulan	-	-	≤ 1 month
> 1 - ≤ 3 bulan	-	-	> 1 - ≤ 3 months
> 3 - ≤ 12 bulan	-	4,308	> 3 - ≤ 12 months
> 1 - ≤ 5 tahun	131,147	189,122	> 1 - ≤ 5 years
> 5 tahun	-	6,442	> 5 years
	<u>131,147</u>	<u>199,872</u>	
Jumlah	101,787,489	89,883,894	Total
Cadangan kerugian penurunan nilai	(3,450,506)	(3,294,706)	Allowance for impairment losses
<b>Bersih</b>	<u>98,336,983</u>	<u>86,589,188</u>	Net

**e. Berdasarkan keterkaitan**

**e. By relationship**

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
<b>Pihak Ketiga</b>			<b>Third Parties</b>
Rupiah	101,155,714	88,785,650	Rupiah
Mata uang asing	131,147	199,872	Foreign Currency
	<u>101,286,861</u>	<u>88,985,522</u>	
<b>Pihak Berelasi (Catatan 42)</b>			<b>Related Parties (Note 42)</b>
Rupiah	500,628	898,372	Rupiah
Jumlah	101,787,489	89,883,894	Total
Cadangan kerugian penurunan nilai	(3,450,506)	(3,294,706)	Allowance for impairment losses
<b>Bersih</b>	<u>98,336,983</u>	<u>86,589,188</u>	Net

**f. Berdasarkan kolektibilitas**

**f. By collectibility**

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
	<u>Pokok/ Principal</u>	<u>Cadangan kerugian penurunan nilai/Allowance for impairment losses</u>	
Lancar	97,075,831	1,276,171	Current
Dalam perhatian khusus	1,992,239	351,173	Special mention
Kurang lancar	1,020,031	490,466	Substandard
Diragukan	517,248	284,455	Doubtful
Macet	1,182,140	1,048,241	Loss
	<u>101,787,489</u>	<u>3,450,506</u>	
	<u>89,883,894</u>	<u>3,294,706</u>	

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**9. PIUTANG (lanjutan)**

**g. Informasi penting lainnya**

- 1) Pinjaman karyawan yang diikat dengan akad *murabahah* adalah pinjaman yang diberikan kepada karyawan untuk pembelian rumah, kendaraan dan keperluan lainnya dengan jangka waktu antara 1 (satu) sampai dengan 15 (lima belas) tahun dan dibayar kembali melalui pemotongan gaji setiap bulan.
- 2) Efektif *yield* margin piutang *murabahah* untuk Rupiah berkisar antara 9,51% sampai dengan 13,77% per tahun untuk tahun 2021 dan berkisar antara 10,09% sampai dengan 14,94% per tahun untuk tahun 2020 dan untuk mata uang asing berkisar antara 1,56% sampai dengan 2,62% per tahun untuk tahun 2021 dan berkisar antara 1,63% sampai dengan 6,81% per tahun untuk tahun 2020.
- 3) Perubahan cadangan kerugian penurunan nilai piutang adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Saldo awal	3,294,706	1,939,242
Pembentukan penyisihan selama tahun berjalan (Catatan 36)	1,397,845	1,995,809
Penerimaan kembali hapus buku	180,655	205,323
Penghapusbukuan selama tahun berjalan	(1,423,484)	(845,766)
Selisih kurs	<u>784</u>	<u>98</u>
Saldo akhir	<u><u>3,450,506</u></u>	<u><u>3,294,706</u></u>

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai pembiayaan *murabahah* yang dibentuk telah memadai dan telah sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK).

- 4) Piutang dijamin agunan yang diikat dengan hak tanggungan atau surat kuasa memasang hak tanggungan atau surat kuasa untuk menjual, deposito *mudharabah* (Catatan 25) atau jaminan lain yang umumnya dapat diterima oleh Bank.
- 5) Jumlah piutang yang direstrukturisasi sampai dengan tanggal 31 Desember 2021 adalah sebesar Rp14.404.822 (2020: Rp16.691.924), termasuk piutang restrukturisasi terkait Covid-19 sebesar Rp11.130.173 (2020: Rp12.982.698). Restrukturisasi piutang dilakukan dengan cara perpanjangan waktu, penjadwalan kembali, dan penambahan fasilitas piutang bagi debitur.

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

**9. RECEIVABLES (continued)**

**g. Other significant information**

- 1) *Employee loans that used murabahah contract are loans to employees used for acquisition of houses, vehicles and other necessities with 1 (one) until 15 (fifteen) years period and paid through monthly salary deductions.*
- 2) *Effective margin yield murabahah receivables for Rupiah ranges from 9.51% to 13.77% per annum for 2021 and ranges from 10.09% to 14.94% per annum for 2020 and for foreign currencies ranging from 1.56% to 2.62% per annum for 2021 and ranges from 1.63% to 6.81% per annum for 2020.*
- 3) *The movements of allowance for impairment losses on receivables are as follows:*

*Management believes that the allowance for impairment losses on murabahah financing is adequate and in compliance with Financial Services Authority's regulation.*

- 4) *Receivables are collateralized by registered mortgages or powers of attorneys to mortgage and sell, mudharabah time deposits (Note 25) or by other guarantees generally accepted by the Bank.*
- 5) *Total restructured receivables as at 31 December 2021 amounting to Rp14,404,822 (2020: Rp16,691,924), including restructured receivables related to Covid-19 amounting to Rp11,130,173 (2020: Rp12,982,698). Receivables were being restructured by extending the period, rescheduling and additional receivable facility for debtors.*

<sup>\*)</sup> Restated, see Note 53



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**9. PIUTANG (lanjutan)**

**g. Informasi penting lainnya (lanjutan)**

- 6) Rasio *Non-Performing Financing (NPF)* bruto dan neto atas jumlah piutang adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Jumlah piutang <sup>**)</sup>	101,787,248	89,882,783
NPF - Bruto <sup>**)</sup>	2,719,419	2,456,733
Persentase NPF - Bruto	2.67%	2.73%
NPF- Neto <sup>**)</sup>	896,257	1,085,638
Persentase NPF - Neto	0.88%	1.21%

<sup>\*\*) Diluar piutang kepada bank lain</sup>

**9. RECEIVABLES (continued)**

**g. Other significant information (continued)**

- 6) The ratio of total *Non-Performing Financing (NPF)* gross and net on receivables are as follows:

<i>Total receivables<sup>**)</sup></i>
<i>NPF - Gross<sup>**)</sup></i>
<i>Percentage of NPF - Gross</i>
<i>NPF - Net<sup>**)</sup></i>
<i>Percentage of NPF - Net</i>

<sup>\*\*) Exclude receivables to other banks</sup>

**10. PINJAMAN QARDH**

**a. Berdasarkan jenis dan mata uang**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<b>Rupiah</b>		
<i>Rahn</i>	3,737,737	3,215,951
Kartu Hasanah	392,593	352,779
<i>Qardh</i>	<u>3,820,787</u>	<u>4,814,265</u>
	7,951,117	8,382,995
<b>Mata Uang Asing</b>		
<i>Qardh</i>	<u>1,468,114</u>	<u>897,860</u>
	<u>1,468,114</u>	<u>897,860</u>
Jumlah	9,419,231	9,280,855
Cadangan kerugian penurunan nilai	<u>(337,831)</u>	<u>(226,482)</u>
<b>Bersih</b>	<u><u>9,081,400</u></u>	<u><u>9,054,373</u></u>

**Rupiah**  
*Rahn*  
*Hasanah Card*  
*Qardh*

**Foreign Currency**  
*Qardh*

*Total*

*Allowance for impairment losses*

**Net**

**b. Berdasarkan sektor ekonomi, mata uang, dan kolektibilitas**

**b. By economic sector, currency and collectibility**

	<b>2021</b>					
	<i>Lancar/ Current</i>	<i>Perhatian Khusus/Special Mention</i>	<i>Kurang Lancar/ Substandard</i>	<i>Diragukan/ Doubtful</i>	<i>Macet/ Loss</i>	<i>Jumlah/ Total</i>
<b>Rupiah</b>						
Industri	11,934	-	-	89	1,836	13,859
Jasa usaha	609,180	-	-	403	6,043	615,626
Konstruksi	2,134,367	-	-	241,943	19,883	2,396,193
Konsumer	4,458,025	30,429	5,868	7,207	9,510	4,511,039
Pengangkutan	-	3,500	6,013	-	-	9,513
Perdagangan	235,623	4	-	-	708	236,335
Pertambangan	-	-	8,967	-	-	8,967
Pertanian	26,108	-	-	-	-	26,108
Lainnya	130,536	-	-	2,941	-	133,477
	7,605,773	33,933	20,848	252,583	37,980	7,951,117
<b>Mata Uang Asing</b>						
Industri	1,424,924	-	-	-	-	1,424,924
Pengangkutan	37,740	-	-	-	-	37,740
Perdagangan	2,714	-	-	-	-	2,714
Sosial/masyarakat	2,736	-	-	-	-	2,736
	1,468,114	-	-	-	-	1,468,114
Jumlah pinjaman qardh	9,073,887	33,933	20,848	252,583	37,980	9,419,231
Cadangan kerugian penurunan nilai	(181,484)	(1,152)	(3,054)	(127,779)	(24,362)	(337,831)
<b>Bersih</b>	<u><u>8,892,403</u></u>	<u><u>32,781</u></u>	<u><u>17,794</u></u>	<u><u>124,804</u></u>	<u><u>13,618</u></u>	<u><u>9,081,400</u></u>

**Rupiah**  
*Manufacturing*  
*Business services*  
*Construction*  
*Consumer*  
*Transportation*  
*Trading*  
*Mining*  
*Agriculture*  
*Others*

**Foreign Currency**  
*Manufacturing*  
*Transportation*  
*Trading*  
*Social/public*

*Total funds of qardh*  
*Allowance for impairment losses*

**Net**

<sup>\*) Disajikan kembali, lihat Catatan 53</sup>

<sup>\*) Restated, see Note 53</sup>

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**10. PINJAMAN QARDH (lanjutan)**

**10. FUNDS OF QARDH (continued)**

**b. Berdasarkan sektor ekonomi, mata uang,  
dan kolektibilitas (lanjutan)**

**b. By economic sector, currency and  
collectibility (continued)**

	2020 <sup>*)</sup>						
	Lancar/ Current	Perhatian Khusus/Special Mention	Kurang Lancar/ Substandard	Diragukan/ Doubtful	Macet/ Loss	Jumlah/ Total	
<b>Rupiah</b>							<b>Rupiah</b>
Industri	68,803	-	-	-	120,421	189,224	Manufacturing
Jasa usaha	165,933	253	2,319	-	-	168,505	Business services
Konstruksi	3,597,588	-	-	-	-	3,597,588	Construction
Konsumer	4,125,717	23,826	3,329	5,057	13,258	4,171,187	Consumer
Listrik, gas dan air	1,565	-	-	-	-	1,565	Electricity, gas and water
Pengangkutan	24,165	-	-	-	-	24,165	Transportation
Perdagangan	70,829	-	1,836	-	700	73,365	Trading
Pertambangan	1,062	-	-	-	-	1,062	Mining
Pertanian	7,966	-	-	-	-	7,966	Agriculture
Lainnya	148,368	-	-	-	-	148,368	Others
	8,211,996	24,079	7,484	5,057	134,379	8,382,995	
<b>Mata Uang Asing</b>							<b>Foreign Currency</b>
Industri	836,490	-	-	-	-	836,490	Manufacturing
Pengangkutan	47,264	-	-	-	-	47,264	Transportation
Perdagangan	14,106	-	-	-	-	14,106	Trading
	897,860	-	-	-	-	897,860	
Jumlah pinjaman qardh	9,109,856	24,079	7,484	5,057	134,379	9,280,855	Total funds of qardh
Cadangan kerugian penurunan nilai	(86,108)	(989)	(2,477)	(2,529)	(134,379)	(226,482)	Allowance for impairment losses
<b>Bersih</b>	<u>9,023,748</u>	<u>23,090</u>	<u>5,007</u>	<u>2,528</u>	-	<u>9,054,373</u>	<b>Net</b>

**c. Berdasarkan jangka waktu (sesuai dengan  
perjanjian)**

**c. By period (based on agreement)**

	2021	2020 <sup>*)</sup>	
<b>Rupiah</b>			<b>Rupiah</b>
≤1 tahun	6,711,559	7,034,181	≤1 year
>1 - ≤2 tahun	227,289	284,705	>1 - ≤2 years
>2 - ≤5 tahun	53,954	124,729	>2 - ≤5 years
>5 tahun	958,315	939,380	>5 years
	<u>7,951,117</u>	<u>8,382,995</u>	
<b>Mata Uang Asing</b>			<b>Foreign Currency</b>
≤1 tahun	1,429,234	853,069	≤1 year
>1 - ≤2 tahun	38,880	44,791	>1 - ≤2 years
>2 - ≤5 tahun	-	-	>2 - ≤5 years
>5 tahun	-	-	>5 years
	<u>1,468,114</u>	<u>897,860</u>	
Jumlah	9,419,231	9,280,855	Total
Cadangan kerugian penurunan nilai	(337,831)	(226,482)	Allowance for impairment losses
<b>Bersih</b>	<u>9,081,400</u>	<u>9,054,373</u>	<b>Net</b>

\*) Disajikan kembali, lihat Catatan 53

\*) Restated, see Note 53

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**10. PINJAMAN QARDH (lanjutan)**

**10. FUNDS OF QARDH (continued)**

**d. Berdasarkan sisa umur jatuh tempo**

**d. By remaining period to maturity**

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
<b>Rupiah</b>			<b>Rupiah</b>
≤ 1 bulan	1,460,225	1,601,795	≤ 1 month
> 1 - ≤ 3 bulan	2,712,592	3,539,750	> 1 - ≤ 3 months
> 3 - ≤ 12 bulan	2,774,938	2,150,367	> 3 - ≤ 12 months
> 1 - ≤ 5 tahun	453,078	512,102	> 1 - ≤ 5 years
> 5 tahun	550,284	578,981	> 5 years
	<u>7,951,117</u>	<u>8,382,995</u>	
<b>Mata Uang Asing</b>			<b>Foreign Currency</b>
≤ 1 bulan	136,707	12,603	≤ 1 month
> 1 - ≤ 3 bulan	522,108	837,124	> 1 - ≤ 3 months
> 3 - ≤ 12 bulan	809,299	48,133	> 3 - ≤ 12 months
> 1 - ≤ 5 tahun	-	-	> 1 - ≤ 5 years
> 5 tahun	-	-	> 5 years
	<u>1,468,114</u>	<u>897,860</u>	
Jumlah	9,419,231	9,280,855	Total
Cadangan kerugian penurunan nilai	(337,831)	(226,482)	Allowance for impairment losses
<b>Bersih</b>	<u>9,081,400</u>	<u>9,054,373</u>	<b>Net</b>

**e. Berdasarkan keterkaitan**

**e. By relationship**

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
<b>Pihak Ketiga</b>			<b>Third Parties</b>
Rupiah	6,665,289	6,065,210	Rupiah
Mata uang asing	1,468,114	897,860	Foreign Currency
	8,133,403	6,963,070	
<b>Pihak Berelasi (Catatan 42)</b>			<b>Related Parties (Note 42)</b>
Rupiah	1,285,828	2,317,785	Rupiah
Jumlah	9,419,231	9,280,855	Total
Cadangan kerugian penurunan nilai	(337,831)	(226,482)	Allowance for impairment losses
<b>Bersih</b>	<u>9,081,400</u>	<u>9,054,373</u>	<b>Net</b>

**f. Berdasarkan kolektibilitas**

**f. By collectibility**

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
	<u>Pokok/ Principal</u>	<u>Cadangan kerugian penurunan nilai/Allowance for impairment losses</u>	
Lancar	9,073,887	181,484	Current
Dalam perhatian khusus	33,933	1,152	Special mention
Kurang lancar	20,848	3,054	Substandard
Diragukan	252,583	127,779	Doubtful
Macet	37,980	24,362	Loss
	<u>9,419,231</u>	<u>337,831</u>	
	<u>9,419,231</u>	<u>9,280,855</u>	<u>226,482</u>

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**10. PINJAMAN QARDH** (lanjutan)

**10. FUNDS OF QARDH** (continued)

**g. Informasi penting lainnya**

**g. Other significant information**

- 1) Perubahan cadangan kerugian penurunan nilai pinjaman *qardh* adalah sebagai berikut:

- 1) *The movements of allowance for impairment losses on funds of qardh are as follows:*

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
Saldo awal	226,482	94,930	<i>Beginning balance</i>
Pembentukan selama tahun berjalan (Catatan 36)	251,313	189,065	<i>Provisions during the year (Note 36)</i>
Penerimaan kembali hapus buku	1,515	13,283	<i>Recoveries of written-off</i>
Penghapusbukuan selama tahun berjalan	(141,608)	(71,057)	<i>Write-off during the year</i>
Selisih kurs	<u>129</u>	<u>261</u>	<i>Exchange rate differences</i>
<b>Saldo akhir</b>	<b><u>337,831</u></b>	<b><u>226,482</u></b>	<b><i>Ending balance</i></b>

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai pinjaman *qardh* yang dibentuk telah memadai dan telah sesuai dengan ketentuan Peraturan Otoritas Jasa Keuangan (POJK).

*Management believes that the allowance for impairment losses on funds of qardh is adequate and in compliance with Financial Services Authority Regulations.*

- 2) Pinjaman *qardh* dijamin agunan yang diikat dengan gadai, hak tanggungan atau surat kuasa memasang hak tanggungan atau surat kuasa untuk menjual, atau jaminan lain yang umumnya dapat diterima oleh Bank.

- 2) *Funds of qardh are collateralized by pawning, registered mortgages or powers of attorneys to mortgage and sell, or by other guarantees generally accepted by the Bank.*

- 3) Jumlah pinjaman *qardh* yang direstrukturisasi sampai dengan tanggal 31 Desember 2021 adalah sebesar Rp1.101.870 (2020: Rp638.358), termasuk piutang restrukturisasi terkait Covid-19 sebesar Rp780.487 (2020: Rp169.628). Restrukturisasi piutang dilakukan dengan cara perpanjangan waktu, penjadwalan kembali, dan penambahan fasilitas pinjaman *qardh* bagi debitur.

- 3) *Total restructured funds of qardh as at 31 December 2021 amounting to Rp1,101,870 (2020: Rp638,358), including restructured receivables related to Covid-19 amounting to Rp780,487 (2020: Rp169,628). Receivables were being restructured by extending the period, rescheduling and additional funds of qardh facility for debtors.*

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**10. PINJAMAN QARDH (lanjutan)**

**10. FUNDS OF QARDH (continued)**

**g. Informasi penting lainnya (lanjutan)**

**g. Other significant information (continued)**

- 4) Rasio *Non-Performing Financing (NPF)* bruto dan neto atas jumlah pinjaman *qardh* adalah sebagai berikut:

- 4) The ratio of total *Non-Performing Financing (NPF)* gross and net on funds of *qardh* are as follows:

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
Jumlah pinjaman <i>qardh</i> <sup>**)</sup>	9,419,231	9,280,855	<i>Total funds of qardh</i> <sup>**)</sup>
NPF - Bruto <sup>**)</sup>	311,411	146,920	<i>NPF - Gross</i> <sup>**)</sup>
Persentase NPF - Bruto	3.31%	1.58%	<i>Percentage of NPF - Gross</i>
 NPF - Neto <sup>**)</sup>	 156,216	 7,535	 <i>NPF - Net</i> <sup>**)</sup>
Persentase NPF - Neto	1.66%	0.08%	<i>Percentage of NPF - Net</i>

<sup>\*\*) Diluar pinjaman *qardh* kepada bank lain</sup>

<sup>\*\*) Exclude funds of *qardh* to other banks</sup>

**11. PEMBIAYAAN MUDHARABAH**

**11. MUDHARABAH FINANCING**

**a. Berdasarkan jenis dan mata uang**

**a. By type and currency**

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
<b>Rupiah</b>			<b>Rupiah</b>
Modal kerja	1,616,063	2,642,785	<i>Working capital</i>
Investasi	12,374	27,810	<i>Investment</i>
Konsumsi	-	387	<i>Consumption</i>
Jumlah	1,628,437	2,670,982	<i>Total</i>
Cadangan kerugian penurunan nilai	(36,123)	(72,195)	<i>Allowance for impairment losses</i>
<b>Bersih</b>	<u>1,592,314</u>	<u>2,598,787</u>	<b>Net</b>

**b. Berdasarkan sektor ekonomi, mata uang, dan kolektibilitas**

**b. By economic sector, currency, and collectibility**

<b>2021</b>						
Lancar/ Current	Perhatian Khusus/Special Mention	Kurang Lancar/ Substandard	Diragukan/ Doubtful	Macet/ Loss	Jumlah/ Total	
<b>Rupiah</b>						<b>Rupiah</b>
Industri	4,916	-	-	-	4,916	<i>Manufacturing</i>
Jasa usaha	36,449	-	-	221	36,670	<i>Business services</i>
Konstruksi	3,129	-	-	-	3,129	<i>Construction</i>
Perdagangan	366,073	-	-	-	366,073	<i>Trading</i>
Pertanian	3,588	-	-	-	3,588	<i>Agriculture</i>
Sosial/masyarakat	-	-	-	215	215	<i>Social/public</i>
Lainnya	1,192,713	234	3,864	16,964	1,213,846	<i>Others</i>
Jumlah pembiayaan	1,606,868	234	3,864	17,400	1,628,437	<i>Total financing</i>
Cadangan kerugian penurunan nilai	(17,683)	(34)	(970)	(17,400)	(36,123)	<i>Allowance for impairment losses</i>
<b>Bersih</b>	<u>1,589,185</u>	<u>200</u>	<u>2,894</u>	<u>35</u>	<u>1,592,314</u>	
<b>2020<sup>*)</sup></b>						
Lancar/ Current	Perhatian Khusus/Special Mention	Kurang Lancar/ Substandard	Diragukan/ Doubtful	Macet/ Loss	Jumlah/ Total	
<b>Rupiah</b>						<b>Rupiah</b>
Industri	4,489	-	-	397	4,886	<i>Manufacturing</i>
Jasa usaha	26,204	-	-	57	26,261	<i>Business services</i>
Konstruksi	130	-	-	-	130	<i>Construction</i>
Konsumer	387	-	-	-	387	<i>Consumer</i>
Listrik, gas dan air	3,158	634	-	-	3,792	<i>Electricity, gas and water</i>
Perdagangan	524,448	-	-	334	524,782	<i>Trading</i>
Pertanian	36,428	-	197	9,934	46,559	<i>Agriculture</i>
Sosial/masyarakat	281	-	-	-	281	<i>Social/public</i>
Lainnya	2,036,119	4,105	373	19,235	2,063,904	<i>Others</i>
Jumlah pembiayaan	2,631,644	4,739	373	29,957	2,670,982	<i>Total financing</i>
Cadangan kerugian penurunan nilai	(39,887)	(362)	(373)	(29,912)	(72,195)	<i>Allowance for impairment losses</i>
<b>Bersih</b>	<u>2,591,757</u>	<u>4,377</u>	<u>-</u>	<u>45</u>	<u>2,598,787</u>	<b>Net</b>

<sup>\*) Disajikan kembali, lihat Catatan 53</sup>

<sup>\*) Restated, see Note 53</sup>

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**11. PEMBIAYAAN MUDHARABAH (lanjutan)**

**11. MUDHARABAH FINANCING (continued)**

**c. Berdasarkan jangka waktu**

**c. By period**

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
<b>Rupiah</b>			<b>Rupiah</b>
≤ 1 tahun	511,224	487,633	≤ 1 year
> 1 - ≤ 2 tahun	310,855	754,306	> 1 - ≤ 2 years
> 2 - ≤ 5 tahun	332,152	797,874	> 2 - ≤ 5 years
> 5 tahun	474,206	631,169	> 5 years
Jumlah	1,628,437	2,670,982	Total
Cadangan kerugian penurunan nilai	(36,123)	(72,195)	Allowance for impairment losses
<b>Bersih</b>	<u>1,592,314</u>	<u>2,598,787</u>	<b>Net</b>

**d. Berdasarkan sisa umur jatuh tempo**

**d. By remaining period to maturity**

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
<b>Rupiah</b>			<b>Rupiah</b>
≤ 1 bulan	12,173	41,501	≤ 1 month
> 1 - ≤ 3 bulan	113,569	185,294	> 1 - ≤ 3 months
> 3 - ≤ 12 bulan	778,672	1,310,475	> 3 - ≤ 12 months
> 1 - ≤ 5 tahun	504,210	893,035	> 1 - ≤ 5 years
> 5 tahun	219,813	240,677	> 5 years
Jumlah	1,628,437	2,670,982	Total
Cadangan kerugian penurunan nilai	(36,123)	(72,195)	Allowance for impairment losses
<b>Bersih</b>	<u>1,592,314</u>	<u>2,598,787</u>	<b>Net</b>

**e. Berdasarkan keterkaitan**

**e. By relationship**

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
<b>Pihak Ketiga</b>			<b>Third Parties</b>
Rupiah	1,154,595	1,460,923	Rupiah
<b>Pihak Berelasi (Catatan 42)</b>			<b>Related Parties (Note 42)</b>
Rupiah	473,842	1,210,059	Rupiah
Jumlah	1,628,437	2,670,982	Total
Cadangan kerugian penurunan nilai	(36,123)	(72,195)	Allowance for impairment losses
<b>Bersih</b>	<u>1,592,314</u>	<u>2,598,787</u>	<b>Net</b>

**f. Berdasarkan kolektibilitas**

**f. By collectibility**

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
	<u>Pokok/ Principal</u>	<u>Cadangan kerugian penurunan nilai/Allowance for impairment losses</u>	
		<u>Pokok/ Principal</u>	<u>Cadangan kerugian penurunan nilai/Allowance for impairment losses</u>
Lancar	1,606,868	17,683	2,631,644
Dalam perhatian khusus	234	34	39,887
Kurang lancar	3,864	970	4,739
Diragukan	71	36	373
Macet	17,400	17,400	4,269
	<u>1,628,437</u>	<u>36,123</u>	1,661
		<u>2,670,982</u>	29,912
		<u>72,195</u>	

\*) Disajikan kembali, lihat Catatan 53

\*) Restated, see Note 53

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**11. PEMBIAYAAN MUDHARABAH** (lanjutan)

**g. Informasi penting lainnya**

- 1) Efektif *yield* margin pembiayaan *mudharabah* untuk Rupiah berkisar antara 7,09% sampai dengan 18,82% per tahun untuk tahun 2021 dan berkisar antara 7,96% sampai dengan 11,72% per tahun untuk tahun 2020.

- 2) Perubahan cadangan kerugian penurunan nilai pembiayaan *mudharabah* adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Saldo awal	72,195	63,224
(Pembalikan)/pembentukan selama tahun berjalan (Catatan 36)	(1,954)	38,496
Penerimaan kembali hapus buku	131	14,064
Penghapusbukuan selama tahun berjalan	<u>(34,249)</u>	<u>(43,589)</u>
Saldo akhir	<u><u>36,123</u></u>	<u><u>72,195</u></u>

- 3) Pembiayaan *mudharabah* dijamin agunan yang diikat dengan hak tanggungan atau surat kuasa memasang hak tanggungan atau surat kuasa untuk menjual, deposito *mudharabah* (Catatan 25) atau jaminan lain yang umumnya dapat diterima oleh Bank.

- 4) Jumlah pembiayaan *mudharabah* yang direstrukturisasi sampai dengan tanggal 31 Desember 2021 adalah sebesar Rp121.192 (2020: Rp297.905), termasuk restrukturisasi pembiayaan terkait Covid-19 sebesar Rp107.082 (2020: Rp263.927). Restrukturisasi pembiayaan *mudharabah* dilakukan dengan cara perpanjangan waktu, penjadwalan kembali, dan penambahan fasilitas pembiayaan bagi debitur.

- 5) Rasio *Non-Performing Financing* (NPF) bruto dan neto atas jumlah pembiayaan *mudharabah* adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Jumlah pembiayaan <i>mudharabah</i> <sup>**)</sup>	1,519,729	2,412,906
NPF - Bruto <sup>**)</sup>	21,335	34,599
Persentase NPF - Bruto	1.40%	1.43%
NPF - Neto <sup>**)</sup>	2,929	2,652
Persentase NPF - Neto	0.19%	0.11%

<sup>\*\*) Diluar pembiayaan *mudharabah* kepada bank lain</sup>

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai pembiayaan *mudharabah* yang dibentuk telah memadai dan telah sesuai dengan ketentuan Peraturan Otoritas Jasa Keuangan (POJK).

**11. MUDHARABAH FINANCING** (continued)

**g. Other significant information**

- 1) *Effective margin yield mudharabah financing for Rupiah ranges from 7.09% to 18.82% per annum for 2021 and ranges from 7.96% to 11.72% per annum for 2020.*

- 2) *The movements of allowance for impairment losses on mudharabah financing are as follows:*

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
Saldo awal	72,195	63,224	<i>Beginning balance</i>
(Reversals)/provisions during the year (Note 36)	(1,954)	38,496	
Recoveries of written-off	131	14,064	
Write-off during the year	<u>(34,249)</u>	<u>(43,589)</u>	
Ending balance	<u><u>36,123</u></u>	<u><u>72,195</u></u>	

- 3) *Mudharabah financing are collateralized by registered mortgage or powers of attorneys to mortgage or sell, mudharabah time deposits (Note 25) or by other guarantees generally accepted by the Bank.*

- 4) *Total restructured mudharabah financing of qardh as at 31 December 2021 amounting to Rp121,192 (2020: Rp297,905), including restructured mudharabah financing related to Covid-19 amounting to Rp107,082 (2020: Rp263,927). Mudharabah financing were being restructured by extending the period, rescheduling and additional facility for debtors.*

- 5) *The ratio of total Non-Performing Financing (NPF) gross and net on mudharabah financing are as follows:*

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
Total mudharabah financing <sup>**)</sup>	1,519,729	2,412,906	<i>Total mudharabah financing<sup>**)</sup></i>
NPF - Gross <sup>**)</sup>	21,335	34,599	<i>NPF - Gross<sup>**)</sup></i>
Percentage of NPF - Gross	1.40%	1.43%	<i>Percentage of NPF - Gross</i>
NPF - Net <sup>**)</sup>	2,929	2,652	<i>NPF - Net<sup>**)</sup></i>
Percentage of NPF - Net	0.19%	0.11%	<i>Percentage of NPF - Net</i>

<sup>\*\*) Exclude mudharabah financing to other banks</sup>

*Management believes that the allowance for impairment losses on mudharabah financing is adequate and in compliance with Financial Service Authority (FSA) Regulations.*

<sup>\*) Disajikan kembali, lihat Catatan 53</sup>

<sup>\*) Restated, see Note 53</sup>

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**12. PEMBIAYAAN MUSYARAKAH**

**12. MUSYARAKAH FINANCING**

**a. Berdasarkan jenis dan mata uang**

**a. By type and currency**

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
<b>Rupiah</b>			<b>Rupiah</b>
Modal kerja	25,899,951	24,607,443	Working capital
Investasi	21,174,154	20,232,247	Investment
Konsumsi	7,302,971	6,479,646	Consumption
	<u>54,377,076</u>	<u>51,319,336</u>	
<b>Mata Uang Asing</b>			<b>Foreign Currency</b>
Modal kerja	1,794,235	301,551	Working capital
Investasi	1,383,125	1,727,646	Investment
	<u>3,177,360</u>	<u>2,029,197</u>	
Jumlah	57,554,436	53,348,533	Total
Cadangan kerugian penurunan nilai	(3,651,313)	(2,452,358)	Allowance for impairment losses
<b>Bersih</b>	<u>53,903,123</u>	<u>50,896,175</u>	<b>Net</b>

**b. Berdasarkan sektor ekonomi**

**b. By economic sector**

<b>2021</b>							
	Lancar/ Current	Perhatian Khusus/Special Mention	Kurang Lancar/ Substandard	Diragukan/ Doubtful	Macet/ Loss	Jumlah/ Total	
<b>Rupiah</b>							<b>Rupiah</b>
Industri	5,194,504	73,601	263,039	8,953	533,903	6,074,000	Manufacturing
Jasa Usaha	8,843,528	93,821	19,381	15,167	20,409	8,992,306	Business services
Konstruksi	11,645,298	417,713	37,902	43,338	20,779	12,165,030	Construction
Konsumer	7,199,046	49,896	21,232	12,218	20,579	7,302,971	Consumer
Listrik, gas dan air	2,984,992	1,777	677	-	391	2,987,837	Electricity, gas and water
Pengangkutan	3,843,288	6,949	2,399	6,064	984	3,859,684	Transportation
Perdagangan	5,251,649	324,176	119,246	59,755	109,868	5,864,694	Trading
Pertambangan	280,941	2,515	4,898	1,207	4,661	294,222	Mining
Pertanian	4,732,136	29,124	45,857	29,475	27,912	4,864,504	Agriculture
Sosial/masyarakat	150,673	-	-	-	-	150,673	Social/public
Lainnya	1,812,890	-	-	-	8,265	1,821,155	Others
	51,938,945	999,572	514,631	176,177	747,751	54,377,076	
<b>Mata Uang Asing</b>							<b>Foreign Currency</b>
Industri	13,591	-	-	-	-	13,591	Manufacturing
Listrik, gas dan air	685,894	-	164,192	231,307	-	1,081,393	Electricity, gas and water
Pengangkutan	65,707	-	-	-	-	65,707	Transportation
Pertambangan	2,016,669	-	-	-	-	2,016,669	Mining
	2,781,861	-	164,192	231,307	-	3,177,360	
Jumlah pembiayaan	54,720,806	999,572	678,823	407,484	747,751	57,554,436	Total financing
Cadangan kerugian penurunan nilai	(1,877,190)	(235,041)	(455,229)	(336,102)	(747,751)	(3,651,313)	Allowance for impairment losses
<b>Bersih</b>	<u>52,843,616</u>	<u>764,531</u>	<u>223,594</u>	<u>71,382</u>	<u>-</u>	<u>53,903,123</u>	<b>Net</b>
<b>2020<sup>*)</sup></b>							
	Lancar/ Current	Perhatian Khusus/Special Mention	Kurang Lancar/ Substandard	Diragukan/ Doubtful	Macet/ Loss	Jumlah/ Total	
<b>Rupiah</b>							<b>Rupiah</b>
Industri	5,671,885	90,255	411,988	29,453	159,692	6,363,273	Manufacturing
Jasa usaha	8,315,317	42,447	119,470	2,197	33,343	8,512,774	Business services
Konstruksi	9,690,352	20,354	11,606	2,575	83,303	9,808,190	Construction
Konsumer	6,377,303	61,542	21,144	5,656	11,001	6,479,646	Consumer
Listrik, gas dan air	2,895,298	1,597	-	-	329	2,897,224	Electricity, gas and water
Pengangkutan	3,343,513	9,365	363	13,638	12,952	3,379,831	Transportation
Perdagangan	5,650,696	191,015	154,610	32,465	69,006	6,097,792	Trading
Pertambangan	131,866	5,210	36,350	-	983	174,409	Mining
Pertanian	5,043,985	86,535	29,765	64,167	19,649	5,244,101	Agriculture
Sosial/masyarakat	173,574	-	-	-	-	173,574	Social/public
Lainnya	2,145,995	478	307	24,616	17,126	2,188,522	Others
	49,439,784	508,798	788,603	174,767	407,384	51,319,336	

\*) Disajikan kembali, lihat Catatan 53

\*) Restated, see Note 53



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**12. PEMBIAYAAN MUSYARAKAH (lanjutan)**

**12. MUSYARAKAH FINANCING (continued)**

**b. Berdasarkan sektor ekonomi (lanjutan)**

**b. By economic sector (continued)**

	2020 <sup>*)</sup>					
	Lancar/ Current	Perhatian Khusus/Special Mention	Kurang Lancar/ Substandard	Diragukan/ Doubtful	Macet/ Loss	Jumlah/ Total
<b>Mata Uang Asing</b>						
Industri	15,981	-	-	-	-	15,981
Jasa usaha	24,684	-	-	-	-	24,684
Listrik, gas dan air	588,410	-	164,466	243,494	-	996,370
Pengangkutan	101,797	-	-	-	-	101,797
Pertambangan	890,365	-	-	-	-	890,365
	<u>1,621,237</u>	<u>-</u>	<u>164,466</u>	<u>243,494</u>	<u>-</u>	<u>2,029,197</u>
Jumlah pembiayaan	51,061,021	508,798	953,069	418,261	407,384	53,348,533
Cadangan kerugian penurunan nilai	(1,145,918)	(99,936)	(567,680)	(287,959)	(350,865)	(2,452,358)
<b>Bersih</b>	<u>49,915,103</u>	<u>408,862</u>	<u>385,389</u>	<u>130,302</u>	<u>56,519</u>	<u>50,896,175</u>
						Net

**c. Berdasarkan jangka waktu**

**c. By period**

	2021	2020 <sup>*)</sup>	
<b>Rupiah</b>			<b>Rupiah</b>
≤ 1 tahun	6,258,719	6,084,082	≤ 1 year
> 1 - ≤ 2 tahun	7,488,362	7,784,362	> 1 - ≤ 2 years
> 2 - ≤ 5 tahun	8,181,089	8,081,097	> 2 - ≤ 5 years
> 5 tahun	<u>32,448,906</u>	<u>29,369,795</u>	> 5 years
	<u>54,377,076</u>	<u>51,319,336</u>	
<b>Mata Uang Asing</b>			<b>Foreign Currency</b>
≤ 1 tahun	1,500,421	140,500	≤ 1 year
> 1 - ≤ 2 tahun	-	24,683	> 1 - ≤ 2 years
> 2 - ≤ 5 tahun	177,913	5,594	> 2 - ≤ 5 years
> 5 tahun	<u>1,499,026</u>	<u>1,858,420</u>	> 5 years
	<u>3,177,360</u>	<u>2,029,197</u>	
Jumlah	57,554,436	53,348,533	Total
Cadangan kerugian penurunan nilai	<u>(3,651,313)</u>	<u>(2,452,358)</u>	Allowance for impairment losses
<b>Bersih</b>	<u>53,903,123</u>	<u>50,896,175</u>	<b>Net</b>

**d. Berdasarkan sisa umur jatuh tempo**

**d. By remaining period to maturity**

	2021	2020 <sup>*)</sup>	
<b>Rupiah</b>			<b>Rupiah</b>
≤ 1 bulan	2,270,215	2,885,346	≤ 1 month
> 1 - ≤ 3 bulan	4,111,033	5,480,182	> 1 - ≤ 3 months
> 3 - ≤ 12 bulan	8,668,811	5,990,427	> 3 - ≤ 12 months
> 1 - ≤ 5 tahun	12,201,420	13,107,413	> 1 - ≤ 5 years
> 5 tahun	<u>27,125,597</u>	<u>23,855,968</u>	> 5 years
	<u>54,377,076</u>	<u>51,319,336</u>	
<b>Mata Uang Asing</b>			<b>Foreign Currency</b>
≤ 1 bulan	1,027,459	-	≤ 1 month
> 1 - ≤ 3 bulan	267,483	-	> 1 - ≤ 3 months
> 3 - ≤ 12 bulan	206,661	165,183	> 3 - ≤ 12 months
> 1 - ≤ 5 tahun	988,811	851,662	> 1 - ≤ 5 years
> 5 tahun	<u>686,946</u>	<u>1,012,352</u>	> 5 years
	<u>3,177,360</u>	<u>2,029,197</u>	
Jumlah	57,554,436	53,348,533	Total
Cadangan kerugian penurunan nilai	<u>(3,651,313)</u>	<u>(2,452,358)</u>	Allowance for impairment losses
<b>Bersih</b>	<u>53,903,123</u>	<u>50,896,175</u>	<b>Net</b>

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**12. PEMBIAYAAN MUSYARAKAH (lanjutan)**

**e. Berdasarkan keterkaitan**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<b>Pihak Ketiga</b>		
Rupiah	35,351,739	33,752,872
Mata uang asing	<u>1,846,369</u>	<u>1,972,833</u>
	37,198,108	35,725,705
<b>Pihak Berelasi (Catatan 42)</b>		
Rupiah	19,025,337	17,566,464
Mata uang asing	<u>1,330,991</u>	<u>56,364</u>
	<u>20,356,328</u>	<u>17,622,828</u>
Jumlah	57,554,436	53,348,533
Cadangan kerugian penurunan nilai	<u>(3,651,313)</u>	<u>(2,452,358)</u>
<b>Bersih</b>	<u>53,903,123</u>	<u>50,896,175</u>

**Third Parties**  
Rupiah  
Foreign Currency

**Related Parties (Note 42)**  
Rupiah  
Foreign Currency

**Total**  
Allowance for impairment losses

**Net**

**f. Berdasarkan kolektibilitas**

**f. By collectibility**

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
	<u>Pokok/ Principal</u>	<u>Cadangan kerugian penurunan nilai/Allowance for impairment losses</u>	
Lancar	54,720,806	1,877,190	Current
Dalam perhatian khusus	999,572	235,041	Special mention
Kurang lancar	678,823	455,229	Substandard
Diragukan	407,484	336,102	Doubtful
Macet	<u>747,751</u>	<u>747,751</u>	Loss
	<u>57,554,436</u>	<u>3,651,313</u>	
	<u>53,348,533</u>	<u>2,452,358</u>	

**g. Informasi penting lainnya**

- 1) Efektif *yield* margin pembiayaan *musyarakah* untuk Rupiah berkisar antara 7,66% sampai dengan 10,55% per tahun untuk tahun 2021 dan berkisar antara 7,20% sampai dengan 11,94% per tahun untuk tahun 2020 dan untuk mata uang asing berkisar antara 2,34% sampai dengan 8,95% per tahun untuk tahun 2021 dan berkisar antara 2,18% sampai dengan 8,68% per tahun untuk tahun 2020.

**g. Other significant information**

- 1) *Effective margin yield musyarakah financing for Rupiah ranges from 7.66% to 10.55% per annum for 2021 and ranges from 7.20% to 11.94% per annum for 2020 and for foreign currencies ranging from 2.34% to 8.95% per annum for 2021 and ranges from 2.18% to 8.68% per annum for 2020.*

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**12. PEMBIAYAAN MUSYARAKAH (lanjutan)**

**g. Informasi penting lainnya (lanjutan)**

- 2) Perubahan cadangan kerugian penurunan nilai pembiayaan *musyarakah* adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Saldo awal	2,452,358	1,678,832
Pembentukan selama tahun berjalan (Catatan 36)	2,057,965	1,333,737
Penerimaan kembali hapus buku	53,659	81,721
Penghapusbukuan selama tahun berjalan	(916,723)	(645,627)
Selisih kurs	<u>4,054</u>	<u>3,695</u>
Saldo akhir	<u><u>3,651,313</u></u>	<u><u>2,452,358</u></u>

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai pembiayaan *musyarakah* yang dibentuk telah memadai dan telah sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK).

- 3) Pembiayaan *musyarakah* dijamin agunan yang diikat dengan hak tanggungan atau surat kuasa memasang hak tanggungan atau surat kuasa untuk menjual, deposito *mudharabah* (Catatan 25) atau jaminan lain yang umumnya dapat diterima oleh Bank.
- 4) Jumlah pembiayaan *musyarakah* yang direstrukturisasi sampai dengan tanggal 31 Desember 2021 adalah sebesar Rp12.116.295 (2020: Rp12.080.073), termasuk restrukturisasi pembiayaan terkait Covid-19 sebesar Rp5.717.217 (2020: Rp9.459.078). Restrukturisasi pembiayaan *musyarakah* dilakukan dengan cara perpanjangan waktu, penjadwalan kembali, dan penambahan fasilitas pembiayaan bagi debitur.
- 5) Rasio *Non-Performing Financing* (NPF) bruto dan neto atas jumlah pembiayaan *musyarakah* adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Jumlah pembiayaan <i>musyarakah</i> <sup>**)</sup>	57,553,103	53,345,648
NPF - Bruto <sup>**)</sup>	1,834,058	1,778,714
Persentase NPF - Bruto	3.19%	3.33%
NPF - Neto <sup>**)</sup>	294,976	572,211
Persentase NPF - Neto	0.51%	1.07%

<sup>\*\*) Diluar pembiayaan *musyarakah* kepada bank lain</sup>

**12. MUSYARAKAH FINANCING (continued)**

**g. Other significant information (continued)**

- 2) The movements of allowance for impairment losses on *musyarakah* financing are as follows:

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
Saldo awal	2,452,358	1,678,832	Beginning balance
Pembentukan selama tahun berjalan (Catatan 36)	2,057,965	1,333,737	Provisions during the year (Note 36)
Penerimaan kembali hapus buku	53,659	81,721	Recoveries of written-off
Penghapusbukuan selama tahun berjalan	(916,723)	(645,627)	Write-off during the year
Selisih kurs	<u>4,054</u>	<u>3,695</u>	Exchange rate difference
Saldo akhir	<u><u>3,651,313</u></u>	<u><u>2,452,358</u></u>	Ending balance

Management believes that the allowance for impairment losses on *musyarakah* financing is adequate and in compliance with Financial Service Authority (FSA) regulations.

- 3) *Musyarakah* financing are collateralized by registered mortgages or powers of attorneys to mortgage or sell, *mudharabah* time deposits (Note 25) or by other collaterals generally acceptable by the Bank.
- 4) Total restructured *musyarakah* financing of *qardh* as at 31 December 2021 amounting to Rp12,116,295 (2020: Rp12,080,073), including restructured *musyarakah* financing related to Covid-19 amounting to Rp5,717,217 (2020: Rp9,459,078). *Musyarakah* financing were being restructured by extending the period, rescheduling and additional facility for debtors.
- 5) The ratio of total *Non-Performing Financing* (NPF) gross and net on *musyarakah* financing are as follows:

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
Jumlah pembiayaan <i>musyarakah</i> <sup>**)</sup>	57,553,103	53,345,648	Total <i>musyarakah</i> financing <sup>**)</sup>
NPF - Bruto <sup>**)</sup>	1,834,058	1,778,714	NPF - Gross <sup>**)</sup>
Persentase NPF - Bruto	3.19%	3.33%	Percentage of NPF - Gross
NPF - Neto <sup>**)</sup>	294,976	572,211	NPF - Net <sup>**)</sup>
Persentase NPF - Neto	0.51%	1.07%	Percentage of NPF - Net

<sup>\*\*) Exclude *musyarakah* financing to other banks</sup>

<sup>\*) Disajikan kembali, lihat Catatan 53</sup>

<sup>\*) Restated, see Note 53</sup>

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**13. ASET YANG DIPEROLEH UNTUK IJARAH**

Akun ini merupakan objek sewa dari transaksi ijarah muntahiyah bittamlik dengan rincian sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Properti	1,440,580	1,441,186
Mesin dan instalasi	539,692	740,688
Multijasa	151,477	123,754
Lainnya	<u>197,722</u>	<u>382,494</u>
Jumlah	<u>2,329,471</u>	<u>2,688,122</u>
Akumulasi penyusutan, amortisasi, pemeliharaan dan penurunan nilai	<u>(1,427,906)</u>	<u>(1,178,661)</u>
<b>Bersih</b>	<u><u>901,565</u></u>	<u><u>1,509,461</u></u>

Penyusutan, amortisasi, pemeliharaan dan penurunan nilai yang dibebankan pada laporan laba rugi masing-masing sebesar Rp556.345 dan Rp777.681 untuk tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020 (Catatan 30).

**13. ASSETS ACQUIRED FOR IJARAH**

*This account represents lease object transactions from ijarah muntahiyah bittamlik with details are as follows:*

<i>Property</i>
<i>Machinery and installations</i>
<i>Multi-services</i>
<i>Others</i>
<i>Total</i>
<i>Accumulated depreciation, amortisation, maintenance and impairment</i>
<b>Net</b>

*Depreciation, amortisation, maintenance and impairment charged to the statements of profit or loss amounting to Rp556,345 and Rp777,681, respectively, for the years ended 31 December 2021 and 2020 (Note 30).*

**14. ASET TETAP DAN ASET HAK GUNA - BERSIH**

Aset tetap dan aset hak guna - bersih terdiri dari:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Aset tetap - bersih	3,340,648	2,735,392
Aset hak guna - bersih	<u>715,305</u>	<u>661,683</u>
	<u><u>4,055,953</u></u>	<u><u>3,397,075</u></u>

**14. FIXED ASSETS AND RIGHT OF USE ASSET - NET**

*Fixed assets and right of use - net consist of:*

*Fixed assets - net*  
*Right-of-use asset - net*

**Aset tetap**

**Fixed assets**

	2021						
	<u>Saldo Awal/ Beginning Balance</u>	<u>Penambahan/ Addition</u>	<u>Pengurangan/ Deduction</u>	<u>Penilaian Kembali/ Revaluation</u>	<u>Reklasifikasi/ Reclassification</u>	<u>Saldo Akhir/ Ending Balance</u>	
<b>Aset Tetap</b>							<b>Fixed Assets</b>
Nilai revaluasi							<b>Revaluation cost</b>
Tanah	1,578,336	-	-	67,617	-	1,645,953	Land
Nilai perolehan							<b>Acquisition cost</b>
Bangunan	424,885	17,577	-	-	61,221	503,683	Buildings
Instalasi	203,701	23,883	-	-	18,589	246,173	Installation
Kendaraan bermotor	65,912	2,799	-	-	-	68,711	Vehicles
Inventaris kantor	2,626,625	334,699	-	-	39,140	3,000,464	Office equipment
Renovasi atas aset sewa	42,787	11,268	-	-	52,573	106,628	Leasehold improvement
Aset dalam penyelesaian	<u>207,098</u>	<u>397,278</u>	-	-	(171,523)	432,853	Construction in progress
	<u>5,149,344</u>	<u>787,504</u>	-	<u>67,617</u>	-	<u>6,004,465</u>	
Akumulasi penyusutan							<b>Accumulated depreciation</b>
Bangunan	(88,588)	(25,745)	-	-	-	(114,333)	Buildings
Instalasi	(187,680)	(19,101)	-	-	-	(206,781)	Installation
Kendaraan bermotor	(59,692)	(1,909)	-	-	-	(61,601)	Vehicles
Inventaris kantor	(2,071,524)	(188,791)	-	-	-	(2,260,315)	Office equipment
Renovasi atas aset sewa	<u>(6,468)</u>	<u>(14,319)</u>	-	-	-	<u>(20,787)</u>	Leasehold improvement
	<u>(2,413,952)</u>	<u>(249,865)</u>	-	-	-	<u>(2,663,817)</u>	
Nilai buku	<u><u>2,735,392</u></u>					<u><u>3,340,648</u></u>	<b>Book value</b>

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**14. ASET TETAP DAN ASET HAK GUNA - BERSIH**  
(lanjutan)

**14. FIXED ASSETS AND RIGHT OF USE ASSET - NET**  
(continued)

**Aset tetap (lanjutan)**

**Fixed assets (continued)**

	2020 <sup>1)</sup>						
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Pengurangan/ Deduction	Penilaian Kembali/ Revaluation	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
<b>Aset Tetap</b>							<b>Fixed Assets</b>
Nilai revaluasi							<b>Revaluation cost</b>
Tanah	995,389	582,947	-	-	-	1,578,336	Land
Nilai perolehan							<b>Acquisition cost</b>
Bangunan	299,815	108,687	-	-	16,383	424,885	Buildings
Instalasi	196,249	6,046	(120)	-	1,526	203,701	Installation
Kendaraan bermotor	76,838	4,886	(15,812)	-	-	65,912	Vehicles
Inventaris kantor	2,329,484	212,872	(8,543)	-	92,812	2,626,625	Office equipment
Renovasi atas aset sewa	12,511	4,799	-	-	25,477	42,787	Leasehold improvement
Aset dalam penyelesaian	170,234	173,062	-	-	(136,198)	207,098	Construction in progress
	<u>4,080,520</u>	<u>1,093,299</u>	<u>(24,475)</u>			<u>5,149,344</u>	
<b>Akumulasi penyusutan</b>							<b>Accumulated depreciation</b>
Bangunan	(67,387)	(21,201)	-	-	-	(88,588)	Buildings
Instalasi	(184,104)	(3,696)	120	-	-	(187,680)	Installation
Kendaraan bermotor	(71,536)	(2,577)	14,421	-	-	(59,692)	Vehicles
Inventaris kantor	(1,879,969)	(199,522)	8,316	-	(349)	(2,071,524)	Office equipment
Renovasi atas aset sewa	(1,274)	(5,543)	-	-	349	(6,468)	Leasehold improvement
	<u>(2,204,270)</u>	<u>(232,539)</u>	<u>22,857</u>			<u>(2,413,952)</u>	
<b>Nilai buku</b>	<u>1,876,250</u>					<u>2,735,392</u>	<b>Book value</b>

Jumlah penyusutan aset tetap dan aset hak guna yang dibebankan pada laporan laba rugi dan penghasilan komprehensif lain adalah masing-masing sebesar Rp610.595 dan Rp563.132 untuk periode yang berakhir pada tanggal-tanggal 31 Desember 2021 dan 2020 (Catatan 35).

*Depreciation expenses of fixed assets and right of use charged in the statement of profit or loss and other comprehensive income amounting to Rp610,595 and Rp563,132 for the period ended 31 December 2021 and 2020, respectively (Note 35).*

Bank telah mengasuransikan aset tetap (tidak termasuk hak atas tanah) untuk menutup kemungkinan kerugian terhadap risiko kebakaran, pencurian dan risiko lainnya pada pihak berelasi dengan nilai pertanggungan sebesar Rp3.862.745 dan Rp2.320.404, pada tanggal 31 Desember 2021 dan 2020 pada PT Asuransi Jasindo Syariah, PT Asuransi Bangun Askrida Syariah, PT Asuransi Wahana Tata, PT Mandiri AXA General Insurance Unit Syariah, PT Asuransi Staco Mandiri Cabang Syariah, PT Asuransi Tripakarta, Asuransi Sinarmas Syariah, Asuransi Takaful Umum, dan PT Asuransi Bringin Sejahtera Arthamakmur.

*The Bank has insured the fixed assets (except landrights) to cover for losses against fire, theft and other risks to related parties with total insurance coverage amounting to Rp3,862,745 and Rp2,320,404, as of 31 December 2021 and 2020 respectively to PT Asuransi Jasindo Syariah, PT Asuransi Bangun Askrida Syariah, PT Asuransi Wahana Tata, PT Mandiri AXA General Insurance Unit Syariah, PT Asuransi Staco Mandiri Cabang Syariah, PT Asuransi Tripakarta, Asuransi Sinarmas Syariah, Asuransi Takaful Umum, dan PT Asuransi Bringin Sejahtera Arthamakmur.*

Manajemen Bank berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian atas aset tetap yang diasuransikan.

*Management believes the amount is adequate to cover possible losses which may arise from insured assets.*

Rincian penjualan aset tetap Bank adalah sebagai berikut:

*The detail of the sale of Bank's fixed assets are as follows:*

	2021	2020 <sup>1)</sup>	
Biaya perolehan	-	24,475	Acquisition cost
Akumulasi penyusutan	-	(22,857)	Accumulated depreciation
Nilai buku bersih	-	1,618	Net book value
Harga jual	-	8,828	Selling price
<b>Laba penjualan aset tetap</b>	<u>-</u>	<u>7,210</u>	<b>Gain on sales of fixed assets</b>

<sup>\*</sup>) Disajikan kembali, lihat Catatan 53

<sup>\*</sup>) Restated, see Note 53

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**14. ASET TETAP DAN ASET HAK GUNA - BERSIH**  
(lanjutan)

**Aset tetap** (lanjutan)

Pada tanggal-tanggal 31 Desember 2021 dan 2020, jumlah tercatat bruto dari setiap aset tetap yang telah disusutkan penuh dan masih digunakan masing-masing sebesar Rp2.099.998 dan Rp1.613.372.

Nilai Jual Objek Pajak (NJOP) tanah dan bangunan yang dimiliki Bank pada tanggal-tanggal 31 Desember 2021 dan 2020, adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Tanah	963,799	635,450
Bangunan	<u>165,093</u>	<u>157,673</u>
	<u>1,128,892</u>	<u>793,123</u>

Selain tanah dan bangunan tidak terdapat perbedaan signifikan antara nilai wajar aset dan nilai tercatatnya.

Manajemen berpendapat bahwa tidak terdapat penurunan nilai aset tetap dan jumlah nilai pertanggungan asuransi cukup untuk menutup risiko kerugian yang mungkin timbul atas aset tetap pada tanggal-tanggal 31 Desember 2021 dan 2020.

**Revaluasi aset tetap**

Penilaian atas aset tetap dilakukan berdasarkan Standar Penilaian Indonesia, ditentukan berdasarkan transaksi pasar terkini dan dilakukan dengan ketentuan-ketentuan yang lazim. Metode penilaian yang dipakai adalah metode data pasar dan metode biaya. Elemen-elemen yang digunakan dalam perbandingan data untuk menentukan nilai wajar aset antara lain:

- a) Jenis dan hak yang melekat pada properti,
- b) Kondisi pasar,
- c) Lokasi,
- d) Karakteristik fisik,
- e) Karakteristik tanah.

Nilai wajar ditentukan dengan menggunakan hierarki dan input-input yang digunakan dalam teknis penilaian untuk aset non-keuangan:

- Level 1: Input yang berasal dari harga kuotasian (tanpa penyesuaian) dalam pasar aktif untuk aset yang identik;
- Level 2: Input selain harga kuotasian pasar dalam level 1 yang dapat diobservasi baik secara langsung maupun tidak langsung;
- Level 3: Input yang tidak dapat diobservasi.

Pengukuran nilai wajar tanah dikategorikan sebagai nilai wajar level 2 berdasarkan input dari teknik penilaian yang digunakan.

**14. FIXED ASSETS AND RIGHT OF USE ASSET - NET** (continued)

**Fixed assets** (continued)

As of 31 December 2021 and 2020, the gross amount of fixed assets which have been fully depreciated and are still in use amounted to Rp2,099,998 and Rp1,613,372 respectively.

Taxable value of landrights and buildings owned by Bank as of 31 December 2021 and 2020 are as follows:

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
	963,799	635,450	Landrights
	<u>165,093</u>	<u>157,673</u>	Buildings
	<u>1,128,892</u>	<u>793,123</u>	

Other than land and building, there is no significant difference between the fair value of the asset and its carrying value.

Management believes that there is no impairment of fixed assets, and the insurance coverage to cover the possibility of losses on fixed assets is adequate as of 31 December 2021 and 2020.

**Revaluation of fixed assets**

The valuations of fixed assets are performed based on Indonesian Valuation Standards, based on reference to recent market transactions done on arm's length terms. The valuation method used are market data approach and cost approach. Elements used in data comparison to determine fair value of assets are among others are as follows:

- a) Type and right on property,
- b) Market condition,
- c) Location,
- d) Physical characteristic,
- e) Land characteristic.

Fair value was determined by hierarchy and input used on technical valuation of non financial assets:

- Level 1: Input quoted (unadjusted) prices in active market for identical assets;
- Level 2: Input other than quoted market price in level 1 that are observable either directly or indirectly;
- Level 3: Input that are not observable.

The fair value measurement for the land is categorized as level 2 fair value based on the inputs of the valuation technique used.

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**14. ASET TETAP DAN ASET HAK GUNA - BERSIH**  
(lanjutan)

**Revaluasi aset tetap - ex-legacy PT Bank Syariah Mandiri ("BSM")**

Berdasarkan surat PT Bank Mandiri (Persero) Tbk. No. CSC.CRE/508/2020 tertanggal 26 Agustus 2020 dan persetujuan OJK melalui surat No. S-159/PB.31/2020 tertanggal 9 Oktober 2020, PT Bank Mandiri (Persero) Tbk melakukan penambahan penyertaan modal melalui *inbreng* Aset Tetap Tidak Bergerak (ATTB) milik PT Bank Mandiri (Persero) Tbk kepada PT Bank Syariah Mandiri sebesar Rp152.997 yang terdiri dari tanah senilai Rp127.750 dan bangunan senilai Rp25.247 (tidak termasuk pajak). Revaluasi atas ATTB dengan nilai pasar pada saat revaluasi sebesar Rp152.997 dilakukan oleh KJPP Rizki Djunaedy & Rekan, penilai independen eksternal yang telah teregistrasi pada OJK, berdasarkan laporannya tertanggal 2 Maret 2020. Penambahan ATTB selama tahun 2020 sejumlah Rp175.876 terdiri dari tanah senilai Rp144.527 (termasuk pajak sejumlah Rp16.777) dan bangunan senilai Rp31.349 (termasuk pajak senilai Rp6.102) yang berasal dari *inbreng* ATTB terkait penambahan modal dari PT Bank Mandiri (Persero) Tbk.

**Revaluasi aset tetap - ex-legacy PT Bank BRISyariah Tbk ("BRIS")**

Pada tanggal 31 Januari 2021, *ex-legacy* BRIS melakukan penyesuaian kebijakan revaluasi aset tetap sesuai ketentuan dengan BSI atas pencatatan tanah dari sebelumnya menggunakan model biaya menjadi menggunakan model revaluasi. Secara total pada tahun 2021, kenaikan nilai tercatat yang timbul dari revaluasi tanah dicatat sebagai "Pendapatan Komprehensif Lain" adalah sebesar Rp80.276 dan penurunan nilai tercatat yang timbul dari revaluasi dicatat sebagai beban pada tahun 2021 adalah sebesar Rp12.892. Penilaian atas tanah dilakukan oleh independen eksternal yaitu KJPP Nanang Rahayu, Sigit Paryanto dan Rekan.

**Revaluasi aset tetap - ex-legacy PT Bank BNI Syariah ("BNIS")**

Pada tanggal 31 Januari 2021, *ex-legacy* BNIS melakukan penyesuaian kebijakan dengan BSI atas pencatatan tanah dari sebelumnya menggunakan model revaluasi menjadi menggunakan model biaya. Atas hal ini, Bank melakukan pembalikan atas penilaian kembali bangunan yang sebelumnya sudah dicatat di "Penghasilan Komprehensif Lain" sebesar Rp9.361.

**14. FIXED ASSETS AND RIGHT OF USE ASSET - NET** (continued)

**Fixed asset revaluation - ex-legacy PT Bank Syariah Mandiri ("BSM")**

Based on the Letter of PT Bank Mandiri (Persero) Tbk No. CSC.CRE/508/2020 dated 26 August 2020 and approval OJK by the letter No. S-159/PB.31/2020 dated 9 October 2020, PT Bank Mandiri (Persero) Tbk has obtain additional share by *inbreng* Non-movable Fixed Assets (ATTB) of PT Bank Mandiri (Persero) Tbk to PT Bank Syariah Mandiri amounting Rp152,997 which consists of land amounting Rp127,750 and buindings amounting Rp25,247 (exclude tax). Revaluation of ATTB with market value on revaluation amounting Rp152,997 was performed by KJPP Rizki Djunaedy & Partners, external independent appraisal registered in OJK, based on their report dated 2 March 2020. Addition of ATTB in 2020 amounting Rp175,876 was consists of land amounting Rp144,527 (include tax amounting Rp16,777) and building amounting Rp31,349 (include tax amounting Rp6,102) from *inbreng* ATTB related to additional capital from PT Bank Mandiri (Persero) Tbk.

**Fixed asset revaluation - ex-legacy PT Bank BRISyariah Tbk ("BRIS")**

On 31 January 2021, the *ex-legacy* BRIS made a policy adjustment to be in line with BSI of land from cost model to revaluation model. In total in 2021, the increases in the carrying amount of land revaluation are recorded as "Other Comprehensive Income" amounting to Rp80,276 and the decrease of carrying amount from revaluation is recorded as expenses in 2021 amounting to Rp12,892. The valuations of land was performed by KJPP Nanang Rahayu, Sigit Paryanto dan Rekan, an external independent appraisal.

**Fixed asset revaluation - ex-legacy PT Bank BNI Syariah ("BNIS")**

On 31 January 2021, *ex-legacy* BNIS made a policy adjustment to be in line with BSI of land from revaluation model to cost model. In this regard, the Bank reversed the revaluation of the building which had previously been recorded in "Other Comprehensive Income" amounting to Rp9,361.

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**14. ASET TETAP DAN ASET HAK GUNA - BERSIH**  
(lanjutan)

**Revaluasi aset tetap - PT Bank Syariah Indonesia Tbk**

Revaluasi atas tanah dengan nilai tercatat pada saat revaluasi sebesar Rp67.617, dilakukan oleh Kantor Jasa Penilai Publik ("KJPP") Abdullah Fitriantoro & Rekan, penilai independen eksternal yang telah teregistrasi pada OJK, dalam laporannya tertanggal 25 November 2021. Selisih lebih nilai revaluasi tanah tahun 2021 sebesar Rp119.719 dicatat sebagai "surplus revaluasi aset tetap" dan disajikan pada pendapatan komprehensif lain. Penurunan nilai tercatat yang timbul dari revaluasi tanah sebesar Rp45.979 diakui dalam laba rugi tahun 2021 sebagai beban usaha lainnya.

**14. FIXED ASSETS AND RIGHT OF USE ASSET - NET** (continued)

**Fixed asset revaluation - PT Bank Syariah Indonesia**

Revaluation on land with carrying amount on revaluation amounting Rp67,617, performed by Public Appraisal Service Office ("KJPP") Abdullah Fitriantoro & Rekan, an external independent appraisal registered on OJK, on their report dated 25 November 2021. Difference on land revaluation on 2021 amounting Rp119,719 was recorded as "surplus on revaluation of fixed asset" and expressed on other comprehensive income. Impairment of carrying value amounting Rp45,979 was recognised in the profit or loss of the year 2021 as other operating expense.

**Aset hak guna**

**Right-of-use assets**

2021					
	Saldo Awal/ Beginning Balance	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance
<b>Nilai perolehan</b>					
Bangunan kantor	860,417	448,554	(204,861)	-	1,104,110
Kendaraan bermotor dan sistem teknologi	110,492	136,847	(59,278)	-	188,061
	970,909	585,401	(264,139)	-	1,292,171
<b>Akumulasi penyusutan</b>					
Bangunan kantor	(257,040)	(321,153)	71,283	-	(506,910)
Kendaraan bermotor dan sistem teknologi	(52,186)	(39,577)	21,807	-	(69,956)
	(309,226)	(360,730)	93,090	-	(576,866)
<b>Nilai buku</b>	<u>661,683</u>				<u>715,305</u>
					<i>Acquisition cost</i>
					<i>Office buildings</i>
					<i>Vehicles and technology</i>
					<i>Accumulated depreciation</i>
					<i>Office buildings</i>
					<i>Vehicles and technology</i>
					<i>Book value</i>
2020 <sup>*)</sup>					
	Saldo Awal/ Beginning Balance	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance
<b>Nilai perolehan</b>					
Bangunan kantor	563,041	316,866	(19,490)	-	860,417
Kendaraan bermotor dan sistem teknologi	93,312	19,057	(1,877)	-	110,492
	656,353	335,923	(21,367)	-	970,909
<b>Akumulasi penyusutan</b>					
Bangunan kantor	-	(276,530)	19,490	-	(257,040)
Kendaraan bermotor dan sistem teknologi	-	(54,063)	1,877	-	(52,186)
	-	(330,593)	21,367	-	(309,226)
<b>Nilai buku</b>	<u>656,353</u>				<u>661,683</u>
					<i>Acquisition cost</i>
					<i>Office buildings</i>
					<i>Vehicles and technology</i>
					<i>Accumulated depreciation</i>
					<i>Office buildings</i>
					<i>Vehicles and technology</i>
					<i>Book value</i>

\*) Disajikan kembali, lihat Catatan 53

\*) Restated, see Note 53



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**14. ASET TETAP DAN ASET HAK GUNA - BERSIH**  
(lanjutan)

**Aset hak guna (lanjutan)**

Bank juga telah mengadopsi PSAK No. 73: Sewa mulai 1 Januari 2020. Identifikasi dan pengukuran atas aset hak guna dan liabilitas sewa diterapkan secara retrospektif dengan dampak kumulatif pada awal penerapan diakui pada tahun berjalan dan Bank tidak menyajikan kembali informasi komparatif.

Bank mengakui Aset hak guna dan liabilitas sewa untuk semua sewa dengan kontrak jangka waktu tertentu, dibayar bulanan atau periodik. Terdapat pengecualian untuk sewa dengan jangka waktu pendek, yaitu kurang dari atau sama dengan 12 bulan serta tidak ada opsi beli dan memiliki aset pendasar bernilai rendah, yaitu lebih kecil atau sama dengan Rp70.000.000 (tujuh puluh juta Rupiah).

**14. FIXED ASSETS AND RIGHT OF USE ASSET - NET** (continued)

**Right-of-use assets (continued)**

The Bank has also adopted SFAS No. 73: Rent from 1 January 2020. Identification and measurement of the asset's rights and lease liabilities are applied on a retrospective basis with the cumulative impact at initial implementation is recognised during the year and the Bank does not restate the comparative information.

The Bank recognises the right-of-use assets and lease liabilities for all leases with time contracts, payable monthly or periodically. There are exceptions to the lease with a short term, which is less or equal to 12 months and there is no call option and has a low value underlying asset, which is less than or equal to Rp70,000,000 (seventy million Rupiah).

**15. ASET LAIN-LAIN**

Aset lain-lain terdiri dari:

**15. OTHER ASSETS**

Other assets consist of:

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
<b>Pihak ketiga</b>			<b>Third parties</b>
Agunan yang diambil alih	875,376	986,833	Foreclosed collaterals
Piutang pendapatan surat berharga	655,070	549,932	Income receivables from securities
Biaya dibayar dimuka	483,399	506,357	Prepaid expense
Tagihan ATM	138,254	156,003	ATM receivables
Pendapatan pembiayaan yang akan diterima	128,837	168,914	Income receivables from financing
Persediaan alat tulis kantor dan materai	116,654	61,157	Office supplies and stamps
Tagihan SKBDN kepada nasabah	81,253	43,956	SKBDN to customers receivables
Setoran jaminan	45,624	25,844	Guarantee deposit
Uang muka pajak	-	12,308	Advance tax
Lain-lain	<u>335,918</u>	<u>338,471</u>	Others
	2,860,385	2,849,775	
<b>Pihak berelasi (Catatan 42)</b>			<b>Related parties (Note 42)</b>
Tagihan transaksi non ATM	<u>-</u>	<u>29,113</u>	Non-ATM receivables transaction
Jumlah	2,860,385	2,878,888	Total
Cadangan kerugian penurunan nilai	<u>(1,151,950)</u>	<u>(1,254,607)</u>	Allowance for impairment losses
Bersih	<u><u>1,708,435</u></u>	<u><u>1,624,281</u></u>	Net

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai aset lain-lain yang dibentuk telah memadai.

Management believes that allowance for impairment losses on other assets is adequate.

Mutasi agunan yang diambil alih pada tanggal-tanggal 31 Desember 2021 dan 2020:

Movement of foreclosed collaterals as of 31 December 2021 and 2020 are as follows:

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
Saldo awal	986,833	1,046,112	Beginning balance
Pengambilalihan agunan selama periode berjalan	-	(1,082)	Collateral take over during the period
Penjualan	<u>(111,457)</u>	<u>(58,197)</u>	Sales
Saldo akhir	<u><u>875,376</u></u>	<u><u>986,833</u></u>	Ending balance

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**16. LIABILITAS SEGERA**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<b>Pihak Ketiga</b>		
Liabilitas ATM Jalin	224,901	142,843
Zakat Bank	101,555	72,351
Titipan tagihan pembayaran	47,958	8,946
Liabilitas ATM Prima	25,075	60,553
Titipan dana nasabah	22,452	20,029
Liabilitas ATM Bersama	14,980	198,410
Liabilitas pihak ketiga	8,377	8,092
Liabilitas terkait pembiayaan	8,852	35,055
Titipan ATM	2,175	2,514
Zakat pegawai, nasabah dan umum	2,647	560
Titipan lainnya	<u>80,171</u>	<u>227,664</u>
	539,143	777,017
<b>Pihak Berelasi (Catatan 42)</b>		
Titipan ATM	<u>69,411</u>	<u>212,345</u>
	<u><u>608,554</u></u>	<u><u>989,362</u></u>

Liabilitas ATM Prima, ATM Bersama, dan ATM Jalin merupakan liabilitas yang timbul karena penggunaan jaringan *Automated Teller Machine* (ATM) Bank oleh nasabah bank lain yang menjadi anggota dari jaringan ATM Prima, jaringan ATM Bersama, dan jaringan ATM Jalin.

Titipan lainnya merupakan titipan cadangan kupon sukuk subordinasi, titipan biaya administrasi kliring, titipan pembayaran gaji pensiun, dan lain-lain.

**16. OBLIGATIONS DUE IMMEDIATELY**

<b>Third Parties</b>
<i>Liabilities to ATM Jalin</i>
<i>Zakat on the Bank</i>
<i>Remittance of bills payment</i>
<i>Liabilities to ATM Prima</i>
<i>Deposit of customer funds</i>
<i>Liabilities to ATM Bersama</i>
<i>Liabilities to third parties</i>
<i>Liabilities related financing</i>
<i>ATM remittance</i>
<i>Zakat of employees, customers and public</i>
<i>Other remittances</i>
<b>Related Parties (Note 42)</b>
<i>Remittance on ATM</i>

*Liabilities to ATM Prima, ATM Bersama, and ATM Jalin represent liabilities arising from using the Bank's network of Automated Teller Machine (ATM) by customers of using ATM Prima, ATM Bersama and ATM Jalin network.*

*Other remittances are remittances of subordinated sukuk mudharabah coupon, remittances from clearance administration fees, remittances of salary payments for retirees, and others.*

**17. BAGI HASIL YANG BELUM DIBAGIKAN**

Akun ini merupakan bagi hasil yang belum dibagikan oleh Bank kepada nasabah (*shahibul maal*) atas bagian keuntungan hasil usaha Bank yang telah disisihkan dari pengelolaan dana *mudharabah*.

Bagi hasil yang belum dibagikan Bank pada tanggal-tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<b>Bukan Bank</b>		
<b>Rupiah</b>		
Deposito	113,806	157,922
Giro	29,005	4,551
Subnotes	15,029	-
Tabungan	<u>1</u>	<u>6,008</u>
	157,841	168,481
<b>Mata Uang Asing</b>		
Deposito	<u>278</u>	<u>1,092</u>
	158,119	169,573
<b>Bank</b>		
<b>Rupiah</b>		
Deposito	354	318
Giro	5	5
SIMA	<u>-</u>	<u>114</u>
	359	437
	<u><u>158,478</u></u>	<u><u>170,010</u></u>

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

**17. UNDISTRIBUTED REVENUE SHARING**

*This account represents the undistributed share of the customers (shahibul maal) on income generated by the Bank from managing mudharabah funds.*

*The Bank's undistributed profit sharing as of 31 December 2021 and 2020, are as follows:*

<b>Non Bank</b>
<b>Rupiah</b>
<i>Time deposits</i>
<i>Current accounts</i>
<i>Subnotes</i>
<i>Savings deposits</i>
<b>Foreign Currency</b>
<i>Time deposits</i>
<b>Bank</b>
<b>Rupiah</b>
<i>Time deposits</i>
<i>Current accounts</i>
<i>SIMA</i>

<sup>\*)</sup> Restated, see Note 53

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**18. GIRO WADIAH**

Giro wadiah terdiri dari:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<b>Pihak ketiga</b>		
Rupiah	18,757,585	18,869,461
Dolar Amerika Serikat	2,295,669	9,275,418
Dolar Singapura	12,719	7,728
Euro Eropa	6,170	3,333
Riyal Arab Saudi	4,167	272,976
	<u>21,076,310</u>	<u>28,428,916</u>
<b>Pihak berelasi (Catatan 42)</b>		
Rupiah	1,301,454	2,373,455
Dolar Amerika Serikat	33,850	20,242
	<u>1,335,304</u>	<u>2,393,697</u>
	<u>22,411,614</u>	<u>30,822,613</u>

Giro wadiah merupakan giro wadiah yad-dhamanah yaitu titipan dana pihak ketiga yang dapat diberikan bonus berdasarkan kebijakan Bank.

Kisaran bonus giro wadiah yang diberikan nasabah adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Rupiah	0.28% - 4.85%	0.36% - 0.40%
Mata uang asing	0.00% - 0.29%	0.09% - 0.25%

**18. WADIAH DEMAND DEPOSITS**

Wadiah demand deposits consist of:

**Third parties**  
Rupiah  
United States Dollar  
Singapore Dollar  
Euro Europe  
Saudi Arabian Riyal

**Related parties (Note 42)**  
Rupiah  
United States Dollar

Wadiah demand deposits represent wadiah yad-dhamanah in which the third party funds are entitled to receive bonuses in accordance with the Bank's policy.

The range rate from wadiah demand deposits given by customers are as follows:

Rupiah  
Foreign currency

**19. TABUNGAN WADIAH**

Tabungan wadiah terdiri dari:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<b>Pihak ketiga</b>		
Rupiah	34,815,161	29,440,007
Dolar Amerika Serikat	11,499	121,903
	<u>34,826,660</u>	<u>29,561,910</u>
<b>Pihak berelasi (Catatan 42)</b>		
Rupiah	9,616	18,362
Dolar Amerika Serikat	-	698
	<u>9,616</u>	<u>19,060</u>
	<u>34,836,276</u>	<u>29,580,970</u>

Kisaran bonus tabungan wadiah yang diberikan nasabah adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Rupiah	1.36% - 2.92%	1.39% - 2.58%

The range rate of bonus from wadiah savings deposits given by customers are as follows:

Rupiah

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**20. SIMPANAN DARI BANK LAIN**

**a. Berdasarkan jenis dan mata uang**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<b>Rupiah</b>		
Giro wadiah	110,858	128,326
Tabungan wadiah	5,080	23,234
Sertifikat investasi <i>mudharabah</i> antar bank (SIMA)	-	655,000
	<u>115,938</u>	<u>806,560</u>

**b. Berdasarkan hubungan**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<b>Pihak ketiga</b>		
<b>Rupiah</b>		
Giro wadiah	109,121	124,919
Tabungan wadiah	5,080	23,234
Sertifikat investasi <i>mudharabah</i> antar bank (SIMA)	-	655,000
	<u>114,201</u>	<u>803,153</u>
<b>Pihak berelasi</b>		
<b>Rupiah</b>		
Giro wadiah	1,737	3,407
	<u>115,938</u>	<u>806,560</u>

Kisaran bonus giro wadiah yang diberikan  
nasabah adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Rupiah	0.75% - 0.79%%	0.72% - 0.79%

**21. PERPAJAKAN**

**a. Utang pajak**

Rincian utang pajak adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<b>Utang pajak penghasilan</b>		
Pasal 25	-	22,072
Pasal 29	327,121	366,534
	327,121	388,606
<b>Utang pajak lainnya</b>		
Pasal 4 (2)	51,628	56,718
Pasal 21	80,872	82,642
Pasal 22	1,927	352
Pasal 23	3,543	2,328
Pasal 26	408	287
PPN dan PPh Lainnya	38,579	6,581
	<u>176,957</u>	<u>148,908</u>
	<u>504,078</u>	<u>537,514</u>

**20. DEPOSITS FROM OTHER BANKS**

**a. By type and currency**

<b>Rupiah</b>	
Wadiah demand deposits	
Wadiah savings deposits	
Interbank <i>mudharabah</i> investment certificate (SIMA)	

**b. By relationship**

<b>Third parties</b>	
<b>Rupiah</b>	
Wadiah demand deposits	
Wadiah savings deposits	
Interbank <i>mudharabah</i> investment certificate (SIMA)	

<b>Related parties</b>	
<b>Rupiah</b>	
Wadiah demand deposits	

The range rate from wadiah demand deposits  
given by customers are as follows:

**21. TAXATION**

**a. Taxes payable**

The details of taxes payable are as follows:

<b>Income taxes</b>	
Article 25	
Article 29	
<b>Other tax payables</b>	
Article 4 (2)	
Article 21	
Article 22	
Article 23	
Article 26	
Value added tax and others	

\*) Disajikan kembali, lihat Catatan 53

\*) Restated, see Note 53

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**21. PERPAJAKAN (lanjutan)**

**b. Beban pajak**

Sehubungan dengan penggabungan BRIS, BSM, dan BNIS, dimana BRIS adalah badan hukum yang menerima penggabungan, kewajiban perpajakan BSI merupakan kelanjutan dari kewajiban perpajakan BRIS. Sebagai entitas yang dibubarkan, kewajiban perpajakan BSM dan BNIS per 31 Januari 2021 telah dipenuhi pada bulan Mei 2021. BSM dan BNIS telah mengajukan permohonan pencabutan NPWP, dan efektif pada 1 Februari 2021 NPWP BSM dan BNIS tidak lagi digunakan.

Dasar penghitungan PPh Badan atas laba BSI tahun pajak 2021 adalah total laba BSI sejak 1 Januari 2021 sampai dengan 31 Desember 2021 yang merupakan gabungan laba ketiga bank tersebut dikurangi laba BSM dan BNIS untuk periode satu bulan yang berakhir pada 31 Januari 2021.

**21. TAXATION (continued)**

**b. Tax expense**

*In connection with the merger of BRIS, BSM, and BNIS, where BRIS is the legal surviving entity, BSI's tax obligations are a continuation of BRIS's tax obligations. As dissolving entity, the tax liability of BSM and BNIS as of 31 January 2021 have been fulfilled in May 2021. BSM and BNIS has submitted request for tax ID number revocation, and effective on 1 February 2021, the tax ID number of BSM and BNIS are no longer used.*

*The basis for calculating the corporate income tax for BSI's profit of fiscal year 2021 is BSI's total profit from 1 January 2021 to 31 December 2021, which represents combined profit of the three banks) minus BSM and BNIS profits for one month period ended 31 January 2021.*

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
<b>PT Bank Syariah Indonesia Tbk</b>			<b>PT Bank Syariah Indonesia Tbk</b>
Beban pajak kini	1,252,975	-	Current tax expense
Manfaat pajak tangguhan	(388,205)	-	Deferred tax benefit
Dampak atas perubahan tarif pajak	<u>(41,622)</u>	<u>-</u>	Impact on tax rate adjustment
	823,148	-	
<b>Bank ex-legacy (Bank Syariah Mandiri, Bank BRISyariah, Bank BNI Syariah)</b>			<b>Bank ex-legacy (Bank Syariah Mandiri, Bank BRISyariah, Bank BNI Syariah)</b>
Beban pajak kini	29,620	1,101,730	Current tax expense
Penyesuaian Pajak Penghasilan badan yang berasal dari tahun sebelumnya	-	5,670	Adjustment of corporate income tax that comes from the previous year
Beban/(manfaat) pajak tangguhan	79,551	(413,177)	Deferred tax expense/(benefit)
Dampak atas perubahan tarif pajak	<u>-</u>	<u>123,325</u>	Impact on tax rate adjustment
	<u>109,171</u>	<u>817,548</u>	
	<u><u>932,319</u></u>	<u><u>817,548</u></u>	

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**21. PERPAJAKAN**

**b. Beban pajak**

Rekonsiliasi antara laba sebelum pajak penghasilan seperti yang tercantum dalam laporan laba rugi dan penghasilan komprehensif lain dan penghasilan kena pajak adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Laba sebelum pajak BSI (1 Januari - 31 Desember 2021)	3,960,524	3,005,197
Laba sebelum pajak bank ex-legacy (BNIS dan BSM) (1 Januari - 31 Januari 2021)	(298,816)	-
Laba sebelum pajak penghasilan BSI	3,661,708	3,005,197
<u>Beda temporer</u>		
Cadangan kerugian penurunan nilai atas aset keuangan dan penyisihan kerugian atas aset produktif	955,579	1,575,485
Penyisihan kerugian atas aset non-produktif	(9,767)	39,155
Estimasi kerugian atas komitmen dan kontinjensi	(2,991)	698
Cadangan kerugian risiko operasional	(33,229)	(9,448)
Penyisihan liabilitas imbalan kerja	9,199	136,331
Depresiasi aset tetap	95,833	41,409
Cadangan bonus	675,634	88,636
Cadangan tantiem dan beban tenaga kerja	98,072	51,178
Lainnya	(482)	(4,776)
Total beda temporer	1,787,848	1,918,668
<u>Beda tetap</u>		
Natura karyawan	30,568	11,149
Representasi dan sumbangan	13,178	20,300
Sewa dan pemeliharaan rumah dinas	35,126	29,498
Membership	3,937	-
Revaluasi aset tetap	45,979	-
Biaya lain-lain	116,996	23,054
Total beda tetap	245,784	84,001
Total koreksi fiskal	2,033,632	2,002,669
Penghasilan kena pajak	5,695,340	5,007,866
Beban pajak penghasilan badan	1,252,975	1,101,730
Pajak dibayar dimuka - pasal 25	(925,361)	(735,167)
Pajak yang dipotong pihak lain - pasal 22	(493)	(29)
<u>Utang pajak penghasilan - pasal 29</u>	<u>327,121</u>	<u>366,534</u>

Perhitungan pajak penghasilan badan untuk periode yang berakhir pada tanggal 31 Desember 2021 di atas adalah suatu perhitungan sementara yang dibuat untuk tujuan akuntansi dan dapat berubah pada saat Bank menyampaikan Surat Pemberitahuan (SPT) Tahunan tahun 2021.

**21. TAXATION**

**b. Tax expense**

Reconciliation between income before income tax as stated in the statement of profit or loss and other comprehensive income with taxable income are as follows:

Income before tax BSI (1 January - 31 December 2021)
Income before tax ex-legacy bank (BNIS and BSM) (1 January - 31 January 2021)
Income before tax BSI
<u>Temporary differences</u>
Provision for impairment losses on financial assets and earning assets
Provision for impairment losses on non-earning assets
Estimated losses on commitments and contingencies
Provision for impairment losses on operational risk
Provision for employee benefit liabilities
Depreciation of fixed assets
Provision for bonus
Provision for tantiem and personnel expenses
Others
Total temporary differences
<u>Permanent differences</u>
Benefit-in-kind
Representation and donation
Housing rent and maintenance
Membership
Revaluation of fixed assets
Others
Total permanent differences
Total fiscal corrections
Taxable income
Corporate income tax expense
Prepaid tax - article 25
Tax withheld by other party - article 22
Income tax payable - article 29

The calculation of income tax for the period ended 31 December 2021 above is a preliminary estimate made for accounting purposes and are subject to change at the time the Bank submits its Annual Corporate Income Tax Return (SPT) for the year 2021.

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**21. PERPAJAKAN (lanjutan)**

**21. TAXATION (continued)**

**b. Beban pajak (lanjutan)**

**b. Tax expense (continued)**

Rekonsiliasi atas beban pajak penghasilan dengan perkalian laba sebelum pajak penghasilan dan tarif pajak yang berlaku adalah sebagai berikut:

The reconciliation of income tax expense by multiplying income before income tax to the applicable tax rate are as follows:

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
Laba sebelum pajak BSI (1 Januari - 31 Desember 2021)	3,960,524	3,005,197	Income before tax BSI (1 January - 31 December 2021)
Laba sebelum pajak bank legacy (BNIS dan BSM) (1 Januari - 31 Januari 2021)	<u>(298,816)</u>	<u>-</u>	Income before tax ex-legacy bank (BNIS and BSM) (1 January - 31 January 2021)
Laba sebelum pajak penghasilan BSI	<u>3,661,708</u>	<u>3,005,197</u>	Income before tax BSI
Beban pajak penghasilan yang dihitung dari laba sebelum pajak penghasilan	805,576	661,144	Income tax expense calculated from income before tax
Pengaruh pajak atas beda permanen	54,072	18,480	Tax impact of permanent differences
Dampak atas perubahan tarif pajak	(41,623)	123,325	Impact on tax rate adjustment
Lainnya	<u>5,123</u>	<u>14,599</u>	Others
<b>Beban pajak</b>	<u><u>823,148</u></u>	<u><u>817,548</u></u>	<b>Tax expense</b>

**c. Aset pajak tangguhan - bersih**

**c. Deferred tax assets - net**

	<u>2021</u>					
	<u>Saldo awal/ Beginning balance</u>	<u>Dampak perubahan tarif pajak yang ditangguhkan/ Effect of changes in tax rate - deferred</u>	<u>Dikreditkan/ (dibebankan) ke laba rugi / Credited/ (charged) to statement of profit or loss</u>	<u>Dikreditkan ke penghasilan komprehensif lain/ Credited to OCI</u>	<u>Saldo akhir/ Ending balance</u>	
Cadangan kerugian penurunan nilai atas aset keuangan dan penyisihan kerugian atas aset produktif	516,126	15,264	225,257	-	756,647	Provision for impairment losses on financial assets and earning assets
Penyisihan kerugian atas aset non-produktif	229,632	17,081	(16,005)	-	230,708	Allowance for impairment losses on non-productive assets
Estimasi kerugian atas komitmen dan kontinjensi	4,087	-	(304)	-	3,783	Estimated losses on commitments and contingencies
Cadangan kerugian risiko operasional	31,971	-	(6,312)	-	25,659	Provision for losses on operational risks
Penyisihan liabilitas imbalan kerja	191,440	9,278	(2,457)	(14,233)	184,028	Provision employee benefit liabilities
Cadangan bonus	108,713	-	67,305	-	176,018	Provision for bonus
Cadangan tantiem dan beban tenaga kerja	25,263	-	20,307	-	45,570	Provision for tantiem and personnel expenses
Depresiasi aset tetap dan aset hak guna	2,995	-	20,662	-	23,657	Depreciation expenses of fixed assets and right of uses
Lainnya	<u>(946)</u>	<u>-</u>	<u>199</u>	<u>-</u>	<u>(747)</u>	Others
	<u><u>1,109,281</u></u>	<u><u>41,623</u></u>	<u><u>308,652</u></u>	<u><u>(14,233)</u></u>	<u><u>1,445,323</u></u>	

\*) Disajikan kembali, lihat Catatan 53

\*) Restated, see Note 53

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**21. PERPAJAKAN (lanjutan)**

**21. TAXATION (continued)**

**c. Aset pajak tangguhan - bersih (lanjutan)**

**c. Deferred tax assets - net (continued)**

	2020*)				
	Saldo awal/ Beginning balance	Dampak perubahan tarif pajak yang ditangguhkan/ Effect of changes in tax rate - deferred	Dikreditkan/ (dibebankan) ke laba rugi / Credited/ (charged) to statement of profit or loss	Dikreditkan ke penghasilan komprehensif lain/ Credited to OCI	Saldo akhir/ Ending balance
Cadangan kerugian penurunan nilai atas aset keuangan dan pernyataan kerugian atas aset produktif	219,445	(43,962)	340,643	-	516,126
Penyisihan kerugian atas aset non-produktif	277,623	(52,418)	4,427	-	229,632
Estimasi kerugian atas komitmen dan kontinjensi	4,469	(379)	(3)	-	4,087
Cadangan kerugian risiko operasional	20,590	10,778	603	-	31,971
Penyisihan liabilitas imbalan kerja	181,966	(29,679)	28,690	10,463	191,440
Cadangan bonus	101,378	(12,165)	19,500	-	108,713
Cadangan tantiem dan beban tenaga kerja	10,914	3,090	11,259	-	25,263
Depresiasi aset tetap dan aset hak guna	(7,476)	1,361	9,110	-	2,995
Lainnya	(398)	49	(597)	-	(946)
	<u>808,511</u>	<u>(123,325)</u>	<u>413,632</u>	<u>10,463</u>	<u>1,109,281</u>

Manajemen berpendapat bahwa kemungkinan besar jumlah laba fiskal pada masa mendatang memadai untuk mengkompensasi perbedaan temporer yang menimbulkan aset pajak tangguhan tersebut.

Management believes that it is most likely that future taxable income will be available against the temporary difference which creates deferred tax assets.

Pada tanggal 31 Maret 2020, Pemerintah menerbitkan Peraturan Pemerintah Pengganti Undang-Undang (Perpu) Republik Indonesia No. 1 Tahun 2020 yang telah menjadi Undang-Undang (UU) No. 2 Tahun 2020, serta menetapkan Peraturan Pemerintah (PP) No. 30 Tahun 2020 tentang Penurunan Tarif Pajak Penghasilan bagi Wajib Pajak Badan Dalam Negeri yang Berbentuk Perseroan Terbuka dan berlaku sejak tanggal 19 Juni 2020. Aturan tersebut menetapkan penurunan tarif pajak penghasilan wajib pajak badan dalam negeri dari 25% menjadi 22% untuk tahun fiskal 2020 dan 2021 dan 20% mulai tahun pajak 2022 dan seterusnya.

On 31 March 2020, the Government issued Government Regulation in Lieu of Law (Perpu) of the Republic of Indonesia No. 1 of 2020 which has become Law (UU) No. 2 of 2020, and stipulates Government Regulation (PP) No. 30 of 2020 concerning Reduction of Income Tax Rates for Domestic Corporate Taxpayers in the Form of a Public Company and effective as of 19 June 2020. The regulation stipulates a reduction in the income tax rate of domestic corporate taxpayers from 25% to 22% for the fiscal year 2020 and 2021 and 20% for the Fiscal Year 2022 onwards.

Pada 29 Oktober 2021, Pemerintah telah mengesahkan Undang-Undang Nomor 7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan yang di dalamnya menetapkan tarif PPh Badan untuk tahun 2022 adalah sebesar 22%, dimana pemerintah membatalkan peraturan sebelumnya yaitu UU No. 2 tahun 2020 yang menyebutkan tarif PPh Badan sebesar 20%.

On 29 October 2021, the Government has ratified Law No. 7 of 2021 on the Harmonization of Tax Regulations, which stipulates that the corporate income tax rate for 2022 is 22%, wherein the government canceled the previous regulation, Law No. 2 of 2020 which stated that the corporate income tax rate was 20%.

\*) Disajikan kembali, lihat Catatan 53

\*) Restated, see Note 53



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**21. PERPAJAKAN (lanjutan)**

**d. Surat ketetapan pajak**

**Pemeriksaan tahun pajak 2021 - ex-legacy BSM**

Terkait dengan penutupan NPWP ex-legacy BSM, pada bulan Agustus 2021 Bank menerima Surat Perintah Pemeriksaan atas SPT Lebih Bayar 31 Januari 2021 kepada PT Bank Syariah Mandiri. Sampai tanggal laporan keuangan ini, proses pemeriksaan pajak masih berlanjut.

**Pemeriksaan tahun pajak 2018 - ex-legacy BRIS**

Pada bulan Mei 2019, BRIS menerima Surat Perintah Pemeriksaan atas Surat Pemberitahuan Lebih Bayar Tahun Pajak 2018.

Pada April 2020, BRIS menerima Surat Ketetapan Pajak atas Surat Ketetapan Pajak Lebih Bayar ("SKPLB") dari Kantor Pajak yang menyatakan kurang bayar pajak penghasilan badan sebesar Rp63.205.

Pada bulan Juni 2020, BRIS telah menerima keputusan Kantor Pelayanan Pajak yang memutuskan untuk mengembalikan kelebihan pembayaran pajak tersebut. BRIS telah menerima sebagian pengembalian pajak sebesar Rp53.324 pada bulan Juni 2020 dan membebaskan sisa jumlah tak tertagih sebagai beban tahun berjalan sebesar Rp9.851.

**e. Informasi lain**

Sehubungan dengan penggabungan BSM, BNIS, dan BRIS pada tanggal 1 Februari 2021 menjadi BSI, berdasarkan peraturan perundang-undangan yang berlaku di Indonesia, Bank yang menggabungkan diri dapat menggunakan nilai buku atas pengalihan harta dalam rangka penggabungan usaha setelah mendapatkan persetujuan Direktorat Jenderal Pajak.

Pada bulan Agustus 2021, Bank menerima Keputusan Direktur Jenderal Pajak nomor Kep-145/WPJ.10/2021 tentang persetujuan penggunaan nilai buku atas pengalihan harta dalam rangka penggabungan usaha.

**21. TAXATION (continued)**

**d. Tax assessment letters**

**Assessment for fiscal year 2021 - ex-legacy BSM**

*Regarding the revocation of the tax ID number of ex-legacy BSM, on August 2021, the Bank received an Inspection Order for the Overpayment Tax Return period 31 January 2021 addressed to PT Bank Syariah Mandiri. Until the date of this financial statements, the tax audit is still in progress.*

**Assessment for fiscal year 2018 - ex-legacy BRIS**

*In May 2019, BRIS received an Inspection Order for Overpayment Tax Return fiscal year 2018.*

*In April 2020, BRIS received Tax Decree on tax assessment letter of tax overpayment ("SKPLB") from the Tax Office which stated the tax underpayment of corporate income tax amounted to Rp63,205.*

*In June 2020, BRIS has received the Tax Office decision which decided to refund the tax overpayment. BRIS has received the partial tax refund amounted to Rp53,324 on June 2020 and charged the uncollectible as Rp9,851 expense for the year.*

**e. Other informatipn**

*In connection with the merger of BSM, BNIS, and BRIS on 1 February 2021 into BSI, based on the prevailing laws and regulations in Indonesia, the merging Banks may use the book value of the transfer of assets in the context of a business merger after obtaining approval from the Directorate General of Taxes.*

*In August 2021, the Bank received the Decree of the Director General of Taxes number Kep-145/WPJ.10/2021 concerning the approval of the use of book value for the transfer of assets in the context of merger.*

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**22. LIABILITAS LAIN-LAIN**

**22. OTHER LIABILITIES**

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
Cadangan bonus dan tantiem	920,080	809,636	<i>Provision of bonus and tantiem</i>
Rekening sementara	366,335	244,735	<i>Temporary accounts</i>
Liabilitas sewa	289,101	180,927	<i>Lease liabilities</i>
Biaya yang masih harus dibayar	220,275	113,152	<i>Accrued expenses</i>
Biaya notaris	189,498	140,117	<i>Notary fees</i>
Cadangan THR dan kepegawaian lainnya	91,858	100,906	<i>Provision of THR and other employee expenses</i>
Pendapatan diterima dimuka	27,899	79,226	<i>Deferred income</i>
Rekening angsuran pinjaman	25,471	23,529	<i>Receivable installment accounts</i>
Setoran jaminan	22,672	43,317	<i>Guarantee deposits</i>
Pendapatan administrasi pembiayaan ditangguhkan	22,057	35,646	<i>Deferred financing administration income</i>
Dana kebajikan	25,977	12,900	<i>Qardhul hasan funds</i>
Premi asuransi pembiayaan	10,635	9,170	<i>Loan insurance premium</i>
Lain-lain (masing-masing di bawah Rp1.000)	24,500	115,660	<i>Others (each under Rp1,000)</i>
	<u>2,236,358</u>	<u>1,908,921</u>	

Rekening sementara terdiri dari rekening penampungan angsuran pembiayaan, rekening pendamping, dan rekening titipan pembayaran asuransi karyawan.

*Temporary account represents account for financing installment, companion accounts, and deposit accounts for employee's insurance payments.*

Biaya yang masih harus dibayar terdiri dari cadangan yang dibentuk untuk sewa gedung dan jaringan, pemeliharaan ATM dan iuran OJK.

*Accrued expenses consist of reserves on building and network leases, ATM maintenance fees and Financial Services Authority's fee.*

Pendapatan diterima dimuka terdiri dari *ujrah* diterima dimuka atas *supply chain financing* dan *buyer chain financing*.

*Deferred Income consists of deferred ujah income of supply chain financing and buyer chain financing.*

Lain-lain terdiri dari rekening administrasi, perantara hasil kliring dan lainnya.

*Others consist of administrative accounts, clearance intermediaries and others.*

**23. GIRO MUDHARABAH**

**23. MUDHARABAH DEMAND DEPOSITS**

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
<b>Pihak Ketiga - Bukan Bank</b>			<b>Third Parties - Non Bank</b>
Rupiah	8,749,993	1,767,608	<i>Rupiah</i>
Dolar Amerika Serikat	338,726	392,390	<i>United States Dollar</i>
	<u>9,088,719</u>	<u>2,159,998</u>	
<b>Pihak Berelasi (Catatan 42)</b>			<b>Related Parties (Note 42)</b>
Rupiah	4,192,313	3,186,221	<i>Rupiah</i>
Dolar Amerika Serikat	287	1,665	<i>United States Dollar</i>
	<u>4,192,600</u>	<u>3,187,886</u>	
<b>Pihak Ketiga - Bank</b>			<b>Third Parties - Bank</b>
Rupiah	37,308	22,568	<i>Rupiah</i>
	<u>13,318,627</u>	<u>5,370,452</u>	

Giro *mudharabah* merupakan investasi dana nasabah pada Bank yang penarikannya dapat dilakukan sesuai kesepakatan dengan menggunakan cek, bank garansi, dan sarana perintah pembayaran lainnya.

*Mudharabah demand deposits is a current account product in which investor's fund can be withdrawn by check, bank guarantee, or other payment instruction method according to the agreement.*

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**23. GIRO MUDHARABAH (lanjutan)**

Kisaran tingkat bagi hasil untuk giro *mudharabah*  
per tahun adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Rupiah	0.28% - 4.85%	0.09% - 4.75%

**23. MUDHARABAH DEMAND DEPOSITS (continued)**

The range rate of profit sharing for *mudharabah*  
demand deposits are as follows:

Rupiah

**24. TABUNGAN MUDHARABAH**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<b>Pihak Ketiga - Bukan Bank</b>		
Rupiah	63,991,710	58,173,327
Dolar Amerika Serikat	254,357	148,933
	<u>64,246,067</u>	<u>58,322,260</u>
<b>Pihak Berelasi (Catatan 42)</b>		
Rupiah	292,300	163,088
Dolar Amerika Serikat	-	46
	<u>292,300</u>	<u>163,134</u>
<b>Pihak ketiga - Bank</b>		
Rupiah	564,124	523,540
	<u>65,102,491</u>	<u>59,008,934</u>

**Third Parties - Non Bank**  
Rupiah  
United States Dollar

**Related Parties (Note 42)**  
Rupiah  
United States Dollar

**Third parties - Bank**  
Rupiah

Tabungan *mudharabah* merupakan simpanan  
dana pihak ketiga yang mendapatkan imbalan  
bagi hasil dari pendapatan Bank atas penggunaan  
dana tersebut dengan nisbah yang ditetapkan dan  
disetujui sebelumnya.

*Mudharabah savings deposits represent deposits  
from third parties who are entitled to receive a  
share in the revenue derived by the Bank from the  
use of such funds based on a predetermined  
nisbah.*

Kisaran tingkat bagi hasil untuk tabungan  
*mudharabah* per tahun adalah sebagai berikut:

The range rate of profit sharing for *mudharabah*  
savings deposits are as follows:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Rupiah	0.09% - 4.23%	0.05% - 4.75%
Dolar Amerika Serikat	0.00% - 0.28%	0.03% - 0.05%

Rupiah  
United States Dollar

**25. DEPOSITO MUDHARABAH**

**a. Berdasarkan mata uang:**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<b>Bukan Bank</b>		
<b>Pihak ketiga</b>		
Rupiah	87,492,358	67,428,415
Dolar Amerika Serikat	3,506,335	5,284,386
Riyal Arab Saudi	292,475	20,181
	<u>91,291,168</u>	<u>72,732,982</u>
<b>Pihak Berelasi (Catatan 42)</b>		
Rupiah	6,870,878	12,925,263
Dolar Amerika Serikat	21,709	11,051
	<u>6,892,587</u>	<u>12,936,314</u>
<b>Bank</b>		
<b>Pihak Ketiga</b>		
Rupiah	408,798	374,336
	<u>98,592,553</u>	<u>86,043,632</u>

**Non Bank**  
**Third parties**  
Rupiah  
United States Dollar  
Saudi Arabian Riyal

**Related Parties (Note 42)**  
Rupiah  
United States Dollar

**Bank**  
**Third parties**  
Rupiah

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**25. DEPOSITO MUDHARABAH (lanjutan)**

**b. Berdasarkan jangka waktu:**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<b>Rupiah</b>		
1 bulan	53,388,394	35,771,217
3 bulan	22,390,615	14,840,382
6 bulan	6,811,178	11,310,124
12 bulan	<u>12,181,847</u>	<u>18,806,291</u>
	<u>94,772,034</u>	<u>80,728,014</u>
<b>Dolar Amerika Serikat</b>		
1 bulan	2,952,617	4,308,295
3 bulan	246,225	477,598
6 bulan	119,010	123,421
12 bulan	<u>210,192</u>	<u>386,123</u>
	<u>3,528,044</u>	<u>5,295,437</u>
<b>Riyal Arab Saudi</b>		
1 bulan	292,475	17
12 bulan	<u>-</u>	<u>20,164</u>
	<u>98,592,553</u>	<u>86,043,632</u>

**c. Berdasarkan sisa umur jatuh tempo:**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<b>Rupiah</b>		
≤ 1 bulan	58,385,322	53,131,613
> 1 - ≤ 3 bulan	23,301,648	16,192,921
> 3 - ≤ 12 bulan	<u>13,085,064</u>	<u>11,403,480</u>
	<u>94,772,034</u>	<u>80,728,014</u>
<b>Dolar Amerika Serikat</b>		
≤ 1 bulan	3,015,020	4,546,476
> 1 - ≤ 3 bulan	286,078	501,012
> 3 - ≤ 12 bulan	<u>226,946</u>	<u>247,949</u>
	<u>3,528,044</u>	<u>5,295,437</u>
<b>Riyal Arab Saudi</b>		
≤ 1 bulan	<u>292,475</u>	<u>20,181</u>
	<u>98,592,553</u>	<u>86,043,632</u>

d. Deposito *mudharabah* yang dijadikan jaminan atas piutang dan pembiayaan yang diberikan oleh Bank berjumlah Rp919.584 dan Rp2.264.618, masing-masing pada tanggal 31 Desember 2021 dan 2020 (Catatan 8,10 dan 11).

e. Deposito *mudharabah* merupakan investasi pihak lain yang mendapatkan imbalan bagi hasil dari pendapatan Bank atas penggunaan dana tersebut dengan nisbah yang ditetapkan dan disetujui sebelumnya.

f. Kisaran tingkat bagi hasil untuk deposito *mudharabah* per tahun adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Rupiah	0.09% - 4.70%	1.69% - 5.64%
Valuta Asing	0.09% - 0.28%	0.38% - 1.57%

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

**25. MUDHARABAH TIME DEPOSITS (continued)**

**b. By period:**

<b>Rupiah</b>	
1 month	
3 months	
6 months	
12 months	
<b>United States Dollar</b>	
1 month	
3 months	
6 months	
12 months	
<b>Saudi Arabian Riyal</b>	
1 month	
12 months	

**c. By remaining period to maturity:**

<b>Rupiah</b>	
≤ 1 month	
> 1 - ≤ 3 months	
> 3 - ≤ 12 months	
<b>United States Dollar</b>	
≤ 1 month	
> 1 - ≤ 3 months	
> 3 - ≤ 12 months	
<b>Saudi Arabian Riyal</b>	
≤ 1 month	

d. *Mudharabah time deposits that are used as collateral for the Bank's receivables and financing amounted to Rp919,584 and Rp2,264,618, as of 31 December 2021 and 2020, respectively (Note 8,10 and 11).*

e. *Mudharabah time deposits represent third parties' investments which are entitled to receive a share in the income derived by the Bank from the use of such funds based on a predetermined and previously approved nisbah.*

f. *The range rate of profit sharing for mudharabah time deposits are as follows:*

<b>Rupiah</b>	
<b>Foreign Currencies</b>	

<sup>\*)</sup> Restated, see Note 53

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**26. SUKUK MUDHARABAH SUBORDINASI**

**26. SUBORDINATED SUKUK MUDHARABAH**

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
Sukuk <i>Mudharabah</i> Subordinasi	1,375,000	1,375,000	Subordinated Sukuk <i>Mudharabah</i>

**Sukuk *mudharabah* subordinasi - PT Bank BRISyariah Tbk**

Pada tanggal 17 November 2016, PT Bank BRISyariah Tbk menerbitkan Sukuk *Mudharabah* Subordinasi I Tahun 2016 sebesar Rp1.000.000 dan diterbitkan senilai 100,00% dari nilai nominalnya dengan metode pendapatan bagi hasil pada Bursa Efek Indonesia. Besarnya nisbah pemegang sukuk adalah sebesar 80,2013% yang dihitung dari *gross revenue* tunai, yang diindikasikan sebesar 11,8452%. Bagi hasil dibayarkan tiap 3 (tiga) bulan dan akan jatuh tempo pada tanggal 16 November 2023.

Sukuk *Mudharabah* Subordinasi I ini tidak dijamin dengan agunan khusus, termasuk tidak dijamin oleh Negara Republik Indonesia atau pihak ketiga lainnya dan tidak dimasukkan dalam program penjaminan bank yang dilaksanakan oleh Lembaga Penjamin Simpanan atau lembaga penjaminan lainnya.

Pada tanggal 31 Desember 2021 dan 2020, Sukuk *Mudharabah* Subordinasi I memperoleh peringkat masing-masing idAA<sub>(sy)</sub> dan A(idn) dari Pefindo dan Fitch.

Bertindak sebagai wali amanat untuk Sukuk *Mudharabah* Subordinasi I tersebut adalah PT Bank Negara Indonesia (Persero) Tbk.

Perjanjian perwaliamentan memuat beberapa pembatasan terhadap Bank dan memerlukan persetujuan tertulis dari wali amanat sebelum melakukan hal-hal berikut:

- Pengeluaran Sukuk atau MTN yang mempunyai kedudukan lebih tinggi dan pembayarannya didahulukan dari Sukuk *Mudharabah* Subordinasi.
- Perubahan bidang usaha utama.
- Mengurangi modal dasar, modal ditempatkan dan modal disetor.
- Mengadakan penggabungan, konsolidasi, akuisisi dengan perusahaan lain yang menyebabkan bubarnya Bank, atau yang akan mempunyai akibat negatif terhadap kelangsungan usaha.

**Subordinated sukuk *mudharabah* - PT Bank BRISyariah Tbk**

On 17 November 2016, PT Bank BRISyariah Tbk issued Rp1,000,000 Subordinated Sukuk *Mudharabah* I Year 2016 which is issued at 100.00% of its nominal value using profit sharing method in Indonesia Stock Exchange. The amount of Sukuk holder's nisbah is 80.2013% which was calculated from liquid gross revenue, which was indicated at 11.8452%. Profit sharing will be paid quarterly and will be due on 16 November 2023.

The Subordinated Sukuk *Mudharabah* I is not guaranteed by special collateral nor guaranteed by the Republic of Indonesia or other third parties and is not included in the bank guarantee program implemented by the Deposit Insurance Agency (Lembaga Penjamin Simpanan/LPS) or the other insurance corporation.

As of 31 December 2021 and 2020, Bank's Subordinated Sukuk *Mudharabah* I obtained a rating of idAA<sub>(sy)</sub> and A(idn) from Pefindo and Fitch, respectively.

The trustee of this Subordinated Sukuk *Mudharabah* I is PT Bank Negara Indonesia (Persero) Tbk.

The trustee agreement covers several covenants affecting the Bank and requires a written approval from the trustee before conducting the following:

- Issuing another Sukuk or MTN which has higher position and priority payment over Subordinated Sukuk *Mudharabah*.
- Changing the main business.
- Reducing authorized, issued and paid in capital stock.
- Conducting merger, consolidation, acquisition with other parties which causes dissolution of the Bank, or would have negative impact on business continuity.

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**26. SUKUK MUDHARABAH SUBORDINASI** (lanjutan)

**Sukuk mudharabah subordinasi - PT Bank BRISyariah Tbk** (lanjutan)

Pembatasan dan kewajiban Bank tanpa persetujuan tertulis dari wali amanat tidak akan melakukan hal-hal sebagai berikut:

- Melakukan penjualan atau pengalihan aset tetap milik Bank kepada pihak manapun, baik seluruhnya atau sebagian besar (melebihi 50%) dari seluruh aset tetap milik Bank berdasarkan laporan keuangan terakhir yang telah diaudit.
- Melakukan transaksi dengan pihak terafiliasi, kecuali bila transaksi tersebut dilakukan dengan persyaratan yang menguntungkan Bank atau setidak-tidaknya sama dengan persyaratan yang diperoleh Bank dari pihak ketiga yang bukan terafiliasi dalam transaksi yang lazim.
- Memberikan pinjaman kepada atau melakukan investasi dalam bentuk penyertaan saham pada pihak lain.

Atas penggabungan usaha merger Bank Syariah dimana BRIS menjadi Bank yang menerima penggabungan, telah diinformasikan kepada wali amanat dengan surat No. S.B.06-MDB/01-2021 tanggal 6 Januari 2021, perihal "Informasi Mengenai Rencana Penggabungan Usaha PT Bank BRISyariah Tbk, PT Bank BNI Syariah, dan PT Bank Syariah Mandiri".

Manajemen Bank berpendapat bahwa semua persyaratan yang ditetapkan dalam perjanjian perwaliamanatan telah dipenuhi.

Berdasarkan Surat No. SR-32/PB.13/2016 tertanggal 29 November 2016, telah disetujui permohonan Bank oleh OJK untuk memperhitungkan hasil penjualan Sukuk *Mudharabah* Subordinasi I sebesar Rp1.000.000 sebagai komponen modal pelengkap Bank (setinggi-tingginya 100% dari modal inti).

**Sukuk mudharabah subordinasi - PT Bank Syariah Mandiri**

Pada tanggal 22 Desember 2016, Bank menerbitkan Sukuk *Mudharabah* Tahun 2016 sebesar Rp375.000 dan akan jatuh tempo pada tanggal 22 Desember 2023.

Penerimaan dari penerbitan Sukuk *Mudharabah* Subordinasi I tersebut, akan dimanfaatkan seluruhnya untuk memperkuat struktur permodalan dalam rangka menunjang kegiatan pengembangan usaha berupa penyaluran pembiayaan.

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**26. SUBORDINATED SUKUK MUDHARABAH**  
(continued)

**Subordinated sukuk mudharabah - PT Bank BRISyariah Tbk** (continued)

Several covenants affecting Bank without written approval from the trustee that the Bank will not do the following:

- Selling or transferring fixed assets of the Bank to other parties, either all or most of fixed assets (over 50%) based on the latest audited financial statements.
- Conducting transactions with affiliated parties, unless either the transaction is performed under favorable terms or at least equal to the requirements obtained by the Bank from independent third parties in ordinary transactions.
- Providing financing or investment in stock shares to other parties.

Regarding the merger of Sharia Bank where BRIS will become the surviving entity, The Trustee has been informed by letter No. S.B.06-MDB/01-2021 dated 6 January 2021 about "Information Regarding the Planned Merger of PT Bank BRISyariah Tbk, PT Bank BNI Syariah, and PT Bank Syariah Mandiri".

Management of Bank has complied with the above covenants contained on the trustee agreement.

Based on the letter No. SR-32/PB.13/2016 dated 29 November 2016 the Financial Service Authority (FSA) has agreed with the Bank's request to make the proceeds of Subordinated Sukuk *Mudharabah* I amounting to Rp1,000,000 as a complementary capital component of the Bank (maximum 100% of core capital).

**Subordinated sukuk mudharabah - PT Bank Syariah Mandiri**

On 22 December 2016, the Bank issued Sukuk *Mudharabah* Tahun 2016 amounting to Rp375,000 and is due on 22 December 2023.

The proceeds from the issuance of the Subordinated Sukuk *Mudharabah* I are intended to strengthen the capital structure in order to support business development activities such as financing expansion.

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**26. SUKUK MUDHARABAH SUBORDINASI (lanjutan)**

**Sukuk mudharabah subordinasi - PT Bank Syariah Mandiri (lanjutan)**

*Subordinated notes (subnotes) mudharabah* Bank Syariah Mandiri tahun 2016 sebesar Rp375.000 merupakan surat berharga yang diterbitkan Bank pada tanggal 22 Desember 2016 dan akan jatuh tempo pada tanggal 22 Desember 2023.

Syarat dan ketentuan:

- Pendapatan bagi hasil dihitung berdasarkan perkalian antara nisbah pemegang subnotes Bank dengan pendapatan yang dibagikan yang jumlahnya tercantum dalam laporan keuangan Bank triwulan terakhir yang belum diaudit yang tersedia dan disahkan oleh Direksi Bank selambatnya 10 (sepuluh) hari kerja sebelum tanggal pembayaran pendapatan bagi hasil yang bersangkutan.
- Pendapatan yang dibagikan diperoleh dari pendapatan portofolio pembiayaan Rupiah (*blended*) Bank senilai 7 (tujuh) kali Dana Sukuk Mudharabah Subordinasi dalam mata uang Rupiah yang dimiliki Penerbit, yang diperoleh selama 1 (satu) triwulan sebagaimana dicantumkan dalam setiap laporan keuangan Bank yang belum diaudit.
- Nisbah yang diberikan kepada pemegang subnotes adalah sebesar 27,07% dari pendapatan yang dibagikan yang dibayarkan setiap 3 (tiga) bulan.

*Subnotes* ini tidak dijamin dengan jaminan khusus dan tidak dijamin oleh pihak ketiga. Termasuk tidak dijamin oleh Negara Republik Indonesia dan tidak dimasukkan ke dalam Program Penjaminan Bank yang dilaksanakan oleh Lembaga Penjamin Simpanan atau penggantinya sesuai dengan peraturan perundang-undangan yang berlaku dan mengikuti ketentuan Pasal 17 ayat (1) huruf f Peraturan OJK No. 21/POJK.03/2014. *Subnotes* merupakan kewajiban Bank yang disubordinasi.

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**26. SUBORDINATED SUKUK MUDHARABAH**  
(continued)

**Subordinated sukuk mudharabah - PT Bank Syariah Mandiri (continued)**

*Bank Syariah Mandiri mudharabah subnotes (subnotes) in 2016 amounting to Rp375,000 are securities issued by the Bank on 22 December 2016 and will mature on 22 December 2023.*

*Terms and Conditions:*

- *Profit sharing income is calculated based on the multiplication between the ratio of the Bank's subnotes holder and the revenue shared, which is the amount listed in the unaudited last quarter of the Bank's financial report, which is available and approved by the Bank's Board of Directors no later than 10 (ten) working days before the date of payment of the relevant revenue sharing.*
- *The income that is shared is obtained from the income of the Rupiah financing portfolio (blended) Bank amounting to 7 (seven) times the Subordinated Sukuk Mudharabah Fund in Rupiah currency owned by the Issuer, which is obtained for 1 (one) quarter as stated in each unaudited Bank financial report.*
- *The ratio given to subnotes holders is 27.07% of the shared revenue which is paid every 3 (three) months.*

*These subnotes are not guaranteed by any special guarantees and are not guaranteed by third parties. Including not guaranteed by the Republic of Indonesia and not included in the Bank Guarantee Program which is carried out by the Deposit Insurance Corporation or its replacement in accordance with the applicable laws and regulations and following the provisions of Article 17 paragraph (1) letter f of OJK Regulation No. 21/POJK.03/2014. Subnotes are subordinated obligations of the Bank.*

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**26. SUKUK MUDHARABAH SUBORDINASI (lanjutan)**

**Sukuk mudharabah subordinasi - PT Bank Syariah Mandiri (lanjutan)**

Selama berlakunya jangka waktu Sukuk Mudharabah Subordinasi BSM Tahun 2016 dan sebelum dilunasinya semua pokok dan bagi hasil, Bank berkewajiban untuk: (i) menjaga rasio CAR (Capital Adequacy Ratio) tidak kurang dari 12% (dua belas persen); (ii) memastikan bahwa Sukuk Mudharabah Subordinasi Tahun 2016 ini tidak akan dimiliki oleh lebih dari 50 (lima puluh) investor; (iii) menyerahkan kepada agen pemantau sebagai berikut: laporan keuangan tahunan (*audited*) selambat-lambatnya akhir bulan ke-4 setelah tanggal buku laporan, laporan keuangan triwulan selambat-lambatnya akhir bulan ke-1 setelah tanggal buku laporan, laporan keuangan yang digunakan sebagai dasar perhitungan endapatan Bagi Hasil, dan laporan penilaian tingkat kesehatan bank dan penilaian sendiri (*self assessment*) pelaksanaan *Good Corporate Governance* kepada OJK.

Bank tanpa persetujuan tertulis Agen Pemantau tidak akan melakukan hal-hal sebagai berikut: (i) mengurangi modal ditempatkan dan disetor; (ii) mengadakan perubahan bidang usaha; (iii) melakukan penggabungan atau peleburan atau reorganisasi, kecuali karena adanya ketentuan Pemerintah atau Bank Indonesia; (iv) mengadakan penggabungan, konsolidasi, akuisisi dengan entitas lain yang menyebabkan bubarnya Bank.

DPS Bank Syariah Mandiri telah mengeluarkan opini melalui surat No. 18/13/DPS/X/2016 tanggal 1 November 2016 menyatakan bahwa *subordinated notes syariah mudharabah* telah sesuai dengan fatwa DSN mengenai obligasi syariah dan obligasi syariah mudharabah (Fatwa DSN-MUI No. 32/DSNMUI/IX/2002 dan No. 33/DSN-MUI/IX/2002). Bagi hasil yang diberikan kepada pemegang *subordinated notes* diambil dari porsi Bank.

Bertindak sebagai wali amanat Sukuk Mudharabah Subordinasi BSM Tahun 2016 adalah PT Bank Mandiri (Persero) Tbk.

Berdasarkan laporan pemeringkat terakhir yang dipublikasikan pada bulan November 2021, Sukuk Mudharabah Subordinasi BSM Tahun 2016 memiliki peringkat idAA (Double A Sharia) dari agen pemeringkat efek PT Pefindo.

**26. SUBORDINATED SUKUK MUDHARABAH (continued)**

**Subordinated sukuk mudharabah - PT Bank Syariah Mandiri (continued)**

*During the validity period of the 2016 BSM Subordinated Sukuk Mudharabah and prior to repayment of all principal and profit sharing, the Bank is obliged to: (i) maintain a CAR (Capital Adequacy Ratio) ratio of not less than 12% (twelve percent); (ii) ensure that the 2016 Subordinated Sukuk Mudharabah will not be owned by more than 50 (fifty) investors; (iii) submit to the monitoring agency as follows: annual financial statements (audited) not later than the end of the 4th month after the date of the reporting book, quarterly financial statements not later than the end of the 1st month after the date of the reporting book, financial statements used as the basis for calculating Revenue Sharing, and the bank's soundness level assessment report and self-assessment of the implementation of Good Corporate Governance to OJK.*

*Banks without written approval from the Monitoring Agent will not do the following: (i) reduce the issued and paid-up capital; (ii) make changes in business fields; (iii) carry out a merger or consolidation or reorganization, except because of the provisions of the Government or Bank Indonesia; (iv) enter into mergers, consolidations, acquisitions with other entities which will result in the dissolution of the Bank.*

*Bank Syariah Mandiri's Sharia Supervisory Board has issued an opinion by letter No. 18/13/DPS/ X/2016 dated 1 November 2016 stated that the subordinated notes for sharia mudharabah are in accordance with the DSN fatwa regarding Islamic bonds and Islamic mudharabah bonds (Fatwa DSN-MUI No. 32/DSNMUI/IX/2002 and No. 33/DSN-MUI/IX/2002). Profit sharing given to holders of subordinated notes is taken from the Bank's portion.*

*Acting as trustee of the 2016 BSM Subordinated Sukuk Mudharabah is PT Bank Mandiri (Persero) Tbk.*

*Based on the last rating report published in November 2021, the 2016 BSM Subordinated Sukuk Mudharabah has an idAA (Double A Sharia) rating from the securities rating agency PT Pefindo.*



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**27. EKUITAS**

**Modal saham**

Susunan pemegang saham Bank adalah sebagai berikut:

**27 . EQUITY**

**Share Capital**

The composition of the Bank's shareholders are as follows:

2021				
Pemegang Saham	Jumlah Saham Ditempatkan dan Disetor Penuh (Nilai Penuh)/ Amount of Issued and Fully-Paid Share Capital (Full Amount)	Persentase Pemilikan/ Ownership Percentage	Jumlah Modal/ Amount of Capital	Shareholders
PT Bank Mandiri (Persero) Tbk	20,905,219,379	50.83%	10,452,610	PT Bank Mandiri (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk	10,220,230,418	24.85%	5,110,115	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	7,092,761,655	17.25%	3,546,381	PT Bank Rakyat Indonesia (Persero) Tbk
DPLK Bank Rakyat Indonesia-Syariah	379,142,500	0.92%	189,571	DPLK Bank Rakyat Indonesia-Syariah
PT BNI Life Insurance	5,250,415	0.01%	2,625	PT BNI Life Insurance
PT Mandiri Sekuritas	33	0.00%	-	PT Mandiri Sekuritas
Masyarakat	2,526,702,943	6.14%	1,263,352	Public
	<u>41,129,307,343</u>	<u>100.00%</u>	<u>20,564,654</u>	
2020 <sup>*)</sup>				
Pemegang Saham	Jumlah Saham Ditempatkan dan Disetor Penuh (Nilai Penuh)/ Amount of Issued and Fully-Paid Share Capital (Full Amount)	Persentase Pemilikan/ Ownership Percentage	Jumlah Modal/ Amount of Capital	Shareholders
PT Bank Rakyat Indonesia (Persero) Tbk	7,092,761,655	71.64%	3,546,381	PT Bank Rakyat Indonesia (Persero) Tbk
DPLK Bank Rakyat Indonesia-Syariah	817,146,000	8.25%	408,573	DPLK Bank Rakyat Indonesia-Syariah
Masyarakat	1,990,601,043	20.11%	995,300	Public
	<u>9,900,508,698</u>	<u>100.00%</u>	<u>4,950,254</u>	

Pada tanggal 1 November 2020, 70% dari total program MESOP Tahap I dan telah dilakukan eksekusi pembelian saham oleh karyawan. Jumlah saham yang dieksekusi oleh karyawan sebesar 184.395.200 lembar saham dan senilai Rp92.197. Perubahan peningkatan modal ditempatkan berdasarkan program MESOP telah diterima dan dicatat di Kemenkumham No. AHU-AH.01.03-0424817 tanggal 29 Desember 2020 dari Rp4.858.057 menjadi Rp4.950.254.

Pada tanggal 1 Februari 2021 Bank telah melakukan penggabungan usaha dengan PT Bank Syariah Mandiri dan PT Bank BNI Syariah sebagaimana dijelaskan pada catatan 53 dalam laporan ini.

Pada tanggal 1 Mei 2021 sampai dengan 18 Juni 2021 telah berlangsung periode pelaksanaan program MESOP Tahap I tahun 2021 dengan total jumlah saham yang dieksekusi oleh karyawan dan manajemen sebanyak 97.659.800 lembar saham (nilai penuh) atau senilai Rp48.830. Perubahan peningkatan modal ditempatkan berdasarkan program MESOP ini dicatat di Kemenkumham No. AHU-AH.01.03-0434796 tanggal 5 Agustus 2021 dari Rp20.515.604 menjadi Rp20.564.434.

As of 1 November 2020, 70% of the total MESOP Phase I program has been carried out by employee shares purchase. The total number of shares exercised by the employees was 184,395,200 shares and was valued at Rp92,197. Changes in the increase in issued capital under the MESOP program have been received at the Ministry of Law and Human Rights No. AHU-AH.01.03-0424817 dated 29 December 2020 from Rp4,858,057 to Rp4,950,254.

As of 1 February 2021 the Bank has merged with PT Bank Syariah Mandiri and PT Bank BNI Syariah as described in note 53 on this report.

As of 1 May 2021 to 18 June 2021, the MESOP Phase I program implementation period in 2021 has taken place with a total number of shares executed by employees and management of 97,659,800 shares (full amount) or Rp48,830. Changes in the increase in issued capital based on the MESOP program are recorded in the Ministry of Law and Human Rights No. AHU-AH.01.03-0434796 dated 5 August 2021 from Rp20,515,604 to Rp20,564,434.

\*) Disajikan kembali, lihat Catatan 53

\*) Restated, see Note 53

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**27. EKUITAS (lanjutan)**

Pada tanggal 1 November 2021 sampai dengan 10 Desember 2021 telah berlangsung periode pelaksanaan program MESOP Tahap II tahun 2021 dengan total jumlah saham yang dieksekusi oleh karyawan sebanyak 438.600 lembar saham (nilai penuh) atau senilai Rp219. Perubahan peningkatan modal ditempatkan berdasarkan program MESOP ini dicatat di Kemenkumham No. AHU-AH.01.03-0494300 tanggal 30 Desember 2021 dari Rp20.564.434 menjadi Rp20.564.654.

**Cadangan Umum**

Cadangan umum pada awalnya dibentuk dalam rangka memenuhi ketentuan Pasal 61 ayat (1) Undang-undang No. 1/1995 mengenai Perseroan Terbatas (kemudian diganti dengan Undang-undang Perseroan Terbatas No. 40/2007), yang mengharuskan perusahaan Indonesia untuk membuat penyisihan cadangan umum dan wajib sebesar sekurang-kurangnya 20% dari jumlah modal yang ditempatkan dan disetor penuh. Undang-undang tersebut tidak mengatur jangka waktu untuk pembentukan penyisihan tersebut.

**Program Saham Bonus dan Opsi Saham**

Bersamaan dengan Penawaran Umum Perdana Saham, Bank mengadakan program *Employee Stock Allocation* ("ESA") dengan mengalokasikan saham sebesar 2,50% dari jumlah Saham yang Ditawarkan dalam Penawaran Umum Perdana Saham atau sebanyak 65.583.700 saham berdasarkan Akta No. 8 Tahun 2018.

Atas program tersebut Bank telah membeli 65.583.700 lembar saham dari saham beredar senilai Rp33.448 dan telah tercatat sebagai bagian dari Modal Disetor. Nilai wajar dari ESA diakui sebagai biaya dibayar dimuka dan diamortisasi selama masa *vesting* pada laba rugi.

Berdasarkan Akta No. 8 tanggal 8 Januari 2018, pemegang saham juga telah menyetujui rencana Bank untuk melaksanakan Program *Management and Employee Stock Option Program* ("MESOP") dengan jumlah saham sebanyak-banyaknya 300.498.300 saham. Nilai wajar dari MESOP diamortisasi sesuai masa *vesting* dan diakui dalam laba rugi, sedangkan akumulasi alokasi biaya selama periode *vesting* diakui dalam ekuitas sebagai cadangan atas Opsi Saham.

**27. EQUITY (continued)**

*As of 1 November 2021 to 10 December 2021, the MESOP Phase II program implementation period in 2021 has taken place with a total number of shares executed by employees of 438,600 shares (full amount) or a value of Rp219. Changes in the increase in issued capital based on the MESOP program are recorded in the Ministry of Law and Human Rights No. AHU-AH.01.03-0494300 dated 30 December 2021 from Rp20,564,434 to Rp20,564,654.*

**General Reserve**

*The general reserves are originally provided in accordance with Law No. 1/1995 article 61 (1) on Limited Liability Company (later superseded by Limited Liability Company Law No. 40/2007), which requires Indonesian companies to set up a general and legal reserve amounting to at least 20% of the issued and paid-in capital. This particular law does not regulate the period of time in relation to the provision of such reserves.*

**Stock Bonus and Stock Option Program**

*Along with the Initial Public Offering, the Bank enters into an Employee Stock Allocation ("ESA") program by allocating 2.50% of the number of Shares Offered in the Initial Public Offering or 65,583,700 shares based on Deed No. 8 of 2018.*

*For the program, the Bank has purchased 65,583,700 shares from outstanding shares valued at Rp33,448 and was listed as part of the Paid-in Capital. The fair value of ESA is recognised as prepaid expenses and amortized over the vesting period in profit or loss.*

*Based on Deed No. 8 dated 8 January 2018, shareholders have also approved the Bank's plan to implement the Management and Employee Stock Option Program ("MESOP") Program with a maximum number of shares of 300,498,300 shares. The fair value of MESOP is amortized over the vesting period and recognised in profit or loss, while the accumulated cost allocation over the vesting period is recognised in equity as reserve for Stock Option.*

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**27. EKUITAS (lanjutan)**

**Program Saham Bonus dan Opsi Saham**  
(lanjutan)

Pada tanggal 9 Mei 2019 dan 9 Mei 2020, masing-masing 34% dan 33% dari total ESA telah didistribusikan kepada masing-masing karyawan. Pada tanggal-tanggal 31 Desember 2021 dan 2020 aktuari telah melakukan perhitungan atas nilai wajar ESA dan nilai opsi MESOP. Berdasarkan perhitungan aktuari, Bank telah membukukan beban ESA masing-masing Rp5.451 dan Rp11.149, serta membukukan beban MESOP pada tanggal 31 Desember 2021 dan 2020 masing-masing sebesar Nihil dan Rp4.128.

**Tambahan Modal Disetor**

Pada tanggal 31 Desember 2021, Bank memiliki saldo modal disetor yang terdiri dari :

	<u>2021</u>
Agio saham	3,237
Imbalan bersih yang secara efektif dialihkan dalam akuisisi terbalik	(5,374,061)
Penyesuaian yang timbul dari akuisisi terbalik untuk mencerminkan modal menurut hukum	<u>(995,952)</u>
Saldo akhir	<u>(6,366,776)</u>

Seperti diungkapkan dalam Catatan 52, efektif pada tanggal 1 Februari 2021, BRIS melakukan penggabungan usaha dengan BSM dan BNIS dimana BRIS menjadi entitas yang menerima penggabungan sedangkan BSM dan BNIS bubar demi hukum. Penggabungan usaha antara BRIS, BSM dan BNIS ini menimbulkan saldo SNTRES sebesar Rp6.370.013 yang dihitung sebagai berikut:

	<u>2021</u>
Nilai buku BRIS	5,509,267
Nilai buku BNIS	5,494,306
Nilai pasar saham baru yang dikeluarkan (nilai imbalan bersih)	(16,377,634)
Penyesuaian untuk mencerminkan modal menurut hukum	<u>(995,952)</u>
Selisih nilai transaksi restrukturisasi entitas sepengendali (SNTRES)	<u>(6,370,013)</u>

**27. EQUITY (continued)**

**Stock Bonus and Stock Option Program**  
(continued)

On 9 May 2019 and 9 May 2020, 34% and 33% from total ESA were already distributed to each employee, respectively. As of 31 December 2021 and 2020, respectively actuary has calculated the fair value of ESA and the option value of MESOP. Based on actuary's calculation, the Bank has recorded a total expense of ESA for Rp5,451 and Rp11,149, respectively, the Bank also recorded a total expense of MESOP for Nihil and Rp4,128, for 31 December 2021 and 2020, respectively.

**Additional Paid in Capital**

As of 31 December 2021 Bank has additional paid capital balance as follows :

Paid in capital excess of par value
Net consideration effectively transferred in reverse acquisition
Adjustment arising from reverse acquisition to reflect the Bank's legal capital
Ending balance

As disclosed in Note 52, the merger between BRIS, BSM and BNIS was effective on 1 February 2021, with BRIS as the surviving entity, BSM and BNIS being dissolved by the law. The merger between BRIS, BSM and BNIS has resulted in a DUCC balance amounting to Rp6,370,013 which was calculated as follows:

BRIS's net book value
BNIS' net book value
Market price of new shares issued (net consideration costs)
Adjustment to reflect the Bank's legal capital
Restructuring transactions of entities under common control (DUCC)

**28. PENDAPATAN DARI JUAL BELI**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Murabahah	10,184,021	9,126,077
Istishna	215	346
	<u>10,184,236</u>	<u>9,126,423</u>

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

**28. INCOME FROM SALES AND PURCHASES**

Murabahah  
Istishna

<sup>\*)</sup> Restated, see Note 53

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**29. PENDAPATAN BAGI HASIL**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<i>Musyarakah</i>	4,237,160	4,347,511
<i>Mudharabah</i>	218,525	305,576
	<u>4,455,685</u>	<u>4,653,087</u>

*Musyarakah*  
*Mudharabah*

**30. PENDAPATAN DARI IJARAH - BERSIH**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<i>Ijarah muntahiyah bittamlik</i>	499,177	836,607
<i>Ijarah</i>	105,591	113,665
<i>Ijarah multijasa</i>	26,796	31,852
	631,564	982,124
Beban penyusutan, amortisasi, pemeliharaan dan penurunan nilai aset <i>ijarah</i>	(556,345)	(777,681)
<b>Bersih</b>	<u>75,219</u>	<u>204,443</u>

**30. INCOME FROM IJARAH - NET**

*Ijarah muntahiyah bittamlik*  
*Ijarah*  
*Ijarah multi-services*  
  
*Depreciation expense,  
amortization, maintenance expense  
and impairment of ijarah assets*

**Net**

**31. PENDAPATAN USAHA UTAMA LAINNYA**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Pendapatan dari investasi pada surat berharga	2,683,489	2,327,358
Bonus Sertifikat Bank Indonesia Syariah (SBIS) dan Fasilitas Simpanan Bank Indonesia Syariah (FASBIS)	318,264	456,616
Pendapatan kas bagi hasil <i>fee</i> <i>Ujroh</i> anjak utang piutang	12,487	63,815
Bagi hasil penempatan pada bank lain	1,545	4,095
Lain-lain	77,507	93,755
	<u>3,093,292</u>	<u>2,945,639</u>

*Income from investments  
in marketable securities*  
*Bonus from Bank Indonesia  
Sharia Certificates (SBIS) and  
Bank Indonesia Sharia Deposit  
Facilities (FASBIS)*  
*Cash income for fee revenue*  
*Ujroh factoring in receivables*  
*Profit sharing from placements  
with other bank*  
*Others*

**32. HAK PIHAK KETIGA ATAS BAGI HASIL**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Deposito <i>mudharabah</i>	3,465,544	3,986,747
Tabungan <i>mudharabah</i>	616,928	648,754
Sukuk <i>mudharabah</i> subordinasi	133,723	131,437
Giro <i>mudharabah</i>	93,645	157,536
Investasi terikat	50,902	49,444
<i>Musyarakah-mudharabah musytarakah</i>	5,158	17
Sertifikat Investasi <i>Mudharabah</i> Antarbank (SIMA)	1,098	21,148
Lain-lain	11,809	9,171
	<u>4,378,807</u>	<u>5,004,254</u>

*Mudharabah time deposits*  
*Mudharabah savings deposits*  
*Subordinated sukuk mudharabah*  
*Mudharabah demand deposits*  
*Bound investment*  
*Musyarakah-mudharabah musytarakah*  
*Interbank Mudharabah Investment*  
*Certificate (SIMA)*  
*Others*

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**33. PENDAPATAN USAHA LAINNYA**

Pendapatan usaha lainnya terdiri dari:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<u>Pendapatan imbalan jasa perbankan</u>		
Pendapatan <i>rahn</i>	590,574	507,732
Pendapatan administrasi tabungan dan giro	300,317	260,941
Pendapatan administrasi pembiayaan	265,808	349,424
Pendapatan transaksi ATM	262,428	286,287
Pendapatan layanan <i>internet banking</i>	180,420	92,459
Pendapatan komisi asuransi	94,055	59,884
Pendapatan kartu Hasanah	81,149	77,329
Pendapatan jasa pembayaran	73,008	50,829
Keuntungan pelepasan surat berharga	62,077	108,367
Pendapatan administrasi dan komisi selain pembiayaan	61,074	71,870
Pendapatan jasa ekspor impor	43,473	16,649
Pendapatan transaksi mata uang asing - bersih	40,198	75,402
Pendapatan ganti rugi restrukturisasi ( <i>ta'widh</i> )	36,891	47,714
Pendapatan pembiayaan sindikasi	25,578	37,104
Pendapatan transaksi <i>remittance</i>	25,307	26,140
Pendapatan penjualan sukuk dan reksadana	13,556	5,439
Lainnya	93,797	162,958
	2,249,710	2,236,528
<u>Pendapatan lainnya</u>		
Penerimaan kembali atas piutang dan pembiayaan yang telah dihapusbukukan	762,536	540,173
	<u>3,012,246</u>	<u>2,776,701</u>

<u>Fee based income from banking services</u>
Income from <i>rahn</i>
Income from saving deposits administration
Income from financing administration
Income from ATM transactions
Income from internet banking services
Income from insurance commission
Income from Hasanah Card
Income from payment services
Gain on sale of marketable securities
Income from administration and commission other than financing
Income from export import services
Income from foreign exchange transaction - net
Income from restructuring compensation ( <i>ta'widh</i> )
Syndicated financing fee
Income from remittance transactions
Income from sale of sukuk and mutual funds
Others

Other income

Subsequent recoveries of receivables and financing written-off

**34. BEBAN GAJI DAN TUNJANGAN**

Beban gaji dan tunjangan terdiri dari:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Gaji dan upah	3,420,083	3,067,748
Tunjangan karyawan	815,363	712,010
Pendidikan dan pelatihan	99,992	96,746
Lainnya	156,337	214,529
	<u>4,491,775</u>	<u>4,091,033</u>

Salaries and wages
Employee allowances
Education and training
Others

\*) Disajikan kembali, lihat Catatan 53

\*) Restated, see Note 53

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**35. BEBAN UMUM DAN ADMINISTRASI**

Beban umum dan administrasi terdiri dari:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Beban <i>outsourcing</i>	651,917	642,099
Penyusutan aset tetap dan aset hak guna (Catatan 14)	610,595	563,132
Beban penjaminan dana pihak ketiga	438,727	369,839
Beban sewa	287,234	242,572
Beban promosi	271,172	189,721
Beban pemeliharaan dan perbaikan	207,987	155,780
Beban perlengkapan	189,747	115,753
Beban barang dan jasa lain	157,876	120,188
Beban listrik, air dan gas	151,885	174,939
Beban komunikasi	136,550	77,238
Beban Pungutan OJK	135,874	103,499
Ujrah administrasi	125,558	52,719
Beban transportasi	108,379	71,392
Beban barang cetak	103,046	156,190
Beban jasa tenaga ahli	99,406	80,791
Beban kantor	79,769	71,283
Beban asuransi	76,281	108,015
Beban lisensi <i>software</i>	36,362	16,534
Lain-lain	101,846	151,907
	<u>3,970,211</u>	<u>3,463,591</u>

**35. GENERAL AND ADMINISTRATIVE EXPENSES**

General and administrative expenses consist of:

<i>Outsourcing expenses</i>
<i>Depreciation of fixed assets and right-of use assets (Note 14)</i>
<i>Underwriting expenses of third parties fund</i>
<i>Rent expenses</i>
<i>Promotion expenses</i>
<i>Service and maintenance expenses</i>
<i>Supplies expenses</i>
<i>Other goods &amp; services</i>
<i>Electricity, water and gas expenses</i>
<i>Communication expenses</i>
<i>OJK fees</i>
<i>Administrative ujrah</i>
<i>Transportation expenses</i>
<i>Printing expenses</i>
<i>Professional fees</i>
<i>Office stationery</i>
<i>Insurance expenses</i>
<i>Software license expenses</i>
<i>Others</i>

**36. BEBAN CADANGAN KERUGIAN PENURUNAN NILAI ASET PRODUKTIF DAN NON-PRODUKTIF - BERSIH**

Beban cadangan kerugian penurunan nilai aset produktif dan non-produktif - bersih terdiri dari:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Giro dan penempatan pada bank lain (Catatan 6)	(52,029)	63,954
Investasi pada surat berharga (Catatan 7)	(6,783)	(16,175)
Tagihan akseptasi (Catatan 8)	(933)	179
Piutang (Catatan 9)	1,397,845	1,995,809
Pinjaman <i>qardh</i> (Catatan 10)	251,313	189,065
Pembiayaan <i>mudharabah</i> (Catatan 11)	(1,954)	38,496
Pembiayaan <i>musyarakah</i> (Catatan 12)	2,057,965	1,333,737
Aset non-produktif	(89,995)	14,555
Estimasi kerugian komitmen dan kontinjensi (Catatan 39)	(3,173)	812
Aset lain-lainnya	(1,007)	14
	<u>3,551,249</u>	<u>3,620,446</u>

**36. PROVISION FOR IMPAIRMENT LOSSES ON EARNING AND NON-EARNING ASSETS - NET**

Provision for impairment losses on earning and non-earning assets - net, consist of:

<i>Current accounts and placements with other banks (Note 6)</i>
<i>Investments in marketable securities (Note 7)</i>
<i>Acceptances receivables (Note 8)</i>
<i>Receivables (Note 9)</i>
<i>Funds of qardh (Note 10)</i>
<i>Mudharabah financing (Note 11)</i>
<i>Musyarakah financing (Note 12)</i>
<i>Non-earning assets</i>
<i>Estimated losses on commitments and contingencies (Note 39)</i>
<i>Other assets</i>

**37. PENDAPATAN/(BEBAN) NON - USAHA - BERSIH**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<b>Pendapatan non-usaha</b>		
Sewa gedung	698	600
<b>Beban non-usaha</b>		
Kerugian selisih kurs - bersih	(12,846)	(37,137)
Lainnya	(33,493)	(10,430)
<b>Beban non-usaha - bersih</b>	<u>(45,641)</u>	<u>(46,967)</u>

**37. NON-OPERATING INCOME/(EXPENSES) - NET**

<b>Non-operating income</b>
<i>Rent building</i>
<b>Non-operating expenses</b>
<i>Loss on foregin exchange - net</i>
<i>Others</i>
<b>Total non-operating expenses - net</b>

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**38. LABA PER SAHAM**

Perhitungan laba per saham untuk periode yang berakhir pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Laba tahun berjalan	3,028,205	2,187,649
Jumlah rata-rata tertimbang saham biasa yang beredar (nilai penuh)	<u>41,096,058,485</u>	<u>40,877,546,276</u>
Laba bersih per saham dasar (Rupiah penuh)	<u>73.69</u>	<u>53.52</u>
Saham yang akan diterbitkan jika MESOP dieksekusi (nilai penuh)	<u>890,800</u>	<u>98,989,200</u>
Jumlah rata-rata tertimbang saham dilusian (nilai penuh)	<u>41,109,280,978</u>	<u>40,883,453,826</u>
Laba bersih per saham dilusian (Rupiah penuh)	<u>73.66</u>	<u>53.51</u>

**38. EARNINGS PER SHARE**

The computation of earnings per share for the period ended 31 December 2021 and 2020, are as follows:

Income for the year  
Weighted average number of shares outstanding (full amount)  
Basic earnings per share (full Rupiah)  
Shared to be issued if MESOP is exercised (full amount)  
Weighted average number of diluted shares (full amount)  
Diluted earnings per share (full Rupiah)

**39. INFORMASI MENGENAI KOMITMEN DAN KONTINJENSI**

a. Bank memiliki tagihan dan liabilitas komitmen dan kontinjensi sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<b>Liabilitas Komitmen Pihak ketiga</b>		
Fasilitas pembiayaan yang belum digunakan	2,686,540	2,336,179
L/C yang tidak dapat dibatalkan	<u>64,179</u>	<u>25,015</u>
	<u>2,750,719</u>	<u>2,361,194</u>
<b>Pihak berelasi</b>		
Fasilitas pembiayaan yang belum digunakan	252,777	646,611
L/C yang tidak dapat dibatalkan	<u>-</u>	<u>18,587</u>
	<u>252,777</u>	<u>665,198</u>
<b>Liabilitas Komitmen</b>	<u>3,003,496</u>	<u>3,026,392</u>
<b>Tagihan Kontinjensi Pihak ketiga</b>		
Pendapatan dari pembiayaan bermasalah	247,100	297,482
Bank garansi (kafalah) yang diterima	<u>202,029</u>	<u>224,502</u>
	<u>449,129</u>	<u>521,984</u>
<b>Liabilitas Kontinjensi Pihak ketiga</b>		
Garansi yang diterbitkan	1,659,346	2,013,253
Kewajiban Subrogasi	116,405	119,410
Lainnya	<u>23,819</u>	<u>7,785</u>
	<u>1,799,570</u>	<u>2,140,448</u>
<b>Pihak berelasi</b>		
Garansi yang diterbitkan	<u>1,083</u>	<u>-</u>
	<u>1,800,653</u>	<u>2,140,448</u>
<b>Liabilitas kontinjensi - bersih</b>	<u>1,351,524</u>	<u>1,618,464</u>

**39. INFORMATION ON COMMITMENTS AND CONTINGENCIES**

a. The Bank's receivables and payables from commitments and contingencies are as follows:

Commitments payables  
Third parties  
Unused financing facilities Irrevocable L/C  
Related parties  
Unused financing facilities Irrevocable L/C  
Commitments payables  
Contingencies receivables  
Third parties  
Revenue from non-performing financing  
Bank guarantees (kafalah) received  
Contingencies payables  
Third parties  
Bank guarantees issued  
Subrogation Payables  
Others  
Related parties  
Bank guarantees issued  
Contingencies payables - net

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**39. INFORMASI MENGENAI KOMITMEN DAN KONTINJENSI (lanjutan)**

- b. Transaksi komitmen dan kontinjensi yang terjadi dalam kegiatan normal Bank yang mempunyai risiko pinjaman adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Fasilitas pembiayaan yang belum digunakan	<u>2,939,317</u>	<u>2,982,790</u>

*Unused financing facilities*

- c. Kolektibilitas komitmen dan kontinjensi pada rekening administratif yang mempunyai risiko pembiayaan adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Lancar	2,904,126	2,947,759
Dalam Perhatian Khusus	16,972	17,497
Kurang Lancar	<u>18,219</u>	<u>17,534</u>
	<u>2,939,317</u>	<u>2,982,790</u>

*Current  
Special Mention  
Substandard*

- d. Perubahan cadangan kerugian penurunan nilai estimasi komitmen dan kontinjensi adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Saldo awal tahun (Pembalikan)/Pembentukan selama tahun berjalan (Catatan 36)	20,323	19,451
Selisih kurs	<u>(3,173)</u>	<u>812</u>
Saldo akhir tahun	<u>17,194</u>	<u>20,323</u>

*Beginning balance  
(Reversal)/Provisions  
during the year (Note 36)  
Exchange rate difference  
Ending balance*

Manajemen berpendapat bahwa cadangan kerugian penurunan atas nilai estimasi komitmen dan kontinjensi yang dibentuk telah memadai dan telah sesuai dengan ketentuan POJK.

*Management believes that the allowance for impairment losses on estimated commitments and contingencies is adequate and in compliance with FSA regulations.*

**40. LIABILITAS IMBALAN KERJA**

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Imbalan pasca kerja jangka panjang	644,221	605,742
Cuti besar	<u>192,270</u>	<u>303,009</u>
	<u>836,491</u>	<u>908,751</u>

*Long-term employee benefits  
Grand leaves*

Bank mempunyai program pensiun manfaat pasti yang meliputi seluruh karyawan tetap yang didanai melalui iuran tetap bulanan kepada Dana Pensiun Lembaga Keuangan (DPLK) Bank Rakyat Indonesia. DPLK ini memperoleh pengesahan terakhir kali dari Menteri Keuangan yang tertuang dalam Surat Keputusan No.KEP-51/NB.1/2014 tanggal 5 Maret 2014. Iuran program pensiun ini didanai oleh Bank sebesar 10% dari gaji kotor karyawan

*Bank has a defined benefit plan for all permanent employees which are funded through monthly contribution to the pension fund DPLK Bank Rakyat Indonesia. The pension fund was approved by the Minister of Finance as stipulated in Decree No.KEP-51/NB.1/2014 dated 5 March 2014. The pension fund contribution is funded by the Bank amounting to 10% of employee's gross salaries.*

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53



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**40. LIABILITAS IMBALAN KERJA (lanjutan)**

Perhitungan aktuaria periode 31 Desember 2021 dilakukan oleh KKA Steven & Mouritz, aktuaris independen, dalam laporannya tertanggal 10 Januari 2022.

Perhitungan aktuaria periode 31 Desember 2020 dilakukan oleh PT Willis Tower Watson, Dayamandiri Dharmakonsilida, dan PT Bestama Aktuaria masing-masing untuk *ex legacy* BSM, *ex legacy* BNIS dan *ex legacy* BRIS, dalam laporannya tertanggal masing-masing 11 Januari 2021, 30 November 2020 dan 4 Januari 2021.

Perhitungan aktuaria tersebut menggunakan metode *Projected Unit Credit* serta mempertimbangkan asumsi-asumsi sebagai berikut:

Asumsi-asumsi utama yang digunakan dalam perhitungan di atas adalah:

	<b>2021</b>	<b>2020<sup>*)</sup></b>
<b>Asumsi ekonomi:</b>		
Tingkat diskonto <i>Discount rate</i>	6.80%	6.25% - 9.50%
Tingkat kenaikan gaji	7.00%	7.00%
<b>Asumsi lainnya:</b>		
Usia pensiun normal	36 - 56 tahun/years	36 -56 tahun/years
Tingkat kematian	Modifikasi Tabel Mortalita/ <i>Adjusted Mortality Table</i> Indonesia TMI-IV-2019	Modifikasi Tabel Mortalita/ <i>Adjusted Mortality Table</i> Indonesia TMI-III-2019 - TMI-IV-2019
Tingkat cacat	5% - 10% dari tingkat/ kematian/10% <i>from mortality rate</i>	5% - 10% dari tingkat/ kematian/10% <i>from mortality rate</i>

**Imbalan pasca kerja jangka panjang**

Rekonsiliasi status pembiayaan atas program pensiun disajikan sebagai berikut:

	<b>2021</b>	<b>2020<sup>*)</sup></b>
Nilai kini liabilitas manfaat pasti yang didanai	757,010	723,092
Nilai wajar aset dana pensiun	(112,789)	(117,350)
Nilai bersih kewajiban	<u>644,221</u>	<u>605,742</u>

**40. EMPLOYEE BENEFITS LIABILITIES (continued)**

The actuarial calculations for the period 31 December 2021 were prepared by KKA Steven & Mouritz, an independent actuary, in its reports dated 10 January 2022.

The actuarial calculations for the period 31 December 2020 were prepared by PT Willis Towers Watson, Dayamandiri Dharmakonsilida, and PT Bestama Aktuaria for *ex legacy* BSM, *ex legacy* BNIS and *ex legacy* BRIS, in their reports dated 11 January 2021, 30 November 2020 and 4 January 2021, respectively.

The above actuarial calculations were using the *Projected Unit Credit Method* with the following assumptions:

The key assumptions used in the above calculation are:

	<b>2021</b>	<b>2020<sup>*)</sup></b>	
<b>Economic assumptions:</b>			
	6.80%	6.25% - 9.50%	
	7.00%	7.00%	<i>Rate of salary increases</i>
<b>Other assumptions:</b>			
	36 - 56 tahun/years	36 -56 tahun/years	<i>Normal retirement age</i>
	Modifikasi Tabel Mortalita/ <i>Adjusted Mortality Table</i> Indonesia TMI-IV-2019	Modifikasi Tabel Mortalita/ <i>Adjusted Mortality Table</i> Indonesia TMI-III-2019 - TMI-IV-2019	<i>Mortality rate</i>
	5% - 10% dari tingkat/ kematian/10% <i>from mortality rate</i>	5% - 10% dari tingkat/ kematian/10% <i>from mortality rate</i>	<i>Disability rate</i>

**Long-term employee benefits**

A reconciliation of the funding status of the pension plan are as follows:

	<b>2021</b>	<b>2020<sup>*)</sup></b>	
	757,010	723,092	<i>Present value of funded defined benefit obligations</i>
	(112,789)	(117,350)	<i>Fair value of pension plan assets</i>
	<u>644,221</u>	<u>605,742</u>	<i>Net liability</i>

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

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**40. LIABILITAS IMBALAN KERJA (lanjutan)**

**Imbalan pasca kerja jangka panjang (lanjutan)**

Mutasi nilai kini liabilitas manfaat pasti yang didanai selama tahun berjalan adalah sebagai berikut:

	<b>2021</b>	<b>2020<sup>*)</sup></b>
Pada awal periode	723,092	593,433
Biaya jasa kini	89,345	71,702
Biaya bunga	47,160	41,852
Biaya jasa lalu	25,495	(28,537)
Keuntungan/(kerugian) pengukuran kembali	(69,256)	67,860
	815,836	746,310
Pembayaran imbalan pasca kerja selama tahun berjalan	(58,826)	(23,218)
	<u>757,010</u>	<u>723,092</u>

Rekonsiliasi atas perubahan liabilitas bersih selama tahun yang berakhir 31 Desember 2021 dan 31 Desember 2020 adalah sebagai berikut:

	<b>2021</b>	<b>2020<sup>*)</sup></b>
Kewajiban bersih pada awal periode	605,742	503,377
Beban tahun berjalan	162,000	81,022
Pengukuran kembali diakui sebagai pendapatan komprehensif lainnya akibat:		
Perubahan asumsi demografi	6,251	(1,005)
Perubahan asumsi ekonomis	(37,408)	67,794
Perubahan dari penyesuaian historis	(33,538)	(22,228)
	(64,695)	44,561
Pembayaran imbalan pasca kerja selama tahun berjalan	(58,826)	(23,218)
	<u>644,221</u>	<u>605,742</u>

Mutasi nilai wajar aset program untuk tahun yang berakhir adalah sebagai berikut:

	<b>2021</b>	<b>2020<sup>*)</sup></b>
Pada awal periode	117,350	112,426
Hasil dari aset program	(4,468)	(905)
Keuntungan aktuarial	8,566	9,086
Imbalan yang dibayar dan beban administrasi	(8,659)	(3,257)
	<u>112,789</u>	<u>117,350</u>

Biaya imbalan pensiun yang dibebankan pada laporan laba rugi adalah sebagai berikut:

	<b>2021</b>	<b>2020<sup>*)</sup></b>
Biaya jasa kini	89,345	71,702
Biaya jasa lalu	25,495	(28,537)
Bunga bersih	47,160	37,857
Biaya yang dibebankan pada laporan laba rugi	162,000	81,022
Pengukuran kembali yang diakui pada penghasilan komprehensif lain	(69,256)	67,860
	<u>92,744</u>	<u>148,882</u>

**40. EMPLOYEE BENEFITS LIABILITIES (continued)**

**Long-term employee benefits (continued)**

The movements in the present value of funded defined benefit obligations for the year are as follows:

At the beginning of the period	
Current service cost	
Interest cost	
Past service cost	
Actuarial gain/(loss) on remeasurement	
Payment of post-employment benefits during the year	

The reconciliation of the movements of the net liabilities during the years ended 31 December 2021 and 31 December 2020 is as follows:

Net liabilities at beginning of period	
Current year expenses	
Remeasurement recognised as other comprehensive income due to:	
Changes in demographic assumptions	
Changes in financial assumptions	
Changes from experience adjustment	
Payment of post-employment benefits during the year	

The movements in the fair value of plan assets for the years ended are as follows:

At beginning of period	
Return on plan assets	
Actuarial gains	
Benefits paid and administrative expenses paid	

Pension expenses recognised in profit or loss, are as follows:

Current service cost	
Past service cost	
Net Interest	
Expense recognised in profit or loss	
Remeasurement effect recognised in other comprehensive income	

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

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**40. LIABILITAS IMBALAN KERJA (lanjutan)**

**Imbalan pasca kerja jangka panjang (lanjutan)**

Pada tanggal 31 Desember 2021 dan 31 Desember 2020, aset program diinvestasikan ke dalam instrumen utang masing-masing sebesar Rp112.789 dan Rp117.349.

Investasi telah terdiversifikasi dengan baik, sehingga kinerja buruk satu investasi tidak akan memberikan dampak material bagi seluruh kelompok aset. Proporsi terbesar aset investasi ditempatkan pada instrumen utang. Diyakini bahwa instrumen utang memberikan imbal hasil yang paling baik dalam jangka panjang pada tingkatan risiko yang dapat diterima. Untuk program manfaat pasti sebagian besar instrumen surat utang merupakan portofolio obligasi Pemerintah Republik Indonesia dan obligasi korporasi di Indonesia.

Hasil yang diharapkan dari aset program ditentukan dengan mempertimbangkan imbal hasil yang diharapkan atas aset yang mengacu pada kebijakan investasi. Hasil investasi bunga tetap didasarkan pada hasil pengembalian bruto pada tanggal pelaporan. Hasil yang diharapkan dari investasi ekuitas dan properti mencerminkan tingkat imbal hasil jangka panjang aktual yang terjadi untuk tiap-tiap pasar.

Bank terespos beberapa risiko atas program imbalan kerja seperti risiko yang terekspos pada program manfaat pasti adalah adanya tingkat hasil investasi dibawah asumsi *discount rate* dan kenaikan gaji aktual yang lebih besar dari asumsi. Hal tersebut menimbulkan peningkatan iuran yang dibayarkan kepada dana pensiun.

Untuk memastikan bahwa posisi investasi yang telah diatur dalam kerangka *Asset Liability Matching* (ALMA), Bank melakukan pemantauan terhadap investasi atas program pensiun (baik iuran pasti maupun manfaat pasti) dan memastikan tingkat investasi dimaksud mencapai tingkat diskonto yang digunakan. Selain itu, dilakukan implementasi kebijakan penyesuaian gaji sesuai dengan asumsi yang telah digunakan dalam perhitungan aktuarial untuk mengurangi selisih hasil perhitungan atas proyeksi imbalan kerja pasca kerja dengan realisasinya.

Rata-rata durasi kewajiban manfaat pasti pada tanggal 31 Desember 2021 adalah 9,29 tahun (31 Desember 2020: 11,46 tahun)

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**40. EMPLOYEE BENEFITS LIABILITIES (continued)**

**Long-term employee benefits (continued)**

As of 31 December 2021 and 31 December 2020, plan assets invested to debt instrument each amounting to Rp112,789 and Rp117,349.

*Investments are well-diversified, such that the failure of any single investment would not have a material impact to the overall group of assets. The largest proportion of assets are invested in debt instruments. Debt instruments are expected to contribute best yields in the long term at an acceptable risk level. For defined benefit program, most of the debt instruments are Government of Indonesia bonds and corporate bonds.*

*The expected return on plan assets is determined by considering the expected returns available on the assets in accordance with the current investment policy. Expected yields on fixed interest investments are based on gross redemption yields as of the reporting date. Expected returns on equity and property investments reflect long-term real rates of return experienced in the respective markets.*

*The Bank is exposed to a number of risks through its employee benefit plans such as the exposed risks in defined benefit pension plan is the lower return on investment compared to assumption on discount rate and the increase in the actual salary is higher than its assumption. These will cause an increase in benefit paid to pension fund.*

*To ensure that the result of investments is consistent with the Asset Liability Management (ALMA) framework, the Bank performs monitoring over the investment for the pension program (for both defined benefit and contribution plans) and performs action to ensure the return of investments will meet the applicable discount rate. Apart from that, implementation of salary adjustment policy has been performed in accordance to the assumptions used by actuarial calculation to reduce the gap on the calculation of projected post-employment benefits with its realization.*

*The average duration of the defined benefit obligation as of 31 December 2021 is 9.29 years (31 December 2020: 11.46 years)*

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**40. LIABILITAS IMBALAN KERJA (lanjutan)**

**Cuti besar**

Mutasi untuk cadangan atas cuti besar masing-masing pada tanggal-tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Liabilitas pada awal tahun	303,009	224,484
Beban cuti besar		
pada tahun berjalan	(66,232)	125,208
Pembayaran cuti besar		
selama tahun berjalan	(44,507)	(46,683)
	<u>192,270</u>	<u>303,009</u>

Beban cuti besar untuk periode yang berakhir pada tanggal-tanggal 31 Desember 2021 dan 2020 berdasarkan perhitungan aktuarial adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Beban jasa kini	68,468	63,220
Beban bunga	19,228	16,302
Kerugian aktuarial	(34,469)	39,148
Biaya jasa lalu	(119,459)	6,538
<b>Jumlah</b>	<u>(66,232)</u>	<u>125,208</u>

Sensitivitas dari kewajiban manfaat pasti terhadap perubahan asumsi aktuarial adalah sebagai berikut:

<b>Dampak terhadap kewajiban imbalan kerja/ Impact on employee benefit liabilities</b>			
		Nilai kini kewajiban manfaat pasti/ Present value of benefit obligation	
<u>2021</u>	<u>Perubahan asumsi/ Change in assumption</u>		<u>2021</u>
Tingkat diskonto	Kenaikan/increase 1%	(50,993)	Discount rate
	Penurunan/decrease 1%	67,204	
Tingkat kenaikan gaji	Kenaikan/increase 1%	146,341	Salary increase rate
	Penurunan/decrease 1%	(114,105)	
<b>Dampak terhadap kewajiban imbalan kerja/ Impact on employee benefit liabilities</b>			
		Nilai kini kewajiban manfaat pasti/ Present value of benefit obligation	
<u>2020<sup>*)</sup></u>	<u>Perubahan asumsi/ Change in assumption</u>		<u>2020<sup>*)</sup></u>
Tingkat diskonto	Kenaikan/increase 1%	345,198	Discount rate
	Penurunan/decrease 1%	426,450	
Tingkat kenaikan gaji	Kenaikan/increase 1%	433,684	Salary increase rate
	Penurunan/decrease 1%	338,228	

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**40. LIABILITAS IMBALAN KERJA (lanjutan)**

Analisis jatuh tempo yang diharapkan dari manfaat pensiun yang tidak terdiskonto adalah sebagai berikut:

	Kurang dari 1 tahun/ <i>Less than a year</i>	2 sampai 5 tahun/ <i>Between 2 to 5 years</i>	Lebih dari 5 tahun/ <i>Over 5 years</i>	Jumlah/ <i>Total</i>	
<b>2021</b>					<b>2021</b>
Pensiun	63,864	407,745	2,418,249	2,889,858	Pension
Cuti besar	80,867	441,155	1,274,117	1,796,139	Long leave
Total	<u>144,731</u>	<u>848,900</u>	<u>3,692,366</u>	<u>4,685,997</u>	Total
	Kurang dari 1 tahun/ <i>Less than a year</i>	2 sampai 5 tahun/ <i>Between 2 to 5 years</i>	Lebih dari 5 tahun/ <i>Over 5 years</i>	Jumlah/ <i>Total</i>	
<b>2020*)</b>					<b>2020*)</b>
Pensiun	52,881	264,475	530,841	848,197	Pension
Cuti besar	53,063	259,401	524,157	836,621	Long leave
Total	<u>105,944</u>	<u>523,876</u>	<u>1,054,998</u>	<u>1,684,818</u>	Total

**40. EMPLOYEE BENEFITS LIABILITIES (continued)**

*Expected maturity analysis of undiscounted pension is as follows:*

**41. JAMINAN PEMERINTAH TERHADAP KEWAJIBAN PEMBAYARAN BANK UMUM**

Berdasarkan Undang-undang No. 24 tanggal 22 September 2004, efektif sejak tanggal 22 September 2005, sebagaimana diubah dengan Peraturan Pemerintah Pengganti Undang-Undang Republik Indonesia No. 3 tanggal 13 Oktober 2008, Lembaga Penjaminan Simpanan (LPS) dibentuk untuk menjamin kewajiban tertentu bank-bank umum berdasarkan program penjaminan yang berlaku, yang besaran nilai jaminannya dapat berubah jika memenuhi kriteria tertentu yang berlaku.

Berdasarkan Peraturan LPS No. 2 tanggal 25 November 2010, simpanan yang dijamin meliputi giro, deposito berjangka, sertifikat deposito, tabungan, dan simpanan dari bank lain.

Berdasarkan Peraturan Pemerintah Republik Indonesia No. 66 tahun 2008 tanggal 13 Oktober 2008, tentang "Besarnya Nilai Simpanan yang Dijamin Lembaga Penjaminan Simpanan", maka pada tanggal-tanggal 31 Desember 2021 dan 2020 jumlah simpanan yang dijamin LPS adalah simpanan sampai dengan Rp2.000.000.000 (disajikan dalam nilai penuh) untuk per nasabah per bank.

Pada tanggal-tanggal 31 Desember 2021 dan 31 Desember 2020, Bank adalah peserta dari program penjaminan tersebut.

Beban penjaminan dana pihak ketiga yang dijaminan kepada Lembaga Penjaminan Simpanan (LPS) adalah Rp438.723 dan Rp369.839 masing-masing untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020.

**41. GOVERNMENT GUARANTEES ON OBLIGATIONS OF COMMERCIAL BANKS**

*Based on Law No. 24 dated 22 September 2004 effective on 22 September 2005, as amended by Government Regulation of the Republic of Indonesia for Substitute of Law No. 3 dated 13 October 2008, the Government established the Deposit Insurance Institution (LPS) to guarantee certain liabilities of commercial banks based on the prevailing guarantee programs, in which the guaranteed amount may change if they meet certain specified criteria.*

*Based on LPS Regulation No. 2 dated 25 November 2010 the deposits guaranteed included demand deposits, time deposits, certificates of deposits, savings deposits and deposits from other banks.*

*Based on the Government of the Republic of Indonesia Regulation No. 66 Year 2008 dated 13 October 2008, regarding "the Amount of Public Deposits Guaranteed by the Government Established Deposit Insurance Institution", as of 31 December 2021 and 2020 the amount of Deposits that are guaranteed by LPS amounted to Rp2,000,000,000 (express in full amount) for each customer each bank.*

*As of 31 December 2021 and 31 December 2020, the Bank is a participant of the government guarantee program.*

*Insurance premium related to third party funds paid to the Deposit Insurance Institution (LPS) amounted to Rp438,723 and Rp369,839 for the years ended 31 December 2021 and 2020, respectively.*

\*) Disajikan kembali, lihat Catatan 53

\*) Restated, see Note 53

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**42. TRANSAKSI DENGAN PIHAK BERELASI**

Pihak-pihak berelasi terdiri dari entitas induk, Pemerintah Negara Republik Indonesia, Badan Usaha Milik Negara dan Entitas Anak (entitas dan lembaga Pemerintah), Dewan Komisaris, Direksi dan karyawan kunci berdasarkan PSAK No. 7 (Revisi 2015), "Pengungkapan Pihak-Pihak Berelasi".

**a. Jenis hubungan**

Pihak-pihak berelasi secara entitas dan/atau manajemen:

**Hubungan pihak berelasi sebagai pemegang saham utama**  
Pemerintah Republik Indonesia melalui Kementerian Keuangan

**Hubungan pihak berelasi sebagai pemegang saham pengendali**  
PT Bank Mandiri (Persero) Tbk

**Hubungan pihak berelasi sebagai pemegang saham**

PT Bank Rakyat Indonesia (Persero) Tbk  
PT Bank Negara Indonesia (Persero) Tbk  
PT BNI Life Insurance  
PT Mandiri Sekuritas  
DPLK Bank Rakyat Indonesia-Syariah

**Entitas dan lembaga pemerintah**

Dana Pensiun Pusri Dapensri  
KPPN Khusus Penerimaan  
Lembaga Pembiayaan Ekspor Indonesia  
Percetakan Negara Republik Indonesia  
Perum BULOG  
Perum DAMRI  
Perum Jaminan Kredit Indonesia  
Perum LPPNPI  
Perum Percetakan Negara Republik Indonesia  
Perum Perhutani  
Perum Perumnas  
Perum Peruri  
Perum PNRI  
Perum Produksi Film Negara  
Perusahaan Penerbit SBSN Indonesia  
PT Adhi Commuter Properti  
PT Adhi Karya (Persero) Tbk  
PT Adhi Persada Beton  
PT Adhi Persada Gedung  
PT Adhi Persada Properti  
PT Amarta Karya (Persero)  
PT Aneka Tambang Tbk  
PT Angkasa Pura Hotel  
PT Angkasa Pura I (Persero)  
PT Angkasa Pura II (Persero)  
PT Angkasa Pura Kargo  
PT Angkasa Pura Logistik  
PT Angkasa Pura Solusi  
PT Angkasa Pura Supports  
PT Antam Resourcindo

**42. TRANSACTIONS WITH RELATED PARTIES**

*Related parties consist of parent company, Government of the Republic of Indonesia, State-Owned Enterprises and their subsidiaries (Government entities and institutions), Board of Commissioners, Board of Directors and key employees of the Bank and other parties as defined in SFAS No. 7 (Revised 2015), "Related Party Disclosures".*

**a. Type of relationships**

*Related parties from the entity level and/or management are:*

**Related party relationship as the ultimate shareholder**  
*The Government of Republic of Indonesia through the Ministry of Finance*

**Related party relationship as the controlling shareholder**  
*PT Bank Mandiri (Persero) Tbk*

**Related party relationship as the shareholder**

*PT Bank Rakyat Indonesia (Persero) Tbk  
PT Bank Negara Indonesia (Persero) Tbk  
PT BNI Life Insurance  
PT Mandiri Sekuritas  
DPLK Bank Rakyat Indonesia-Syariah*

**Government entities and institutions**

*Dana Pensiun Pusri Dapensri  
KPPN Khusus Penerimaan  
Lembaga Pembiayaan Ekspor Indonesia  
Percetakan Negara Republik Indonesia  
Perum BULOG  
Perum DAMRI  
Perum Jaminan Kredit Indonesia  
Perum LPPNPI  
Perum Percetakan Negara Republik Indonesia  
Perum Perhutani  
Perum Perumnas  
Perum Peruri  
Perum PNRI  
Perum Produksi Film Negara  
Perusahaan Penerbit SBSN Indonesia  
PT Adhi Commuter Properti  
PT Adhi Karya (Persero) Tbk  
PT Adhi Persada Beton  
PT Adhi Persada Gedung  
PT Adhi Persada Properti  
PT Amarta Karya (Persero)  
PT Aneka Tambang Tbk  
PT Angkasa Pura Hotel  
PT Angkasa Pura I (Persero)  
PT Angkasa Pura II (Persero)  
PT Angkasa Pura Kargo  
PT Angkasa Pura Logistik  
PT Angkasa Pura Solusi  
PT Angkasa Pura Supports  
PT Antam Resourcindo*

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**42. TRANSAKSI DENGAN PIHAK BERELASI**  
(lanjutan)

**a. Jenis hubungan (lanjutan)**

**Entitas dan lembaga pemerintah (lanjutan)**

PT ASABRI (Persero)  
PT ASDP Indonesia Ferry (Persero)  
PT Asuransi Asei Indonesia  
PT Asuransi Askrida Syariah  
PT Asuransi BRI Life  
PT Asuransi Bringin Sejahtera Artamakmur  
PT Asuransi Jasa Indonesia (Persero)  
PT Asuransi Jasa Raharja (Persero)  
PT Asuransi Jasindo Syariah  
PT Asuransi Jiwa Inhealth Indonesia  
PT Asuransi Jiwa Taspen  
PT Asuransi Jiwasraya (Persero)  
PT Asuransi Kredit Indonesia (Persero)  
PT Asuransi Takaful Keluarga  
PT Asuransi Tri Pakarta  
PT Asuransi Tugu Pratama Indonesia Tbk  
PT AXA Mandiri Financial Services  
PT Bahana Artha Ventura  
PT Bahana Pembinaan Usaha Indonesia  
PT Bahana TCW Investment Management  
PT Bank Mandiri Taspen  
PT Bank Tabungan Negara (Persero) Tbk  
PT Barata Indonesia (Persero)  
PT Berdikari Logistik Indonesia  
PT Bhanda Ghara Reksa (Persero)  
PT Bio Farma (Persero)  
PT Biro Klasifikasi Indonesia  
PT BNI Sekuritas  
PT Brantas Abipraya (Persero)  
PT BRI Asuransi Indonesia  
PT Bringin Girgantara  
PT Bringin Rancang Sejahtera  
PT BRIngin Sejahtera Makmur  
PT Bukit Asam Tbk  
PT Celebes Railway Indonesia  
PT Cimanggis Cibitung Tollways  
PT Citra Waspphutowa  
PT Cut Meutia Medika Nusantara  
PT Danareksa (Persero)  
PT Djakarta Lloyd (Persero)  
PT Dok dan Perkapalan Kodja Bahari (Persero)  
PT Elnusa Tbk  
PT Energy Management Indonesia (Persero)  
PT Fintek Karya Nusantara  
PT Gapura Angkasa Cab Solo  
PT Garuda Indonesia (Persero) Tbk  
PT Garuda Maintenance Facility Aeroasia  
PT Graha Niaga Tata Utama  
PT Hakaaston  
PT Haleyora Powerindo  
PT HK Realtindo  
PT Utama Karya (Persero)  
PT Indonesia Asahan Aluminium (Persero)  
PT Indonesia Comnets Plus  
PT Indonesia Kendaraan Terminal  
PT Indra Karya (Persero)  
PT Industri Kapal Indonesia (Persero)  
PT INKA (Persero)  
PT Infrastruktur Indonesia  
PT Inhutani IV  
PT Inhutani IV Distrik Aceh

**42. TRANSACTIONS WITH RELATED PARTIES**  
(continued)

**a. Type of relationships (continued)**

**Government entities and institutions (continued)**

PT ASABRI (Persero)  
PT ASDP Indonesia Ferry (Persero)  
PT Asuransi Asei Indonesia  
PT Asuransi Askrida Syariah  
PT Asuransi BRI Life  
PT Asuransi Bringin Sejahtera Artamakmur  
PT Asuransi Jasa Indonesia (Persero)  
PT Asuransi Jasa Raharja (Persero)  
PT Asuransi Jasindo Syariah  
PT Asuransi Jiwa Inhealth Indonesia  
PT Asuransi Jiwa Taspen  
PT Asuransi Jiwasraya (Persero)  
PT Asuransi Kredit Indonesia (Persero)  
PT Asuransi Takaful Keluarga  
PT Asuransi Tri Pakarta  
PT Asuransi Tugu Pratama Indonesia Tbk  
PT AXA Mandiri Financial Services  
PT Bahana Artha Ventura  
PT Bahana Pembinaan Usaha Indonesia  
PT Bahana TCW Investment Management  
PT Bank Mandiri Taspen  
PT Bank Tabungan Negara (Persero) Tbk  
PT Barata Indonesia (Persero)  
PT Berdikari Logistik Indonesia  
PT Bhanda Ghara Reksa (Persero)  
PT Bio Farma (Persero)  
PT Biro Klasifikasi Indonesia  
PT BNI Sekuritas  
PT Brantas Abipraya (Persero)  
PT BRI Asuransi Indonesia  
PT Bringin Girgantara  
PT Bringin Rancang Sejahtera  
PT BRIngin Sejahtera Makmur  
PT Bukit Asam Tbk  
PT Celebes Railway Indonesia  
PT Cimanggis Cibitung Tollways  
PT Citra Waspphutowa  
PT Cut Meutia Medika Nusantara  
PT Danareksa (Persero)  
PT Djakarta Lloyd (Persero)  
PT Dok dan Perkapalan Kodja Bahari (Persero)  
PT Elnusa Tbk  
PT Energy Management Indonesia (Persero)  
PT Fintek Karya Nusantara  
PT Gapura Angkasa Cab Solo  
PT Garuda Indonesia (Persero) Tbk  
PT Garuda Maintenance Facility Aeroasia  
PT Graha Niaga Tata Utama  
PT Hakaaston  
PT Haleyora Powerindo  
PT HK Realtindo  
PT Utama Karya (Persero)  
PT Indonesia Asahan Aluminium (Persero)  
PT Indonesia Comnets Plus  
PT Indonesia Kendaraan Terminal  
PT Indra Karya (Persero)  
PT Industri Kapal Indonesia (Persero)  
PT INKA (Persero)  
PT Infrastruktur Indonesia  
PT Inhutani IV  
PT Inhutani IV Distrik Aceh

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**42. TRANSAKSI DENGAN PIHAK BERELASI**  
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**a. Jenis hubungan (lanjutan)**

**Entitas dan lembaga pemerintah (lanjutan)**

PT Inka Multi Solusi  
PT Inti Bumi Perkasa  
PT Inti Konten Indonesia  
PT Istaka Karya (Persero)  
PT Jakarta Industrial Estate Pulogadung  
PT Jalin Pembayaran Nusantara  
PT Jaminan Kredit Indonesia (Persero)  
PT Jaminan Pembiayaan Askrindo Syariah  
PT Jamsostek (Persero)  
PT Jasa Armada Indonesia Tbk  
PT Jasa Marga (Persero) Tbk  
PT Jasa Raharja Putera  
PT Jasa Tirta Energi  
PT Jiep (Persero)  
PT Kawasan Berikat Nusantara  
PT Kawasan Industri Makassar (Persero)  
PT Kawasan Industri Wijayakusuma (Persero)  
PT KBN Graha Medika  
PT Kereta Api Indonesia (Persero)  
PT Kereta Api Logistik  
PT Kimia Farma (Persero) Tbk  
PT Kimia Farma Apotek  
PT Kimia Farma Trading & Distribution  
PT Kodja Terramarin  
PT Krakatau Bandar Samudera  
PT Krakatau Daya Listrik  
PT Krakatau Industrial Estate  
PT Krakatau Medika  
PT Krakatau National Resources  
PT Krakatau Pipe Industries  
PT Krakatau Sarana Infrastruktur  
PT Krakatau Steel (Persero) Tbk  
PT Krakatau Tirta Industri  
PT Krakatau Wajatama  
PT Laras Astra Kartika  
PT Len Industri (Persero)  
PT LRT Jakarta  
PT Maintenance Facility Aero asia Tbk  
PT Mandiri AXA General Insurance  
PT Mandiri Capital Indonesia  
PT Mandiri Manajemen Investasi  
PT Mandiri Tunas Finance  
PT Mandiri Utama Finance  
PT Mega Eltra  
PT Mitra Transaksi Indonesia  
PT Multi Terminal Indonesia  
PT Nindya Karya (Persero)  
PT Nusantara Medika Utama  
PT Nusantara Regas  
PT Nusantara Terminal Service  
PT Nusantara Turbin Dan Propulsi  
PT PAL Indonesia (Persero)  
PT PAL Marine Service (Persero)  
PT PANN Pembiayaan Maritim (Persero)  
PT Patra Telekomunikasi Indonesia

**42. TRANSACTIONS WITH RELATED PARTIES**  
(continued)

**a. Type of relationships (continued)**

**Government entities and institutions (continued)**

PT Inka Multi Solusi  
PT Inti Bumi Perkasa  
PT Inti Konten Indonesia  
PT Istaka Karya (Persero)  
PT Jakarta Industrial Estate Pulogadung  
PT Jalin Pembayaran Nusantara  
PT Jaminan Kredit Indonesia (Persero)  
PT Jaminan Pembiayaan Askrindo Syariah  
PT Jamsostek (Persero)  
PT Jasa Armada Indonesia Tbk  
PT Jasa Marga (Persero) Tbk  
PT Jasa Raharja Putera  
PT Jasa Tirta Energi  
PT Jiep (Persero)  
PT Kawasan Berikat Nusantara  
PT Kawasan Industri Makassar (Persero)  
PT Kawasan Industri Wijayakusuma (Persero)  
PT KBN Graha Medika  
PT Kereta Api Indonesia (Persero)  
PT Kereta Api Logistik  
PT Kimia Farma (Persero) Tbk  
PT Kimia Farma Apotek  
PT Kimia Farma Trading & Distribution  
PT Kodja Terramarin  
PT Krakatau Bandar Samudera  
PT Krakatau Daya Listrik  
PT Krakatau Industrial Estate  
PT Krakatau Medika  
PT Krakatau National Resources  
PT Krakatau Pipe Industries  
PT Krakatau Sarana Infrastruktur  
PT Krakatau Steel (Persero) Tbk  
PT Krakatau Tirta Industri  
PT Krakatau Wajatama  
PT Laras Astra Kartika  
PT Len Industri (Persero)  
PT LRT Jakarta  
PT Maintenance Facility Aero asia Tbk  
PT Mandiri AXA General Insurance  
PT Mandiri Capital Indonesia  
PT Mandiri Manajemen Investasi  
PT Mandiri Tunas Finance  
PT Mandiri Utama Finance  
PT Mega Eltra  
PT Mitra Transaksi Indonesia  
PT Multi Terminal Indonesia  
PT Nindya Karya (Persero)  
PT Nusantara Medika Utama  
PT Nusantara Regas  
PT Nusantara Terminal Service  
PT Nusantara Turbin Dan Propulsi  
PT PAL Indonesia (Persero)  
PT PAL Marine Service (Persero)  
PT PANN Pembiayaan Maritim (Persero)  
PT Patra Telekomunikasi Indonesia



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**42. TRANSAKSI DENGAN PIHAK BERELASI**  
(lanjutan)

**a. Jenis hubungan (lanjutan)**

**Entitas dan lembaga pemerintah (lanjutan)**

PT Pegadaian (Persero)  
PT Pegadaian Galeri Dua Empat  
PT Pelabuhan Indonesia (Persero)  
PT Pelindo Husada Citra  
PT Pemalang Batang Tol Road  
PT Pembangunan Perumahan (Persero) Tbk  
PT Pengembang Pelabuhan Indonesia  
PT Perusahaan Daerah Industri Pulau Batam (Persero)  
PT Penjaminan Infrastruktur Indonesia  
PT Penjaminan Jamkrindo Syariah  
PT Perikanan Nusantara (Persero)  
PT Perkebunan Nusantara (Persero)  
PT Perkebunan Nusantara I  
PT Perkebunan Nusantara III  
PT Perkebunan Nusantara IV  
PT Perkebunan Nusantara VII (Persero)  
PT Perkebunan Nusantara VIII  
PT Perkebunan Nusantara X  
PT Perkebunan Nusantara XIII  
PT Permodalan Nasional Madani (Persero)  
PT Persero Batam  
PT Pertamina (Persero)  
PT Pertamina Bina Medika IHC  
PT Pertamina Drilling Services Indonesia  
PT Pertamina EP Cepu  
PT Pertamina Gas  
PT Pertamina Hulu Indonesia  
PT Pertamina International Shipping  
PT Pertamina Lubricants  
PT Pertamina Patra Niaga  
PT Pertamina Pedeve Indonesia  
PT Pertamina Power Indonesia  
PT Pertamina Retail  
PT Pertamina Trans Kontinental  
PT Pertani (Persero)  
PT Peruri Digital Security  
PT Peruri Properti  
PT Perusahaan Gas Negara (Persero) Tbk  
PT Perusahaan Listrik Negara (Persero)  
PT Perusahaan Pengelola Aset (Persero)  
PT Perusahaan Perdagangan Indonesia (Persero)  
PT Pesonna Optima Jasa  
PT Pindad (Persero)  
PT PNM Investment Management  
PT PNM Venture Capital  
PT Pos Indonesia (Persero)  
PT Pos Logistik Indonesia  
PT PP (Persero) Tbk  
PT PP Presisi Tbk  
PT PP Urban

**42. TRANSACTIONS WITH RELATED PARTIES**  
(continued)

**a. Type of relationships (continued)**

**Government entities and institutions (continued)**

PT Pegadaian (Persero)  
PT Pegadaian Galeri Dua Empat  
PT Pelabuhan Indonesia (Persero)  
PT Pelindo Husada Citra  
PT Pemalang Batang Tol Road  
PT Pembangunan Perumahan (Persero) Tbk  
PT Pengembang Pelabuhan Indonesia  
PT Perusahaan Daerah Industri Pulau Batam (Persero)  
PT Penjaminan Infrastruktur Indonesia  
PT Penjaminan Jamkrindo Syariah  
PT Perikanan Nusantara (Persero)  
PT Perkebunan Nusantara (Persero)  
PT Perkebunan Nusantara I  
PT Perkebunan Nusantara III  
PT Perkebunan Nusantara IV  
PT Perkebunan Nusantara VII (Persero)  
PT Perkebunan Nusantara VIII  
PT Perkebunan Nusantara X  
PT Perkebunan Nusantara XIII  
PT Permodalan Nasional Madani (Persero)  
PT Persero Batam  
PT Pertamina (Persero)  
PT Pertamina Bina Medika IHC  
PT Pertamina Drilling Services Indonesia  
PT Pertamina EP Cepu  
PT Pertamina Gas  
PT Pertamina Hulu Indonesia  
PT Pertamina International Shipping  
PT Pertamina Lubricants  
PT Pertamina Patra Niaga  
PT Pertamina Pedeve Indonesia  
PT Pertamina Power Indonesia  
PT Pertamina Retail  
PT Pertamina Trans Kontinental  
PT Pertani (Persero)  
PT Peruri Digital Security  
PT Peruri Properti  
PT Perusahaan Gas Negara (Persero) Tbk  
PT Perusahaan Listrik Negara (Persero)  
PT Perusahaan Pengelola Aset (Persero)  
PT Perusahaan Perdagangan Indonesia (Persero)  
PT Pesonna Optima Jasa  
PT Pindad (Persero)  
PT PNM Investment Management  
PT PNM Venture Capital  
PT Pos Indonesia (Persero)  
PT Pos Logistik Indonesia  
PT PP (Persero) Tbk  
PT PP Presisi Tbk  
PT PP Urban

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**42. TRANSAKSI DENGAN PIHAK BERELASI**  
(lanjutan)

**a. Jenis hubungan (lanjutan)**

**Entitas dan lembaga pemerintah (lanjutan)**

PT Prima Armada Raya  
PT Prima Indonesia Logistik  
PT Pupuk Indonesia (Persero)  
PT Pupuk Iskandar Muda  
PT Pupuk Kalimantan Timur  
PT Pupuk Kujang Cikampek  
PT Pupuk Sriwidjaja Palembang  
PT Purna Sentana Baja  
PT Rajawali Nusantara Indonesia (Persero)  
PT Reasuransi Indonesia Utama (Persero)  
PT Reasuransi Nasional Indonesia  
PT Reasuransi Syariah Indonesia  
PT Rekaindo Global Jasa  
PT Reska Multi Usaha  
PT Riset Perkebunan Nusantara  
PT Rumah Sakit Pelabuhan  
PT Rumah Sakit Pelni  
PT Sahung Brantas Energi  
PT Sang Hyang Seri (Persero)  
PT Sarana Multi Infrastruktur (Persero)  
PT Sarana Multigriya Finansial (Persero)  
PT Semen Baturaja (Persero) Tbk  
PT Semen Indonesia (Persero) Tbk  
PT Semen Indonesia Beton  
PT Semen Padang (Persero)  
PT Sinergi Mitra Investama  
PT Sinkona Indonesia Lestari  
PT Sri Pamela Medika Nusantara  
PT Sucofindo Advisory Utama  
PT Sucofindo Episi  
PT Surabaya Industrial Estate Rungkut  
PT Taspen (Persero)  
PT Telekomunikasi Indonesia (Persero) Tbk  
PT Telekomunikasi Selular  
PT Telkom Satelit Indonesia  
PT Terminal Petikemas Surabaya  
PT Terminal Teluk Lamong  
PT Timah Tbk  
PT Tugu Pratama Indonesia  
PT United Tractors Semen Gresik  
PT Varia Usaha Beton  
PT Varuna Tirta Prakasya (Persero)  
PT Wahana Sentana Baja  
PT Waskita Beton Precast Tbk  
PT Waskita Karya (Persero) Tbk  
PT Wijaya Karya (Persero) Tbk  
PT Wijaya Karya Bangunan Gedung Tbk  
PT Wijaya Karya Beton Tbk  
PT Wijaya Karya Industri dan Konstruksi  
PT Wijaya Karya Realty

**Pengendalian Kegiatan Perusahaan**

Karyawan Kunci

**42. TRANSACTIONS WITH RELATED PARTIES**  
(continued)

**a. Type of relationships (continued)**

**Government entities and institutions (continued)**

PT Prima Armada Raya  
PT Prima Indonesia Logistik  
PT Pupuk Indonesia (Persero)  
PT Pupuk Iskandar Muda  
PT Pupuk Kalimantan Timur  
PT Pupuk Kujang Cikampek  
PT Pupuk Sriwidjaja Palembang  
PT Purna Sentana Baja  
PT Rajawali Nusantara Indonesia (Persero)  
PT Reasuransi Indonesia Utama (Persero)  
PT Reasuransi Nasional Indonesia  
PT Reasuransi Syariah Indonesia  
PT Rekaindo Global Jasa  
PT Reska Multi Usaha  
PT Riset Perkebunan Nusantara  
PT Rumah Sakit Pelabuhan  
PT Rumah Sakit Pelni  
PT Sahung Brantas Energi  
PT Sang Hyang Seri (Persero)  
PT Sarana Multi Infrastruktur (Persero)  
PT Sarana Multigriya Finansial (Persero)  
PT Semen Baturaja (Persero) Tbk  
PT Semen Indonesia (Persero) Tbk  
PT Semen Indonesia Beton  
PT Semen Padang (Persero)  
PT Sinergi Mitra Investama  
PT Sinkona Indonesia Lestari  
PT Sri Pamela Medika Nusantara  
PT Sucofindo Advisory Utama  
PT Sucofindo Episi  
PT Surabaya Industrial Estate Rungkut  
PT Taspen (Persero)  
PT Telekomunikasi Indonesia (Persero) Tbk  
PT Telekomunikasi Selular  
PT Telkom Satelit Indonesia  
PT Terminal Petikemas Surabaya  
PT Terminal Teluk Lamong  
PT Timah Tbk  
PT Tugu Pratama Indonesia  
PT United Tractors Semen Gresik  
PT Varia Usaha Beton  
PT Varuna Tirta Prakasya (Persero)  
PT Wahana Sentana Baja  
PT Waskita Beton Precast Tbk  
PT Waskita Karya (Persero) Tbk  
PT Wijaya Karya (Persero) Tbk  
PT Wijaya Karya Bangunan Gedung Tbk  
PT Wijaya Karya Beton Tbk  
PT Wijaya Karya Industri dan Konstruksi  
PT Wijaya Karya Realty

**Control on Company's Activities**

Key Employees

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**42. TRANSAKSI DENGAN PIHAK BERELASI**  
(lanjutan)

**42. TRANSACTIONS WITH RELATED PARTIES**  
(continued)

**b. Transaksi pihak-pihak berelasi**

Dalam kegiatan perbankan, Bank melakukan transaksi dengan pihak-pihak berelasi sebagai berikut:

**b. Transaction with related parties**

For banking activities, the Bank has performed the following transactions with related parties as follows:

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
<u>Aset</u>			<u>Assets</u>
Giro dan penempatan pada bank lain (Catatan 6)			Current accounts and placements with other banks (Note 6)
Pemegang saham utama	134,181	1,868,326	Ultimate shareholders
Pemegang saham pengendali	335,261	352,192	Controlling shareholders
	<u>469,442</u>	<u>2,220,518</u>	
Investasi pada surat berharga (Catatan 7)			Investments in marketable securities (Note 7)
Pemegang saham utama	36,989,653	27,765,308	Ultimate shareholders
Pemegang saham pengendali	47,711	9,783	Controlling shareholders
Pemegang saham	289,678	13,296	Shareholders
Entitas dan lembaga pemerintah	1,104,000	2,485,367	Government entities and institutions
	<u>38,431,042</u>	<u>30,273,754</u>	
Tagihan akseptasi (Catatan 8)			Acceptance receivables (Note 8)
Pemegang saham pengendali	75,059	40,016	Controlling shareholders
Pemegang saham	9,801	87,310	Shareholders
Entitas dan lembaga pemerintah	22,812	107,357	Government entities and institutions
	<u>107,672</u>	<u>234,683</u>	
Piutang murabahah (Catatan 9)			Murabahah receivables (Note 9)
Entitas dan lembaga pemerintah	487,968	850,775	Government entities and institutions
Karyawan kunci	12,660	47,597	Key employees
	<u>500,628</u>	<u>898,372</u>	
Pinjaman qardh (Catatan 10)			Funds of qardh (Note 10)
Entitas dan lembaga pemerintah	1,285,008	2,311,168	Government entities and institutions
Karyawan kunci	820	6,617	Key employees
	<u>1,285,828</u>	<u>2,317,785</u>	
Pembiayaan mudharabah (Catatan 11)			Mudharabah financing (Note 11)
Entitas dan lembaga pemerintah	473,842	1,210,059	Government entities and institutions
	<u>473,842</u>	<u>1,210,059</u>	
Pembiayaan musyarakah (Catatan 12)			Musyarakah financing (Note 12)
Entitas dan lembaga pemerintah	20,334,972	17,519,068	Government entities and institutions
Karyawan kunci	21,356	103,760	Key employees
	<u>20,356,328</u>	<u>17,622,828</u>	
Aset lain-lain (Catatan 15)			Other assets (Note 15)
Pemegang saham	-	29,113	Shareholders
	<u>-</u>	<u>29,113</u>	
Jumlah aset dari pihak-pihak berelasi	<u>61,624,782</u>	<u>54,807,112</u>	Total assets from related parties
<b>Jumlah aset</b>	<u>265,289,081</u>	<u>239,581,524</u>	<b>Total assets</b>
<b>Persentase jumlah aset dari pihak-pihak berelasi terhadap jumlah aset</b>	<u>23.23%</u>	<u>22.88%</u>	<b>Percentage of total assets from related parties to total assets</b>

\*) Disajikan kembali, lihat Catatan 53

\*) Restated, see Note 53

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**42. TRANSAKSI DENGAN PIHAK BERELASI**  
(lanjutan)

**42. TRANSACTIONS WITH RELATED PARTIES**  
(continued)

**b. Transaksi pihak-pihak berelasi (lanjutan)**

**b. Transaction with related parties (continued)**

Dalam kegiatan perbankan, Bank melakukan transaksi dengan pihak-pihak berelasi sebagai berikut: (lanjutan)

For banking activities, the Bank has performed the following transactions with related parties as follows: (continued)

	<u>2021</u>	<u>2020<sup>*)</sup></u>	
<u>Liabilitas</u>			<u>Liabilities</u>
Liabilitas segera (Catatan 16)			Obligations due immediately (Note 16)
Pemegang saham pengendali	69,411	212,345	Controlling shareholders
Simpanan wadiah			Wadiah deposits (Note 18)
Giro wadiah (Catatan 18)			Wadiah demand deposits
Pemegang saham utama	14	-	Ultimate shareholders
Pemegang saham	214	13,128	Shareholders
Entitas dan lembaga pemerintah	1,333,323	2,379,140	Government entities and institutions
Karyawan kunci	1,753	1,429	Key employees
	<u>1,335,304</u>	<u>2,393,697</u>	
Tabungan wadiah (Catatan 19)			Wadiah savings deposits (Note 19)
Entitas dan lembaga pemerintah	848	1,505	Government entities and institutions
Karyawan kunci	8,768	17,555	Key employees
	<u>9,616</u>	<u>19,060</u>	
Jumlah simpanan wadiah	<u>1,344,920</u>	<u>2,412,757</u>	Total wadiah deposits
Simpanan dari bank lain (Catatan 20)			Deposits from other banks (Note 20)
Giro wadiah			Wadiah demand deposits
Pemegang saham pengendali	22	22	Controlling shareholders
Pemegang saham	5	-	Shareholders
Entitas dan lembaga pemerintah	1,710	3,385	Government entities and institutions
Jumlah simpanan bank lain	<u>1,737</u>	<u>3,407</u>	Total deposits from other banks
Liabilitas akseptasi (Catatan 8)			Acceptance liabilities (Note 8)
Pemegang saham pengendali	44,827	34,706	Controlling shareholders
Pemegang saham	4,253	34,481	Shareholders
Entitas dan lembaga pemerintah	36,388	39,413	Government entities and institutions
	<u>85,468</u>	<u>108,600</u>	
Liabilitas imbalan kerja (Catatan 40)			Employee benefits liabilities (Note 40)
Karyawan kunci	11,946	71,325	Key employees
	<u>11,946</u>	<u>71,325</u>	
Liabilitas lain-lain (Catatan 22)			Other liabilities (Note 22)
Karyawan kunci	120,000	40,000	Key employees
	<u>120,000</u>	<u>40,000</u>	
<b>Jumlah liabilitas dari pihak-pihak berelasi</b>	<u>1,633,482</u>	<u>2,848,434</u>	<b>Total liabilities from related parties</b>
Jumlah liabilitas	<u>61,886,476</u>	<u>66,040,361</u>	Total liabilities

\*) Disajikan kembali, lihat Catatan 53

\*) Restated, see Note 53

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**42. TRANSAKSI DENGAN PIHAK BERELASI**  
(lanjutan)

**b. Transaksi pihak-pihak berelasi (lanjutan)**

Dalam kegiatan perbankan, Bank melakukan transaksi dengan pihak-pihak berelasi sebagai berikut (lanjutan):

	<u>2021</u>	<u>2020<sup>*)</sup></u>
<b>Persentase jumlah liabilitas dari pihak-pihak berelasi terhadap jumlah liabilitas</b>	<u>2.64%</u>	<u>4.31%</u>
Dana syirkah temporer		
Giro <i>mudharabah</i> (Catatan 23)		
Pemegang saham utama	1,730,383	1,752,805
Pemegang saham	8,672	8,809
Entitas dan lembaga pemerintah	2,453,545	1,426,272
	<u>4,192,600</u>	<u>3,187,886</u>
Tabungan <i>mudharabah</i> (Catatan 24)		
Pemegang saham pengendali	-	10
Pemegang saham	77	-
Entitas dan lembaga pemerintah	272,630	129,750
Karyawan kunci	19,593	33,374
	<u>292,300</u>	<u>163,134</u>
Deposito <i>mudharabah</i> (Catatan 25)		
Pemegang saham utama	-	2,000,000
Pemegang saham	60,950	136,400
Entitas dan lembaga pemerintah	6,770,527	10,738,109
Karyawan kunci	61,110	61,805
	<u>6,892,587</u>	<u>12,936,314</u>
<b>Jumlah dana syirkah temporer dari pihak-pihak berelasi</b>	<u>11,377,487</u>	<u>16,287,334</u>
Jumlah dana syirkah temporer	<u>178,388,671</u>	<u>151,798,018</u>
<b>Persentase jumlah dana syirkah temporer dari pihak-pihak berelasi terhadap jumlah dana syirkah temporer</b>	<u>6.38%</u>	<u>10.73%</u>

**42. TRANSACTIONS WITH RELATED PARTIES**  
(continued)

**b. Transaction with related parties (continued)**

For banking activities, the Bank has performed the following transactions with related parties as follows (continued):

<b>Percentage of total liabilities from related parties to total liabilities</b>
Temporary syirkah funds
Mudharabah demand deposits (Note 23)
Ultimate shareholders
Shareholders
Government entities and institutions
Mudharabah savings deposits (Note 24)
Controlling shareholders
Shareholders
Government entities and institutions
Key employees
Mudharabah time deposits (Note 25)
Ultimate shareholders
Shareholders
Government entities and institutions
Key employees
<b>Total temporary syirkah funds from related parties</b>
Total temporary syirkah funds
<b>Percentage of total temporary syirkah funds from related parties to total temporary syirkah funds</b>

**43. MANAJEMEN RISIKO**

Bank dalam menjalankan usahanya senantiasa dihadapkan pada berbagai risiko. Seiring dengan berkembangnya bisnis Bank, risiko yang dihadapi Bank menjadi semakin kompleks. Bank dituntut untuk mampu menerapkan manajemen risiko yang andal agar dapat beradaptasi dengan kompleksitas kegiatan usaha tersebut. Prinsip-prinsip manajemen risiko yang diterapkan harus dapat mendukung Bank untuk lebih berhati-hati seiring dengan perkembangan kegiatan usaha dan operasional perbankan yang sangat pesat.

**43. RISK MANAGEMENT**

The Bank's business is constantly exposed to various risks. Along with the development of the Bank's business, risks faced by the Bank became increasingly complex. The Bank is required to implement a reliable risk management in order to adapt to the complexity of the business. The principles of risk management practices should be used to support the Bank in the development of business activities and banking operations very rapid.

<sup>\*)</sup> Disajikan kembali, lihat Catatan 52

<sup>\*)</sup> Restated, see Note 52

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**43. MANAJEMEN RISIKO (lanjutan)**

**a. Risiko Pembiayaan**

Risiko pembiayaan adalah risiko akibat kegagalan nasabah atau pihak lain dalam memenuhi kewajiban kepada Bank sesuai dengan perjanjian yang disepakati.

Upaya yang dilakukan Bank untuk mengurangi eksposur risiko pembiayaan, diantaranya melalui berbagai langkah mitigasi risiko pembiayaan dengan menggunakan sejumlah teknik seperti agunan dan jaminan pihak ketiga untuk mengurangi dampak risiko. Teknik mitigasi risiko pembiayaan memungkinkan Bank untuk terlindungi dari terjadinya pemburukan kualitas pembiayaan.

Tindakan yang diambil oleh Bank untuk meminimalkan risiko pembiayaan diantaranya sebagai berikut:

- 1) Melakukan analisis terhadap permohonan pembiayaan dari calon nasabah;
- 2) Melakukan *review* terhadap kebijakan pembiayaan dan prosedur operasi standar untuk setiap segmen pembiayaan;
- 3) Mengembangkan *receivables and financing originating system* untuk pembiayaan mikro dan konsumen sebagai alat yang membantu untuk mengurangi risiko pembiayaan;
- 4) Menetapkan target *market* nasabah dalam rangka mengantisipasi terjadinya *Non-Performing Financing (NPF)*;
- 5) Melakukan analisis portofolio terhadap pembiayaan yang diberikan baik berdasarkan segmen bisnis maupun sektor industri;
- 6) Menentukan Batas Maksimum Penyaluran Dana internal;
- 7) Melakukan analisis dampak terhadap pembiayaan Bank akibat terjadinya penurunan harga komoditas dan penurunan ekspor.

**43. RISK MANAGEMENT (continued)**

**a. Financing Risk**

*Financing risk is the risk of the failure of customers or other parties to fulfill their obligations to the Bank in accordance with the agreed contract.*

*Efforts are made to reduce the Bank's exposure to financing risk, such as through a variety of measures of financing risk mitigation by using a number of techniques such as collateral and third party guarantees to reduce the risks. Financing risk mitigation techniques enable the Bank to be protected against the deterioration of the quality of financing.*

*The actions taken by the Bank to minimize the financing risk include the following:*

- 1) Conducting an analysis of funding requests from prospective customers;*
- 2) Reviewing the financial policies and standard operating procedures for each segment of the financing;*
- 3) Developing receivables and financing originating system for micro financing and consumer financing as a tool to help reduce the financing risk;*
- 4) Defining the customers market target in order to anticipate the occurrence of Non-Performing Financing (NPF);*
- 5) Conducting a portfolio analysis of the financing provided both by business and industry segments;*
- 6) Defining internal Disbursement Limit;*
- 7) Analyzing the impact on Bank's financing due to lower commodity prices and a decline in exports.*

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**43. MANAJEMEN RISIKO (lanjutan)**

**a. Risiko pembiayaan (lanjutan)**

**(i) Kualitas aset keuangan**

Tabel di bawah menunjukkan kualitas aset keuangan berdasarkan golongan aset untuk semua aset keuangan yang mempunyai risiko pembiayaan (diluar cadangan kerugian penurunan nilai):

**43. RISK MANAGEMENT (continued)**

**a. Financing risk (continued)**

**(i) Financial assets quality**

The table below shows financial assets quality per class of assets for all financial assets exposed by financing risk (gross of allowance for impairment losses):

2021						
	Belum jatuh tempo atau tidak mengalami penurunan nilai/ <i>Neither past due nor impaired</i>		Telah jatuh tempo tetapi tidak mengalami penurunan nilai/ <i>Past due but not impaired</i>	Mengalami penurunan nilai/ <i>Impaired</i>		
	Tingkat tinggi/ <i>High grade</i>	Tingkat standar/ <i>Standard grade</i>			Jumlah/ <i>Total</i>	
Aset						Assets
Giro dan penempatan pada Bank Indonesia	20,563,580	-	-	-	20,563,580	Current accounts and placements with Bank Indonesia
Giro dan penempatan pada bank lain	1,858,789	-	-	-	1,858,789	Current accounts and placements with other banks
Investasi pada surat berharga	67,597,145	-	-	-	67,597,145	Investments in marketable securities
Tagihan akseptasi	161,495	-	-	-	161,495	Acceptance receivables
Piutang <i>murabahah</i>	85,630,031	11,445,478	1,990,981	2,619,070	101,685,560	Murabahah receivables
Piutang <i>istishna</i>	321	-	38	-	359	Istishna receivables
Piutang <i>ijarah</i>	-	-	1,221	100,349	101,570	Ijarah receivables
Pinjaman <i>qardh</i>	8,259,026	814,861	33,933	311,411	9,419,231	Funds of qardh
Pembiayaan <i>mudharabah</i>	1,503,578	103,290	234	21,335	1,628,437	Mudharabah financing
Pembiayaan <i>musyarakah</i>	45,000,050	9,720,756	999,571	1,834,059	57,554,436	Musyarakah financing
Aset lain-lain**)	772,011	3,572	5,057	-	780,640	Other assets**)
	<u>231,346,026</u>	<u>22,087,957</u>	<u>3,031,035</u>	<u>4,886,224</u>	<u>261,351,242</u>	
2020 <sup>1)</sup>						
	Belum jatuh tempo atau tidak mengalami penurunan nilai/ <i>Neither past due nor impaired</i>		Telah jatuh tempo tetapi tidak mengalami penurunan nilai/ <i>Past due but not impaired</i>	Mengalami penurunan nilai/ <i>Impaired</i>		
	Tingkat tinggi/ <i>High grade</i>	Tingkat standar/ <i>Standard grade</i>			Jumlah/ <i>Total</i>	
Aset						Assets
Giro dan penempatan pada Bank Indonesia	21,527,933	-	-	-	21,527,933	Current accounts and placements with Bank Indonesia
Giro dan penempatan pada bank lain	8,764,198	-	-	-	8,764,198	Current accounts and placements with other banks
Investasi pada surat berharga	49,130,495	-	-	-	49,130,495	Investments in marketable securities
Tagihan akseptasi	295,337	-	-	-	295,337	Acceptance receivables
Piutang <i>murabahah</i>	74,898,397	9,434,611	3,090,204	2,420,878	89,844,090	Murabahah receivables
Piutang <i>istishna</i>	388	-	228	21	637	Istishna receivables
Piutang <i>ijarah</i>	-	-	4,657	34,510	39,167	Ijarah receivables
Pinjaman <i>qardh</i>	8,599,903	509,953	24,079	146,920	9,280,855	Funds of qardh
Pembiayaan <i>mudharabah</i>	2,355,785	275,859	4,739	34,599	2,670,982	Mudharabah financing
Pembiayaan <i>musyarakah</i>	40,914,113	10,146,908	508,799	1,778,713	53,348,533	Musyarakah financing
Aset lain-lain**)	842,860	-	-	-	842,860	Other assets**)
	<u>207,329,409</u>	<u>20,367,331</u>	<u>3,632,706</u>	<u>4,415,641</u>	<u>235,745,087</u>	

\*) Disajikan kembali, lihat Catatan 53

\*\*) Aset lain-lain terdiri atas piutang pendapatan yang masih akan diterima

\*) Restated, see Note 53

\*\*) Other assets consist of income receivables

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**43. MANAJEMEN RISIKO (lanjutan)**

**a. Risiko pembiayaan (lanjutan)**

**(i) Kualitas aset keuangan (lanjutan)**

Kualitas pembiayaan didefinisikan sebagai berikut:

Tingkat tinggi

- (a) Giro dan penempatan pada Bank Indonesia, giro dan penempatan pada bank lain yaitu giro atau penempatan pada institusi Pemerintah, institusi Pemerintah Daerah, bank yang terdaftar di bursa serta transaksi dengan bank yang memiliki reputasi baik dengan tingkat kemungkinan gagal bayar atas kewajiban yang rendah.
- (b) Investasi pada surat berharga yaitu surat berharga yang diterbitkan oleh Pemerintah, efek-efek dan obligasi yang termasuk dalam *investment grade* dengan rating minimal idBBB (Pefindo), BBB+ (S&P), Baa1 (Moody's) atau BBB+ (Fitch).
- (c) Pembiayaan, piutang dan pinjaman yaitu pembiayaan, piutang dan pinjaman kepada debitur dengan riwayat pembayaran yang sangat baik dan tidak pernah menunggak sepanjang jangka waktu pembiayaan dan debitur dengan riwayat tidak pernah direstrukturasasi.
- (d) Aset lain-lain yaitu piutang kepada Pemerintah (termasuk Bank Indonesia) atau Pemerintah Daerah seperti piutang pendapatan yang masih akan diterima.

Tingkat standar

- (a) Giro dan penempatan pada bank lain yaitu giro atau penempatan pada bank yang tidak terdaftar di bursa.
- (b) Investasi pada surat berharga yaitu surat berharga yang termasuk dalam *non-investment grade* dengan rating minimal idBB (Pefindo), BBB- (S&P), Baa3 (Moody's) atau BBB- (Fitch).
- (c) Pembiayaan, piutang dan pinjaman yaitu pembiayaan, piutang dan pinjaman kepada debitur dengan riwayat pembayaran yang baik dan debitur dengan riwayat pernah direstrukturasasi.
- (d) Aset lain-lain yaitu aset keuangan lainnya selain piutang pendapatan yang masih akan diterima kepada Pemerintah atau Pemerintah Daerah seperti tagihan rupa-rupa kepada pihak ketiga lainnya.

**43. RISK MANAGEMENT (continued)**

**a. Financing risk (continued)**

**(i) Financial assets quality (continued)**

*Financing quality are defined as follows:*

High grade

- (a) *Current accounts and placements with Bank Indonesia, current accounts and placements with other banks are current accounts or placements with the government institutions, local government institutions, banks listed in the stock exchange and transaction with reputable banks with low probability of insolvency.*
- (b) *Investments in marketable securities are securities issued by Government and investment grade securities and bonds with a rating of at least idBBB (Pefindo), BBB+ (S&P), Baa1 (Moody's) or BBB+ (Fitch).*
- (c) *Financing, receivables and funds are financing, receivables and funds to borrowers with very satisfactory track record of loan repayment and whose accounts did not turn as due during the term of the loan and borrowers whose accounts has never been restructured.*
- (d) *Other assets are receivables from Sovereign (including Bank Indonesia) or local government such as income receivables.*

Standard grade

- (a) *Current accounts and placements with other banks are current accounts or placements with non-listed banks.*
- (b) *Investments in marketable securities are non-investment grade securities with a rating of at least idBB (Pefindo), BBB- (S&P), Baa3 (Moody's) or BBB- (Fitch).*
- (c) *Financing, receivables and funds are financing, receivables and funds to borrowers with an average track record of loan repayment and borrowers whose accounts has been restructured.*
- (d) *Other assets are financial assets other than income receivables from Sovereign or local government such as other receivables to third parties.*



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**43. MANAJEMEN RISIKO (lanjutan)**

**a. Risiko pembiayaan (lanjutan)**

**(i) Kualitas aset keuangan (lanjutan)**

Berdasarkan PSAK 60, aset keuangan yang telah jatuh tempo ditentukan ketika debitur gagal melakukan pembayaran sesuai jadwal. Tabel di bawah menunjukkan *aging analysis* terhadap pembiayaan, piutang dan pinjaman yang diberikan yang telah jatuh tempo tetapi tidak mengalami penurunan nilai:

2021				
	≤ 30 hari/ days	31 - 60 hari/ days	61 - 90 hari/ days	Jumlah/ Total
Piutang <i>murabahah</i>	1,074,728	540,058	376,194	1,990,980
Piutang <i>istishna</i>	-	10	28	38
Piutang <i>ijarah</i>	352	291	578	1,221
Pinjaman <i>qardh</i>	24,605	7,902	1,426	33,933
Pembiayaan <i>mudharabah</i>	10	224	-	234
Pembiayaan <i>musyarakah</i>	946,232	37,961	15,379	999,572
Aset lain-lain <sup>*)</sup>	10,415	9,097	10,586	30,098
	<u>2,056,342</u>	<u>595,543</u>	<u>404,191</u>	<u>3,056,076</u>
2020 <sup>*)</sup>				
	≤ 30 hari/ days	31 - 60 hari/ days	61 - 90 hari/ days	Jumlah/ Total
Piutang <i>murabahah</i>	2,199,027	472,846	418,331	3,090,204
Piutang <i>istishna</i>	136	92	-	228
Piutang <i>ijarah</i>	1,812	458	1,061	3,331
Pinjaman <i>qardh</i>	22,944	691	444	24,079
Pembiayaan <i>mudharabah</i>	968	319	3,452	4,739
Pembiayaan <i>musyarakah</i>	438,141	48,188	22,470	508,799
Aset lain-lain <sup>**)</sup>	14,106	9,133	10,659	33,898
	<u>2,677,134</u>	<u>531,727</u>	<u>456,417</u>	<u>3,665,278</u>

*Murabahah receivables*  
*Istishna receivables*  
*Ijarah receivables*  
*Funds of qardh*  
*Mudharabah financing*  
*Musyarakah financing*  
*Other assets<sup>\*)</sup>*

*Murabahah receivables*  
*Istishna receivables*  
*Ijarah receivables*  
*Funds of qardh*  
*Mudharabah financing*  
*Musyarakah financing*  
*Other assets<sup>\*\*)</sup>*

**(ii) Analisis konsentrasi risiko**

**(a) Sektor geografis**

Tabel berikut menggambarkan rincian eksposur pembiayaan yang dikategorikan berdasarkan wilayah geografis pada tanggal-tanggal 31 Desember 2021 dan 2020, pengelompokan wilayah geografis berdasarkan tempat beroperasinya bisnis Bank yang sekaligus menggambarkan potensial bisnis wilayah masing-masing:

**43. RISK MANAGEMENT (continued)**

**a. Financing risk (continued)**

**(i) Financial assets quality (continued)**

According to SFAS 60, financial asset is due when the repayment is default. The table below shows aging analysis of past due but not impaired financing, receivables and fund:

**(ii) Risk concentration analysis**

**(a) Geographical sectors**

The following tables show the details of financing exposures categorized by geographic area as of 31 December 2021 and 2020. Geographic grouping is based on the Bank's business operations which also illustrates the business potential of each region:

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*\*)</sup> Aset lain-lain terdiri atas piutang pendapatan yang masih akan diterima

<sup>\*)</sup> Restated, see Note 53

<sup>\*\*)</sup> Other assets consist of income receivables

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**43. MANAJEMEN RISIKO (lanjutan)**

**43. RISK MANAGEMENT (continued)**

**a. Risiko pembiayaan (lanjutan)**

**a. Financing risk (continued)**

**(ii) Analisis konsentrasi risiko (lanjutan)**

**(ii) Risk concentration analysis (continued)**

**(a) Sektor geografis (lanjutan)**

**(a) Geographical sectors (continued)**

2021						
	Jabodetabek	Jawa/Java	Sumatera	Kalimantan/ Borneo	Indonesia Timur dan Bali/ East Indonesia and Bali	Jumlah/ Total
<b>Aset</b>						
Giro dan penempatan pada Bank Indonesia	20,563,580	-	-	-	-	20,563,580
Giro dan penempatan pada bank lain	1,856,775	43	19	1	1,951	1,858,789
Investasi pada surat berharga	67,545,904	51,241	-	-	-	67,597,145
Tagihan akseptasi	104,588	56,907	-	-	-	161,495
Piutang <i>murabahah</i>	24,779,015	24,757,523	32,132,888	8,830,800	11,185,334	101,685,560
Piutang <i>istishna</i>	255	104	-	-	-	359
Piutang <i>ijarah</i>	4,918	89,375	5,855	497	925	101,570
Pinjaman <i>qardh</i>	4,873,127	1,925,283	1,076,312	443,117	1,101,392	9,419,231
Pembiayaan <i>mudharabah</i>	755,085	546,500	310,368	1,708	14,776	1,628,437
Pembiayaan <i>musyarakah</i>	37,800,078	9,494,156	6,891,281	1,947,146	1,421,775	57,554,436
Aset lain-lain**)	676,328	33,697	24,206	8,382	38,027	780,640
	<u>158,959,653</u>	<u>36,954,829</u>	<u>40,440,929</u>	<u>11,231,651</u>	<u>13,764,180</u>	<u>261,351,242</u>
Cadangan kerugian penurunan nilai						(7,512,701)
<b>Neto</b>						<u>253,838,541</u>
<b>Rekening Administratif</b>						
Fasilitas pembiayaan yang belum digunakan	2,503,815	125,087	275,844	24,994	9,397	2,939,137
<i>Letter of Credit</i>	49,158	15,021	-	-	-	64,179
Bank garansi yang diterbitkan	918,492	331,910	335,448	24,501	50,078	1,660,429
	<u>3,471,465</u>	<u>472,018</u>	<u>611,292</u>	<u>49,495</u>	<u>59,475</u>	<u>4,663,745</u>
2020 <sup>*)</sup>						
	Jabodetabek	Jawa/Java	Sumatera	Kalimantan/ Borneo	Indonesia Timur dan Bali/ East Indonesia and Bali	Jumlah/ Total
<b>Aset</b>						
Giro dan penempatan pada Bank Indonesia	21,527,933	-	-	-	-	21,527,933
Giro dan penempatan pada bank lain	8,764,198	-	-	-	-	8,764,198
Investasi pada surat berharga	49,130,495	-	-	-	-	49,130,495
Tagihan akseptasi	295,337	-	-	-	-	295,337
Piutang <i>murabahah</i>	18,526,688	24,161,595	28,452,964	8,471,332	10,231,511	89,844,090
Piutang <i>istishna</i>	490	147	-	-	-	637
Piutang <i>ijarah</i>	29,113	2,658	701	6,029	666	39,167
Pinjaman <i>qardh</i>	7,990,574	625,903	495,521	122,669	46,188	9,280,855
Pembiayaan <i>mudharabah</i>	1,694,151	842,775	71,659	31,160	31,237	2,670,982
Pembiayaan <i>musyarakah</i>	34,033,630	9,177,089	7,533,565	1,432,853	1,171,396	53,348,533
Aset lain-lain**)	617,956	77,771	97,090	12,394	37,649	842,860
	<u>142,610,565</u>	<u>34,887,938</u>	<u>36,651,500</u>	<u>10,076,437</u>	<u>11,518,647</u>	<u>235,745,087</u>
Cadangan kerugian penurunan nilai						(5,915,058)
<b>Bersih</b>						<u>229,830,029</u>
<b>Rekening Administratif</b>						
Fasilitas pembiayaan yang belum digunakan	2,567,346	100,414	299,627	4,595	10,808	2,982,790
<i>Letter of Credit</i>	34,627	8,975	-	-	-	43,602
Bank garansi yang diterbitkan	975,715	478,287	452,898	37,770	68,583	2,013,253
	<u>3,577,688</u>	<u>587,676</u>	<u>752,525</u>	<u>42,365</u>	<u>79,391</u>	<u>5,039,645</u>

\*) Disajikan kembali, lihat Catatan 53

\*\*) Aset lain-lain terdiri atas piutang pendapatan yang masih akan diterima

\*) Restated, see Note 53

\*\*) Other assets consist of income receivables

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**43. MANAJEMEN RISIKO (lanjutan)**

**a. Risiko pembiayaan (lanjutan)**

**(ii) Analisis konsentrasi risiko (lanjutan)**

**(b) Sektor industri**

Tabel berikut menggambarkan rincian eksposur pembiayaan pada nilai tercatat yang dikategorikan berdasarkan sektor industri pada tanggal-tanggal 31 Desember 2021 dan 2020:

**43. RISK MANAGEMENT (continued)**

**a. Financing risk (continued)**

**(ii) Risk concentration analysis (continued)**

**(b) Industrial sector**

The following tables provide the details of the financing exposure at the carrying amounts categorized by industrial sector as of 31 December 2021 and 2020:

2021						
	Pemerintah (termasuk Bank Indonesia)/ Government (including Bank Indonesia)	Bank dan lembaga keuangan lainnya/ Banks and other financial institutions	Perusahaan lainnya/ Other companies	Perseorangan/ Individuals	Jumlah/ Total	
<b>Aset</b>						<b>Assets</b>
Giro dan penempatan pada Bank Indonesia	20,563,580	-	-	-	20,563,580	Current accounts and placements with Bank Indonesia
Giro dan penempatan pada bank lain	-	1,858,789	-	-	1,858,789	Current accounts and placements with other banks
Investasi pada surat berharga	36,989,653	29,942,892	664,600	-	67,597,145	Investments in marketable securities
Tagihan akseptasi	-	86,139	75,356	-	161,495	Acceptance receivables
Piutang murabahah	242	260,104	8,378,976	93,046,238	101,685,560	Murahabah receivables
Piutang istishna	-	-	-	359	359	Istishna receivables
Piutang ijarah	-	-	83,955	17,615	101,570	Ijarah financing
Pinjaman qardh	-	200,000	4,675,520	4,543,711	9,419,231	Funds of qardh
Pembiayaan mudharabah	108,708	683,423	832,657	3,649	1,628,437	Mudharabah financing
Pembiayaan musyarakah	1,333	1,735,993	43,482,618	12,334,492	57,554,436	Musyarakah financing
Aset lain-lain*)	609,499	41,776	10,559	118,806	780,640	Other assets*)
	<u>58,273,015</u>	<u>34,809,116</u>	<u>58,204,241</u>	<u>110,064,870</u>	<u>261,351,242</u>	
Cadangan kerugian penurunan nilai					(7,512,701)	Allowance for impairment losses
<b>Bersih</b>					<u>253,838,541</u>	<b>Net</b>
<b>Rekening Administratif Liabilitas</b>						<b>Administrative Accounts Liabilities</b>
Fasilitas pembiayaan yang belum digunakan	-	238,546	518,310	2,182,461	2,939,317	Unused financing facility
Letter of Credit	-	-	64,179	-	64,179	Letter of Credit
Bank garansi yang diterbitkan	-	54,052	1,590,852	15,525	1,660,429	Bank guarantees issued
	<u>-</u>	<u>292,598</u>	<u>2,173,341</u>	<u>2,197,986</u>	<u>4,663,925</u>	

\*) Aset lain-lain terdiri atas piutang pendapatan yang masih akan diterima

\*) Other assets consist of income receivables

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**43. MANAJEMEN RISIKO (lanjutan)**

**43. RISK MANAGEMENT (continued)**

**a. Risiko pembiayaan (lanjutan)**

**a. Financing risk (continued)**

**(ii) Analisis konsentrasi risiko (lanjutan)**

**(ii) Risk concentration analysis (continued)**

**(b) Sektor industri (lanjutan)**

**(b) Industrial sector (continued)**

	2020 <sup>*)</sup>					
	Pemerintah (termasuk Bank Indonesia)/ Government (including Bank Indonesia)	Bank dan lembaga keuangan lainnya/ Banks and other financial institutions	Perusahaan lainnya/ Other companies	Perseorangan/ Individuals	Jumlah/ Total	
<b>Aset</b>						<b>Assets</b>
Giro dan penempatan pada Bank Indonesia	21,527,933	-	-	-	21,527,933	Current accounts and placements with Bank Indonesia
Giro dan penempatan pada bank lain	-	8,764,198	-	-	8,764,198	Current accounts and placements with other banks
Investasi pada surat berharga	25,729,517	2,083,911	21,317,067	-	49,130,495	Investments in marketable securities
Tagihan akseptasi	-	-	295,337	-	295,337	Acceptance receivables
Piutang <i>murabahah</i>	1,111	449,081	10,045,575	79,348,323	89,844,090	Murahabah receivables
Piutang <i>istishna</i>	-	-	90	547	637	Istishna receivables
Piutang sewa <i>ijarah</i>	-	-	2,681	36,486	39,167	Ijarah financing
Pinjaman <i>qardh</i>	2,771	-	5,091,137	4,186,947	9,280,855	Funds of qardh
Pembiayaan <i>mudharabah</i>	258,076	1,414,875	991,238	6,793	2,670,982	Mudharabah financing
Pembiayaan <i>musyarakah</i>	2,885	2,433,277	39,286,914	11,625,457	53,348,533	Musyarakah financing
Aset lain-lain**)	-	-	842,860	-	842,860	Other assets**)
	<u>47,522,293</u>	<u>15,145,342</u>	<u>77,872,899</u>	<u>95,204,553</u>	<u>235,745,087</u>	
Cadangan kerugian penurunan nilai					<u>(5,915,058)</u>	Allowance for impairment losses
<b>Bersih</b>					<u>229,830,029</u>	<b>Net</b>
<b>Rekening Administratif Liabilitas</b>						<b>Administrative Accounts Liabilities</b>
Fasilitas pembiayaan yang belum digunakan	145,919	-	198,141	2,638,730	2,982,790	Unused financing facility
<i>Letter of Credit</i>	-	-	43,602	-	43,602	Letter of Credit
Bank garansi yang diterbitkan	-	1,669	1,992,824	18,760	2,013,253	Bank guarantees issued
	<u>145,919</u>	<u>1,669</u>	<u>2,234,567</u>	<u>2,657,490</u>	<u>5,039,645</u>	

\*\*) Aset lain-lain terdiri atas piutang pendapatan yang masih akan diterima

\*\*) Other assets consist of income receivables

\*) Disajikan kembali, lihat Catatan 53

\*) Restated, see Note 53

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**43. MANAJEMEN RISIKO (lanjutan)**

**a. Risiko pembiayaan (lanjutan)**

**(iii) Analisis eksposur maksimum terhadap risiko pembiayaan setelah memperhitungkan dampak agunan dan mitigasi risiko pembiayaan lainnya (lanjutan)**

1. *Secured financing*
2. *Partially secured financing*

Untuk *secured financing*, Bank menetapkan jenis dan nilai agunan yang dijaminkan sesuai skema pembiayaan. Jenis dari agunan terdiri dari:

- a. *Physical collateral*, berupa tanah dan bangunan, Buku Pemilik Kendaraan Bermotor (BPKB) kendaraan bermotor dan properti.
- b. *Financial collateral*, berupa simpanan (tabungan, giro, deposito), surat berharga dan emas.

Apabila terjadi *default* (gagal bayar), Bank akan menggunakan agunan tersebut sebagai pilihan terakhir untuk pemenuhan kewajiban *counterparty*.

*Partially secured financing* terdiri dari pembiayaan untuk golongan berpenghasilan tetap, pembiayaan untuk para pensiunan dan pembiayaan konsumen lainnya. Dalam pembayaran kewajibannya, *partially secured financing* umumnya dilakukan melalui pemotongan penghasilan secara otomatis. Dengan demikian, tingkat risiko dari *partially secured financing* tidak sebesar nilai tercatat pembiayaannya.

Mitigasi risiko pembiayaan untuk *partially secured financing* terdiri dari surat keputusan pengangkatan pegawai dan surat keterangan pensiun.

**43. RISK MANAGEMENT (continued)**

**a. Financing risk (continued)**

**(iii) Analysis of maximum exposure to financing risk after considering the effect of collateral and other financing enhancements (continued)**

1. *Secured financing*
2. *Partially secured financing*

For *secured financing*, Bank determined the type and value of collateral according to the loan scheme. Types of collateral are as follows:

- a. *Physical collateral*, such as land and buildings, proof of vehicle ownership and properties.
- b. *Financial collateral*, such as deposits (time deposits, savings, demand deposit), securities and gold.

In case of default, Bank will use the collateral as the last resort in recovering its investment.

*Partially secured financing* are financing for fixed income employees, financing for retirees, and other consumer financing. In their payment obligations, *partially secured financing* are generally made through automatic payroll deduction. Hence, maximum exposure to financing risk is lower than the carrying value.

Financing risk mitigations for *partially secured financing* consist of employee recruitment decision letter and certificate of retirement.

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**43. MANAJEMEN RISIKO (lanjutan)**

**a. Risiko pembiayaan (lanjutan)**

**Manajemen risiko kredit dalam kondisi Pandemi Covid-19**

Meningkatnya penyebaran *coronavirus disease 2019* (Covid-19) secara global maupun domestik, menimbulkan dampak secara langsung maupun tidak langsung terhadap kinerja dan kemampuan nasabah pembiayaan dalam memenuhi kewajiban pembiayaan kepada Bank. Sebagai bentuk dukungan pemerintah terhadap pelaku dunia usaha, pemerintah mengeluarkan kebijakan yang diharapkan dapat memacu stabilitas perekonomian nasional.

Dalam rangka mendukung upaya pemerintah dalam mempertahankan stabilitas ekonomi tersebut, Bank telah menyiapkan kebijakan restrukturisasi pembiayaan bagi nasabah pembiayaan yang terdampak Covid-19 melalui Kebijakan perusahaan perihal Perlakuan Khusus Nasabah Pembiayaan yang Terkena Dampak *Coronaviruses* (Covid-19).

Kebijakan tersebut mengatur ketentuan yang terkait antara lain, kriteria nasabah pembiayaan terdampak, sektor usaha yang terdampak Covid-19, mekanisme dan skema restrukturisasi, kewenangan memutus, penetapan kualitas pembiayaan, monitoring, pelaporan kepada regulator serta jurnal akuntansi. Kebijakan disusun mengacu pada POJK No. 17/POJK.03/2021, POJK No.48/POJK.03/2020, dan POJK No. 11/POJK.03/2020 serta ketentuan internal Bank lainnya. Usulan restrukturisasi pembiayaan terdampak Covid-19 dilakukan secara selektif serta mengedepankan prinsip kehati-hatian dan menjaga terlaksananya *Good Corporate Governance* (GCG) dengan baik. Secara umum, Bank telah menyusun skema restrukturisasi dengan mekanisme sebagai berikut:

- a. Perpanjangan jangka waktu pembiayaan
- b. Penundaan/pengurangan pembayaran pokok dan/atau margin/ujrah/bagi hasil

**43. RISK MANAGEMENT (continued)**

**a. Financing risk (continued)**

**Credit risk management during Covid-19 Pandemic**

*The unstoppable pandemic of coronavirus disease 2019 (Covid-19) in both domestic and global transmission, influences the customers' ability to pay their financing to the bank, whether directly or indirectly. With the purpose to recover the declining market condition, the Government released a policy that is expected to accelerate the national economics stability.*

*In order to support the Government's project in maintaining the economic stability, the Bank has proposed restructuring policy for the customers affected by the Covid-19 through the Extraordinary Policy for Financing Affected by The Coronavirus (Covid-19) Pandemic*

*The particular policy manages the specific requirement including the debtor's criteria, industrial sector affected by Covid-19, mechanism and restructuring scheme, decision making, collectibility ratio, monitoring, reporting to the regulator, and accounting journal entries. This policy refers to POJK No. 17/POJK.03/2021, POJKNo.48/POJK.03/2020 and POJK No. 11/POJK.03/2020 and corresponding internal regulations. The loan restructuring affected by Covid-19 is being done selectively and focusing on the precautionary principle as well as maintaining the quality of Good Corporate Governance (GCG) principle. Generally, the Bank has been setting up the restructuring scheme with following mechanism:*

- a. *Extend the financing timeline*
- b. *Postpone/redefine the payment base and/or margin/ujrah/profit sharing*

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**43. MANAJEMEN RISIKO (lanjutan)**

**a. Risiko pembiayaan (lanjutan)**

**Manajemen risiko kredit dalam kondisi Pandemi Covid-19 (lanjutan)**

Dalam pelaksanaan relaksasi pembiayaan, Bank melakukan *assesment* secara komprehensif terhadap nasabah pembiayaan yang mengajukan permohonan restrukturisasi pembiayaan terdampak Covid-19 untuk menghindari *free rider (moral hazard)* dan meminimalkan risiko pemberian restrukturisasi yang tidak tepat sasaran. Begitupun dengan pemberian stimulus yang hanya dapat diberikan kepada nasabah pembiayaan yang memenuhi kriteria yang ditetapkan oleh Bank dan regulator.

Dalam kaitan dengan kondisi pandemic Covid-19 yang tengah berlangsung, Bank melakukan sejumlah penyesuaian pada mekanisme monitoring pembiayaan, baik terhadap nasabah pembiayaan secara entitas maupun portofolio. Sejumlah penyesuaian ini dilakukan agar hasil monitoring senantiasa dapat memberikan *early warning signal* sehingga penetapan mitigasi risiko dapat tepat guna dalam menjaga kualitas pembiayaan selama masa pandemi.

Penyesuaian mekanisme *monitoring* pembiayaan dilakukan melalui:

1. Analisis *watchlist* terhadap seluruh nasabah pembiayaan, terutama entitas nasabah pembiayaan yang berada pada sektor usaha terdampak Covid-19 dengan mengacu pada POJK No.17/POJK.03/2021 dan POJK No.48/POJK.03/2020 (sebagai penyesuaian atas POJK No. 11/POJK.03/2020) dan ketentuan internal Bank. *Output watchlist* untuk nasabah pembiayaan yang berpotensi mengalami penurunan kinerja disertai dengan *action plan* yang di-monitoring pelaksanaannya secara berkelanjutan.
2. Pengendalian pencairan/ penambahan/ perpanjangan plafon pembiayaan terhadap nasabah pembiayaan yang dilakukan restrukturisasi pembiayaan (terutama yang melalui skema Stimulus Perekonomian Nasional POJK No.17/POJK.03/2021 dan POJK No.48/POJK.03/2020 (sebagai penyesuaian atas POJK No. 11/POJK.03/2020)), sehingga tujuan restrukturisasi dapat dicapai dengan tepat guna.
3. Melakukan *stress testing* secara berkala dengan skenario melibatkan aspek kondisi Pandemi Covid-19 sebagai pendukung *judgemental decision making*.

**43. RISK MANAGEMENT (continued)**

**a. Financing risk (continued)**

**Credit risk management during Covid-19 Pandemic (continued)**

*In the process of financing relaxation, the Bank must be comprehensively doing assessment to the granted debtors on this restructuring scheme and ensuring the granted are those who are affected by the Covid-19, to avoid the free rider (moral hazard) and minimize the risk of improper restructuring. Similarly with the stimulus that will only be given to the affected debtors with particular criteria set by the Bank and the regulator.*

*In the relevance of Covid-19 pandemic situation, the Bank has made several adjustments on the financing monitoring mechanism, whether for the portfolio or entities kind of debtors. The adjustments are being taken into consideration to provide an early warning signal to mitigate the risk that may occur and properly maintaining the financing quality during the pandemic era.*

*The several monitoring adjustments are explained as below:*

1. *Watchlist analysis for all debtors, particularly for the debtors' whose industrial sector is affected by Covid-19 referring to POJK No. 17/POJK.03/2021 and POJK No. 48/POJK.03/2020 (as the adjustment for POJK No. 11/POJK.03/2020) and internal Bank's policy. The watchlist output is related to the debtors with declining performance followed by the continuous supervised action plan.*
2. *The financing disbursement/ addition/ extension controls of the restructuring debtors (especially from the National Economic Stimulus POJK No. 17/POJK.03/2021 and POJK No. 48/POJK.03/2020 scheme (for the adjustment of POJK No.11/POJK.03/2020), to address the proper restructuring scheme.*
3. *Perform periodical stress testing with considering the scenario of Covid-19 pandemic as the judgmental decision making support.*

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**43. MANAJEMEN RISIKO (lanjutan)**

**a. Risiko pembiayaan (lanjutan)**

**Manajemen risiko kredit dalam kondisi pandemi Covid-19 (lanjutan)**

Penyesuaian mekanisme *monitoring* pembiayaan dilakukan melalui: (lanjutan)

4. Melaksanakan *post facto review* nasabah pembiayaan restrukturisasi terdampak Covid-19 untuk menghindari *moral hazard* dan meminimalkan risiko pemberian restrukturisasi yang tidak tepat sasaran serta memantau keberlangsungan usaha/kemampuan nasabah pembiayaan.

Bank senantiasa melakukan *review* atas pelaksanaan mekanisme *monitoring* pembiayaan di tengah kondisi pandemi Covid-19 sehingga penyesuaian dapat dilakukan pada kesempatan pertama saat terjadi perubahan kondisi pandemi Covid-19 dengan mengacu pada peraturan pemerintah dan regulator yang berlaku.

Selanjutnya Bank melakukan *review* terhadap kecukupan cadangan kerugian/CKPN atas pembiayaan yang dilakukan restrukturisasi Covid-19 untuk mengantisipasi potensi risiko kredit di masa mendatang.

**b. Risiko pasar**

Risiko pasar adalah risiko akibat perubahan harga pasar, antara lain risiko dari perubahan nilai aset yang dapat diperdagangkan atau disewakan. Risiko pasar terdiri dari dua jenis risiko: risiko nilai tukar dan risiko pergerakan harga sukuk yang diklasifikasikan pada nilai wajar.

Tindakan yang diambil oleh Bank untuk meminimalkan risiko pasar diantaranya sebagai berikut:

- Melakukan *review* terhadap kebijakan dan prosedur operasi standar yang terkait dengan pengelolaan risiko pasar.
- Melakukan pengawasan terhadap perkembangan tingkat margin di pasar dan menganalisis pengaruhnya terhadap kinerja Bank.

**43. RISK MANAGEMENT (continued)**

**a. Financing risk (continued)**

**Credit risk management during Covid-19 Pandemic (continued)**

The several monitoring adjustments are explained as below: (continued)

4. Executing the *post facto review* of the restructuring debtors (with Covid-19 scheme) to avoid moral hazard and minimize the risk of inappropriate restructuring grants and monitor the debtor's business continuity.

The Bank is committed to review the monitoring mechanism in the midst of Covid-19 pandemic, so the adjustments could be done at the first occasion of the changes of the condition of Covid-19 pandemic refers to the Government's and related authority's regulation.

Furthermore, the Bank conducts a review of the adequacy of the allowance for losses on the financing of the Covid-19 restructuring to anticipate potential credit risks in the future.

**b. Market risk**

Market risk is a risk due to changes in market prices, such as risks of changes in the value of assets that can be traded or leased. Market risk comprise two types of risk: exchange rate risk and the risk of price movement of sukuk that classified at fair value.

The actions taken by the Bank to minimize market risk include the following:

- Conducting a review of policies and standard operating procedures related to the management of market risk.
- Monitoring the development of margin rates in the market and analyzing its effect on the Bank's performance.



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**43. MANAJEMEN RISIKO** (lanjutan)

**b. Risiko pasar** (lanjutan)

**Risiko nilai tukar**

Risiko nilai tukar merupakan risiko yang timbul karena adanya *gap* posisi valuta asing yang dimiliki Bank yang tercermin dalam Posisi Devisa Bersih (PDN) baik secara individual maupun secara keseluruhan. Termasuk dalam posisi valuta asing tersebut yaitu posisi *trading book* yang dilakukan dengan tujuan untuk mendapatkan keuntungan transaksi valuta asing dalam jangka pendek maupun posisi *banking book* dalam rangka pengendalian PDN.

Perhitungan Posisi Devisa Neto (PDN) didasarkan pada Peraturan Bank Indonesia No. 5/13/PBI/2003 tanggal 1 Juli 2003 sebagaimana telah diubah terakhir dengan Peraturan Bank Indonesia No. 17/5/PBI/2015 tanggal 29 Mei 2015. Berdasarkan peraturan tersebut, Bank diwajibkan untuk menjaga rasio PDN maksimum 20% dari jumlah modal. PDN adalah penjumlahan nilai absolut yang dinyatakan dalam Rupiah dari selisih bersih antara aset dan liabilitas dalam mata uang asing dan selisih bersih dari tagihan dan liabilitas komitmen dan kontinjensi yang dicatat dalam rekening administratif yang didenominasi dalam setiap mata uang asing.

Berikut adalah PDN Bank pada tanggal 31 Desember 2021 dan 2020 sebagai berikut:

2021				
Mata Uang	Aset/ Assets	Liabilitas/ Liabilities	Posisi Devisa Neto/ Net Open Position	Currencies
<b>Laporan Posisi Keuangan dan Rekening Administratif</b>				<b>Statement of Financial Position and Administrative Accounts</b>
Dolar Amerika Serikat	6,479,373	6,491,705	12,332	United States Dollar
Riyal Saudi Arabia	339,143	296,644	42,499	Saudi Arabian Riyal
Euro	6,043	6,215	172	Euro
Dolar Australia	1,014	-	1,014	Australian Dollar
Dolar Hongkong	2,947	-	2,947	Hongkong Dollar
Dolar Singapura	12,772	12,843	71	Singapore Dollar
Poundsterling Inggris	6,680	-	6,680	British Pounds
Yen Jepang	886	-	886	Japanese Yen
			<u>66,601</u>	
Modal (Catatan 45a)			<u>25,122,769</u>	Capital (Note 45a)
<b>Rasio PDN</b>			<b>0.27%</b>	<b>NOP Ratio</b>

**43. RISK MANAGEMENT** (continued)

**b. Market risk** (continued)

**Exchange rate risk**

Exchange rate risk is the risk due to the gap of foreign exchange positions held by the Bank which is reflected in the Net Open Position (NOP) either individually or as a whole. Included in the foreign exchange position is the position of the trading book which is done either to gain foreign exchange transaction income in the short-term period or banking book positions in order to control NOP.

The Net Open Position (NOP) is calculated based on Bank Indonesia Regulation No. 5/13/ PBI/2003 dated 1 July 2003 which was last amended by Bank Indonesia Regulation No. 17/5/PBI/2015 dated 29 May 2015. Based on this regulation, the Bank is required to maintain Net Open Position ratio at a maximum of 20% of the total capital. The NOP is the sum of the absolute values, which are stated in Rupiah, of the net difference between the assets and liabilities denominated in each foreign currency and the net difference of the receivables and payables of both commitments and contingencies recorded in the administrative accounts denominated in each foreign currency.

The NOP of Bank as of 31 December 2021 and 2020 are as follows:

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**43. MANAJEMEN RISIKO** (lanjutan)

**b. Risiko pasar** (lanjutan)

**Risiko nilai tukar** (lanjutan)

**43. RISK MANAGEMENT** (continued)

**b. Market risk** (continued)

**Exchange rate risk** (continued)

2020 <sup>*)</sup>				
Mata Uang	Aset/ Assets	Liabilitas/ Liabilities	Posisi Devisa Neto/ Net Open Position	Currencies
<b>Laporan Posisi Keuangan Dan Rekening Administratif</b>				<b>Statement of Financial Position and Administrative Accounts</b>
Dolar Amerika Serikat	14,471,152	15,316,259	845,107	United States Dollar
Riyal Saudi Arabia	379,662	272,976	106,686	Saudi Arabian Riyal
Dolar Singapura	38,730	7,853	30,877	Singapore Dollar
Euro	2,127	23,500	21,373	Euro
Dolar Australia	932	58	874	Australian Dollar
Yen Jepang	206	-	206	Japanese Yen
			<u>1,005,123</u>	
Modal (Catatan 45a)			<u>22,497,241</u>	Capital (Note 45a)
Rasio PDN			4.47%	NOP Ratio

Tabel di bawah ini menunjukkan sensitivitas terhadap kemungkinan perubahan atas nilai tukar terhadap laba rugi dan penghasilan komprehensif lain dengan asumsi bahwa semua variabel lain yang dimiliki adalah konstan untuk periode yang berakhir pada tanggal-tanggal 31 Desember 2021 dan 2020 (tidak diaudit):

The tables below demonstrated the sensitivity of the Bank's profit or loss and other comprehensive income to reasonably possible changes in exchange rate, assuming all other variables are constant for the period ended 31 December 2021 and 2020 (unaudited):

2021		
Perubahan persentase/ Change in percentage	Dampak terhadap laba (rugi) dan penghasilan komprehensif lain sebelum pajak/ Impact to profit or (loss) and other comprehensive income before tax	
Mata Uang Asing	+1% 666	Foreign Currencies
	-1% (666)	
2020 <sup>*)</sup>		
Perubahan persentase/ Change in percentage	Dampak terhadap laba (rugi) dan penghasilan komprehensif lain sebelum pajak/ Impact to profit or (loss) and other comprehensive income before tax	
Mata Uang Asing	+1% 10,051	Foreign Currencies
	-1% (10,051)	

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**43. MANAJEMEN RISIKO** (lanjutan)

**b. Risiko pasar** (lanjutan)

**Risiko nilai tukar** (lanjutan)

Untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2021 dan 2020, dampak atas perubahan nilai tukar dari mata uang selain Dolar Amerika Serikat tidak material.

**c. Risiko likuiditas**

Risiko likuiditas adalah risiko akibat ketidakmampuan Bank untuk memenuhi kewajiban. Seiring dengan perkembangan bisnis Bank, risiko likuiditas merupakan salah satu risiko yang menjadi perhatian utama Bank. Risiko ini dapat terjadi akibat pertumbuhan pembiayaan Bank yang lebih besar dibandingkan dengan pertumbuhan dana pihak ketiga. Perbedaan antara ketersediaan sumber dana dan jatuh tempo piutang dan pembiayaan dapat menyebabkan kesulitan dalam memenuhi kewajiban bank kepada nasabah dan pihak lainnya.

Tindakan yang diambil oleh Bank untuk meminimalkan risiko likuiditas diantaranya sebagai berikut:

- 1) Melakukan *review* terhadap kebijakan dan prosedur operasi standar yang terkait dengan pengelolaan risiko likuiditas.
- 2) Melakukan *monitoring* terhadap kondisi likuiditas Bank secara berkala melalui beberapa rasio likuiditas seperti *Financing to Deposit Ratio* (FDR), rasio kewajiban antar bank, arus kas dan kesenjangan likuiditas.
- 3) Menentukan batas risiko likuiditas seperti batas dari persyaratan Giro Wajib Minimum (GWM) dan juga *secondary reserve*.
- 4) Memelihara akses Bank ke pasar uang melalui penempatan dan pinjaman antar bank.

**43. RISK MANAGEMENT** (continued)

**b. Market risk** (continued)

**Exchange rate risk** (continued)

*For the year ended 31 December 2021 and 2020 the effect of fluctuations in exchange rates of currency other than United States Dollar is not material.*

**c. Liquidity risk**

*Liquidity risk is the risk due to the inability of the Bank to meet its maturing obligations. Along with the development of the Bank's business, liquidity risk is the risk that is one of the major concerns of the Bank. This risk may result from the growth of the Bank's financing greater than the growth in deposits. The difference between the availability of funds and the receivable and financing maturity can lead to difficulty in meeting obligations of the Bank to the customers and other parties.*

*The actions taken by the Bank to minimize the liquidity risk include the following:*

- 1) Conducting a review of policies and standard operating procedures related to the management of liquidity risk.*
- 2) Monitoring the liquidity conditions periodically through some liquidity ratios such Financing to Deposit Ratio (FDR), the ratio of inter-bank liabilities, cash flow and liquidity gaps.*
- 3) Determining the liquidity risk limit such as limit of Statutory Reserve Requirement (GWM) and secondary reserve.*
- 4) Maintaining access to the money market through placements and financing between banks.*

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**43. MANAJEMEN RISIKO (lanjutan)**

**43. RISK MANAGEMENT (continued)**

**c. Risiko likuiditas (lanjutan)**

**c. Liquidity risk (continued)**

Berikut adalah tabel mengenai analisis jatuh tempo aset dan liabilitas pada tanggal 31 Desember 2021 dan 2020, berdasarkan waktu yang tersisa sampai dengan tanggal jatuh tempo:

Table of asset and liabilities maturity analysis as of 31 December 2021 and 2020, based on the remaining maturity are as follows:

2021							
Keterangan	Sampai dengan 1 bulan/ Up to 1 month	Lebih dari 1 bulan sampai dengan 3 bulan/ More than 1 month up to 3 months	Lebih dari 3 bulan sampai dengan 1 tahun/ More than 3 months up to 1 year	Lebih dari 1 tahun/ More than 1 year	Lainnya yang tidak memiliki jatuh tempo/ Others that have no maturities	Jumlah/ Total	Descriptions
<b>Aset</b>							<b>Assets</b>
Kas	4,119,903	-	-	-	-	4,119,903	Cash
Giro dan penempatan pada Bank Indonesia	20,421,055	142,525	-	-	-	20,563,580	Current accounts and placements with Bank Indonesia
Giro dan penempatan pada bank lain	1,846,596	12,193	-	-	-	1,858,789	Current accounts and placements with other banks
Investasi pada surat berharga	24,935,573	6,611,482	2,296,562	33,753,528	-	67,597,145	Investments in marketable securities
Tagihan akseptasi	13,265	74,396	73,834	-	-	161,495	Acceptance receivables
Piutang - murabahah, istishna, dan ijarah	364,903	259,978	2,386,389	98,776,219	-	101,787,489	Receivables - murabahah, Istishna and ijarah
Pinjaman qardh	1,596,932	3,234,700	3,584,237	1,003,362	-	9,419,231	Funds of qardh
Pembiayaan mudharabah	12,173	113,569	778,672	724,023	-	1,628,437	Mudharabah financing
Pembiayaan musyarakah	3,297,674	4,378,516	8,875,472	41,002,774	-	57,554,436	Musyarakah financing
Aset yang diperoleh untuk ijarah	1,711	3,189	31,522	865,143	-	901,565	Assets acquired for ijarah
Aset lain-lain **)	107,271	67,268	26,995	579,106	-	780,640	Other assets**)
<b>Jumlah aset</b>	<b>56,717,056</b>	<b>14,897,816</b>	<b>18,053,683</b>	<b>176,704,155</b>	<b>-</b>	<b>266,372,710</b>	<b>Total Asset</b>
<b>Liabilitas</b>							<b>Liabilities</b>
Liabilitas segera	608,554	-	-	-	-	608,554	Obligations due immediately
Bagi hasil yang belum dibagikan	158,478	-	-	-	-	158,478	Undistributed revenue
Simpanan dari nasabah	57,247,890	-	-	-	-	57,247,890	Deposits from customers
Simpanan dari bank lain	115,938	-	-	-	-	115,938	Deposits from other banks
Kewajiban akseptasi	13,265	74,396	73,834	-	-	161,495	Acceptance liabilities
Estimasi liabilitas imbalan kerja	-	-	-	836,491	-	836,491	Estimated liabilities for employee benefits
Liabilitas sewa	-	-	-	289,101	-	289,101	Lease liabilities
Liabilitas lain-lain ***)	-	-	-	22,672	-	22,672	Other liabilities***)
<b>Jumlah liabilitas</b>	<b>58,144,125</b>	<b>74,396</b>	<b>73,834</b>	<b>1,148,264</b>	<b>-</b>	<b>59,440,619</b>	<b>Total liabilities</b>
<b>Dana Syirkah Temporer</b>							<b>Temporary Syirkah Funds</b>
Tabungan mudharabah	65,102,491	-	-	-	-	65,102,491	Mudharabah savings deposits
Deposito mudharabah	61,692,817	23,587,726	13,312,010	-	-	98,592,553	Mudharabah time deposits
Giro mudharabah	13,318,627	-	-	-	-	13,318,627	Mudharabah demand deposits
Sukuk mudharabah subodinas	-	-	-	1,375,000	-	1,375,000	Subordinated sukuk mudharabah
<b>Jumlah dana syirkah temporer</b>	<b>140,113,935</b>	<b>23,587,726</b>	<b>13,312,010</b>	<b>1,375,000</b>	<b>-</b>	<b>178,388,671</b>	<b>Total temporary syirkah funds</b>
<b>Perbedaan jatuh tempo</b>	<b>(142,214,614)</b>	<b>(9,071,059)</b>	<b>4,566,821</b>	<b>174,180,891</b>	<b>-</b>	<b>27,462,039</b>	<b>Maturity gap</b>

\*\*) Aset lain-lain terdiri atas piutang pendapatan yang masih akan diterima

\*\*\*) Liabilitas lain-lain terdiri atas biaya yang masih harus dibayar, setoran jaminan, premi asuransi, dan rekening sementara

\*\*) Other assets consist of income receivables

\*\*\*) Other liabilities consist of accrued expenses, guarantee deposits, loan insurance premium, and temporary accounts

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**43. MANAJEMEN RISIKO (lanjutan)**

**c. Risiko likuiditas (lanjutan)**

Berikut adalah tabel mengenai analisis jatuh tempo aset dan liabilitas pada tanggal 31 Desember 2021 dan 2020, berdasarkan waktu yang tersisa sampai dengan tanggal jatuh tempo: (lanjutan)

**43. RISK MANAGEMENT (continued)**

**c. Liquidity risk (continued)**

Table of asset and liabilities maturity analysis as of 31 December 2021 and 2020, based on the remaining maturity are as follows: (continued)

2020 <sup>1)</sup>							Descriptions
Keterangan	Sampai dengan 1 bulan/ Up to 1 month	Lebih dari 1 bulan sampai dengan 3 bulan/ more than 1 month up to 3 months	Lebih dari 3 bulan sampai dengan 1 tahun/ more than 3 months up to 1 year	Lebih dari 1 tahun/ More than 1 year	Lainnya yang tidak memiliki jatuh tempo/ Others that have no maturities	Jumlah/ Total	
<b>Aset</b>							<b>Assets</b>
Kas	3,180,739	-	-	-	-	3,180,739	Cash
Giro dan penempatan pada Bank Indonesia	14,619,494	2,098,516	4,809,923	-	-	21,527,933	Current accounts and placements with Bank Indonesia
Giro dan penempatan pada bank lain	8,764,198	-	-	-	-	8,764,198	Current accounts and placements with other banks
Investasi pada surat berharga	14,939,583	4,475,972	7,302,941	22,411,999	-	49,130,495	Investments in marketable securities
Tagihan Akseptasi	27,413	149,581	118,343	-	-	295,337	Acceptance receivables
Pinjaman - <i>murabahah, istishna dan ijarah</i>	267,511	487,628	2,821,868	86,306,887	-	89,883,894	Receivables - <i>murabahah, istishna, and ijarah</i>
Pinjaman <i>qardh</i>	1,614,398	4,376,874	2,198,500	1,091,083	-	9,280,855	Funds of <i>qardh</i>
Pembiayaan <i>mudharabah</i>	41,501	185,294	1,310,475	1,133,712	-	2,670,982	Mudharabah financing
Pembiayaan <i>musyarakah</i>	2,885,346	5,480,182	6,155,610	38,827,395	-	53,348,533	Musyarakah financing
Aset yang diperoleh untuk <i>ijarah</i>	80	953	24,003	1,484,425	-	1,509,461	Assets acquired for <i>ijarah</i>
Aset lain-lain <sup>**) (</sup>	721,226	-	-	-	-	721,226	Other assets <sup>*)</sup>
<b>Jumlah aset</b>	<b>47,061,489</b>	<b>17,255,000</b>	<b>24,741,663</b>	<b>151,255,501</b>	<b>-</b>	<b>240,313,653</b>	<b>Total Asset</b>
<b>Liabilitas</b>							<b>Liabilities</b>
Liabilitas segera	989,362	-	-	-	-	989,362	Obligations due immediately
Bagi hasil yang belum dibagikan	170,010	-	-	-	-	170,010	Undistributed revenue sharing
Simpanan dari nasabah	60,403,583	-	-	-	-	60,403,583	Deposits from customers
Simpanan dari bank lain	806,560	-	-	-	-	806,560	Deposits from other banks
Kewajiban akseptasi	27,413	149,581	118,343	-	-	295,337	Acceptance liabilities
Estimasi liabilitas imbalan kerja	-	-	-	1,184,240	-	1,184,240	Estimated liabilities for employee benefits
Liabilitas sewa	-	-	-	180,928	-	180,928	Lease liabilities
Liabilitas lain-lain <sup>***)</sup>	-	-	-	477,769	-	477,769	Other liabilities <sup>***)</sup>
<b>Jumlah liabilitas</b>	<b>62,396,928</b>	<b>149,581</b>	<b>118,343</b>	<b>1,842,937</b>	<b>-</b>	<b>64,507,789</b>	<b>Total liabilities</b>
<b>Dana Syirkah Temporer</b>							<b>Temporary Syirkah Funds</b>
Tabungan <i>mudharabah</i>	59,008,934	-	-	-	-	59,008,934	Mudharabah savings deposits
Deposito <i>mudharabah</i>	57,698,270	16,693,933	11,651,429	-	-	86,043,632	Mudharabah time deposits
Giro <i>mudharabah</i>	5,370,452	-	-	-	-	5,370,452	Mudharabah demand deposits
Sukuk <i>mudharabah</i> subordinasi	-	-	-	1,375,000	-	1,375,000	Subordinated sukuk mudharabah
<b>Jumlah dana syirkah temporer</b>	<b>122,077,656</b>	<b>16,693,933</b>	<b>11,651,429</b>	<b>1,375,000</b>	<b>-</b>	<b>151,798,018</b>	<b>Total temporary syirkah funds</b>
<b>Perbedaan jatuh tempo</b>	<b>(137,413,095)</b>	<b>411,486</b>	<b>12,971,891</b>	<b>148,037,564</b>	<b>-</b>	<b>24,007,846</b>	<b>Maturity gap</b>

<sup>\*\*) Aset lain-lain terdiri atas piutang pendapatan yang masih akan diterima</sup>

<sup>\*\*\*) Liabilitas lain-lain terdiri atas biaya yang masih harus dibayar, setoran jaminan, premi asuransi dan rekening sementara</sup>

<sup>\*\*) Other assets consist of income receivables</sup>

<sup>\*\*\*) Other liabilities consist of accrued expenses, guarantee deposits, loan insurance premium and temporary accounts</sup>

Bank senantiasa mengevaluasi efektivitas sistem operasi untuk memastikan bahwa dana yang tersedia cukup untuk memenuhi seluruh kebutuhan dengan melakukan *monitoring* terhadap kondisi likuiditas bank melalui beberapa rasio likuiditas. Bank meyakini bahwa jumlah angsuran yang didapat dari pembiayaan kepada nasabah yang belum jatuh tempo masih cukup untuk mengatasi *maturity gap* negatif yang ada.

The Bank continually evaluates the effectiveness of the operating system to ensure that sufficient funds are available to meet all needs by monitoring the condition of the bank's liquidity through several liquidity ratios. The Bank believes that the amount of installments obtained from financing to customers that have not matured is still sufficient to cover the negative maturity gap.

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**43. MANAJEMEN RISIKO** (lanjutan)

**d. Risiko operasional**

Risiko operasional adalah risiko kerugian yang diakibatkan oleh proses internal yang kurang memadai, kegagalan proses internal, kesalahan manusia, kegagalan sistem dan/atau adanya kejadian eksternal yang mempengaruhi operasional Bank.

Risiko operasional merupakan risiko utama yang dikelola Bank dalam bentuk pengembangan pengendalian internal. Salah satu upaya yang dilakukan adalah peningkatan kontrol di kantor cabang melalui pemisahan tugas dan tanggung jawab, mekanisme *dual control* dalam pelaksanaan fungsi transaksi, deviasi/otorisasi, pembatasan otoritas sistem akses, peningkatan kompetensi karyawan dan pelaksanaan audit internal.

Tindakan yang diambil oleh Bank untuk meminimalkan risiko operasional diantaranya sebagai berikut:

- 1) Melakukan *review* terhadap kebijakan dan prosedur operasi standar yang terkait dengan pengelolaan risiko operasional.
- 2) Mengembangkan panduan pengelolaan risiko operasional untuk kantor cabang.
- 3) Menerapkan alat bantu *Risk & Control Self Assessment* (RCSA) untuk menilai dan mitigasi risiko operasional yang sedang melakukan secara mandiri oleh unit-unit bisnis.
- 4) Melakukan analisis risiko operasional untuk produk baru yang diusulkan dan atau kegiatan yang akan diluncurkan oleh Bank.
- 5) Mengembangkan *Business Continuity Management* (BCM) untuk memastikan kelangsungan operasional Bank secara terus menerus meskipun terjadi gangguan (bencana) untuk melindungi kepentingan *stakeholders*.

**43. RISK MANAGEMENT** (continued)

**d. Operational risk**

*Operational risk is the risk of loss resulting from inadequate internal processes, failure of internal processes, human error, system failure and/or external events affecting the operations of the Bank.*

*Operational risk is a major risk that is managed internally in the form of development control. One of the efforts is the increased control at the branch through the separation of duties and responsibilities, dual control mechanism in the implementation of the transaction function, deviation/authorization, restrictions on access to the system authority, increasing employee competence and the implementation of internal audit.*

*The actions taken by the Bank to minimise operational risks include the following:*

- 1) Conducting a review of policies and standard operating procedures related to the management of operational risk.*
- 2) Developing guidelines for the management of operational risk for branches.*
- 3) Applying Risk & Control Self Assessment (RCSA) tools to assess and mitigate operational risk by doing independent business units.*
- 4) Performing operational risk analysis for proposed new products or activities which will be launched by the Bank.*
- 5) Developing a Business Continuity Management (BCM) to ensure the continuity of operations of the Bank despite the disturbance (disaster) and to protect the interests of stakeholders.*

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**43. MANAJEMEN RISIKO** (lanjutan)

**d. Risiko operasional** (lanjutan)

Tindakan yang diambil oleh Bank untuk meminimalkan risiko operasional diantaranya sebagai berikut: (lanjutan)

- 6) Mengembangkan kebijakan manajemen risiko termasuk prosedur untuk teknologi informasi termasuk jaringan komunikasi data dan standarisasi perangkat lunak, manajemen sistem akses, pengembangan layanan perbankan elektronik dalam hal keamanan aksesibilitas dan *Disaster Recovery Plan*.

**e. Risiko hukum**

Risiko hukum adalah risiko akibat tuntutan hukum dan/atau kelemahan aspek yuridis. Timbulnya risiko hukum antara lain dapat disebabkan karena kurangnya pendukung hukum atau kelemahan dari kontrak. Sebagai perusahaan yang diatur oleh hukum Republik Indonesia, Bank harus selalu mematuhi semua hukum dan peraturan yang dikeluarkan oleh Bank Indonesia/ Otoritas Jasa Keuangan (OJK) sebagai regulator dalam industri perbankan di Indonesia.

Selain itu, Bank juga harus mengikuti semua aturan dan peraturan yang berlaku dalam masyarakat baik secara langsung atau tidak langsung berkaitan dengan kegiatan usaha yang dilakukan oleh Bank. Kegagalan untuk mematuhi hukum dan peraturan yang berlaku dapat menimbulkan klaim litigasi terhadap Bank. Jika terjadi klaim litigasi terhadap Bank dalam jumlah yang cukup signifikan, maka secara langsung dapat mempengaruhi kinerja keuangan Bank.

Dalam mengelola risiko hukum, Bank melakukan tindakan diantaranya:

- 1) Melakukan *review* terhadap kebijakan dan prosedur operasi standar yang terkait dengan pengelolaan risiko hukum.
- 2) Mengembangkan organisasi hukum yang kuat.
- 3) Dilakukannya standarisasi akad dan perjanjian kerja sama untuk program pembiayaan tertentu.

**43. RISK MANAGEMENT** (continued)

**d. Operational risk** (continued)

*The actions taken by the Bank to minimise operational risks include the following: (continued)*

- 6) *Developing risk management policies including information technology and standardization of data communication network software, access system management, and the development of electronic banking services in terms of accessibility security and Disaster Recovery Plan.*

**e. Legal risk**

*Legal risk is the risk due to lawsuits and/or weaknesses of juridical aspects. The emergence of legal risk, among others can be caused by lack of legal support or weakness in the documentation of the contract. As a company governed by the laws of the Republic of Indonesia, the Bank must comply with all applicable laws and regulations issued by Bank Indonesia/Financial Service Authority (FSA) as a regulator in the banking industry in Indonesia.*

*In addition, the Bank must also follow all rules and regulations that apply in the community either directly or indirectly related to the business activities conducted by the Bank. Failure to comply with applicable laws and regulations can lead to litigation claims against the Bank. In case of litigation claims against the Bank with significant amounts involved, it can directly affect the financial performance of the Bank.*

*In managing legal risk, the Bank performs actions such as:*

- 1) *Conducting a review of policies and standard operating procedures related to the management of legal risk.*
- 2) *Developing a strong legal organisation.*
- 3) *Standardising contract and cooperation agreement for a specific financing program.*

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**43. MANAJEMEN RISIKO (lanjutan)**

**f. Risiko kepatuhan**

Risiko kepatuhan adalah risiko yang timbul dari kegagalan Bank dalam mematuhi dan/atau menerapkan hukum yang berlaku dan peraturan untuk Bank Syariah. Dalam terlibat jasa industri perbankan, Bank wajib untuk selalu mematuhi peraturan perbankan yang dikeluarkan oleh Pemerintah, Bank Indonesia, Otoritas Jasa Keuangan (OJK) dan Dewan Syariah Nasional. Secara umum, risiko kepatuhan terkait erat dengan hukum yang berlaku dan peraturan, yang mengatur Bank sebagai lembaga perbankan syariah, seperti:

- 1) Rasio Kewajiban Penyediaan Modal Minimum (KPM);
- 2) Kualitas Aset Produktif;
- 3) Penyisihan Penghapusan Aset (PPA);
- 4) Batas Maksimum Pemberian Pembiayaan;
- 5) *Good Corporate Governance* (GCG); dan
- 6) Rencana Bisnis Bank (RBB).

Ketidakmampuan Bank untuk mengikuti dan mematuhi semua hukum dan peraturan yang terkait dengan kegiatan usaha perbankan dapat mempengaruhi kelangsungan Bank.

Dalam mengelola risiko kepatuhan, Bank melakukan tindakan diantaranya:

- 1) Meningkatkan pemahaman tentang tata kelola perusahaan yang baik (GCG) dan kode etik.
- 2) Penguatan pelaksanaan tata kelola perusahaan yang baik (GCG) dan memastikan bahwa semua debitur pembiayaan untuk memenuhi semua kebutuhan pembiayaan.
- 3) Mempersiapkan laporan rencana aksi tata kelola perusahaan yang baik (GCG) kepada Bank Indonesia.
- 4) Meningkatkan *Know Your Customer* (KYC), Anti Pencucian Uang (APU) dan Pencegahan Pendanaan Teroris (PPT).
- 5) Meningkatkan pelaksanaan *compliance certification*.
- 6) Bekerja sama dengan Dewan Pengawas Syariah dalam memastikan kepatuhan operasi Bank dengan prinsip syariah.
- 7) Memberdayakan Kepatuhan Syariah untuk meninjau dan menganalisis kepatuhan dari produk Bank/kegiatan dengan prinsip syariah.

**43. RISK MANAGEMENT (continued)**

**f. Compliance risk**

*Compliance risk is the risk arising from the Bank failures in complying and/or enforcing applicable laws and regulations for Sharia Banks. In regards of the involvement in the banking industry, the Bank is obliged to maintain compliance with banking regulations issued by the Government, Bank Indonesia, Financial Services Authority (FSA) and the National Sharia Council. In general, this risk is closely related to compliance with applicable laws and regulations, which governs the Bank as an Sharia Banking institution, such as:*

- 1) *Capital Adequacy Ratio (CAR);*
- 2) *Quality of Earning Assets;*
- 3) *Allowance of Earning Assets (PPA);*
- 4) *Legal Lending Limit;*
- 5) *Good Corporate Governance (GCG); and*
- 6) *Bank Business Plan (RBB).*

*The inability of the Bank to follow and comply with all laws and regulations related to banking activities may affect the continuity of the Bank.*

*In managing the compliance risks, the Bank performs actions such as:*

- 1) *Improving understanding of Good Corporate Governance (GCG) and the code of conduct.*
- 2) *Strengthening Good Corporate Governance (GCG) implementation and ensure that all financing debtors meet all financing needs.*
- 3) *Preparing action plan report on Good Corporate Governance (GCG) to Bank Indonesia.*
- 4) *Increasing the Know Your Customer (KYC), Anti Money Laundering (APU) and the Prevention of Financing for Terrorism (PPT).*
- 5) *Improving the implementation of compliance certification.*
- 6) *Working closely with the Sharia Supervisory Board in ensuring compliance of the Bank operation with Sharia principles.*
- 7) *Empowering Sharia Compliance to review and analyse the compliance of the Bank's products/activities with Sharia principles.*



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**44. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN**

Tabel di bawah ini menyajikan perbandingan antara nilai tercatat dan nilai wajar dari aset dan liabilitas keuangan. Nilai wajar yang diungkapkan adalah berdasarkan informasi relevan yang tersedia pada tanggal 31 Desember 2021 dan 2020 tidak diperbaharui untuk mencerminkan perubahan dalam kondisi pasar yang telah terjadi setelah tanggal ini.

Pada tanggal 31 Desember 2021 dan 2020 nilai tercatat dari aset dan liabilitas keuangan Bank memiliki nilai yang hampir sama dengan nilai wajarnya kecuali untuk instrumen berikut:

	2021	
	Nilai Tercatat/ Carrying Value	Nilai wajar/ Fair value
Investasi pada surat berharga	67,597,145	68,281,642

Tabel di bawah ini menyajikan instrumen keuangan yang diakui pada nilai wajar berdasarkan hierarki yang digunakan Bank untuk menentukan dan mengungkapkan nilai wajar dari instrumen keuangan:

- (i) Tingkat 1: harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses pada tanggal pengukuran.
- (ii) Tingkat 2: input selain harga kuotasian yang termasuk dalam level 1 yang dapat diobservasi untuk aset dan liabilitas, baik secara langsung atau tidak langsung.
- (iii) Tingkat 3: pengukuran nilai wajar yang berasal dari teknik penilaian yang mencakup input untuk aset dan liabilitas yang bukan berdasarkan data pasar yang dapat diobservasi.

	2021			
	Nilai Wajar/ Fair Value	Tingkat/ Level 1	Tingkat/ Level 2	Tingkat/ Level 3
Investasi pada surat berharga	67,597,145	67,597,145	-	-

Current accounts and  
Investments in marketable  
securities

**44. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES**

The table below summarizes the comparison between the carrying amounts and fair values of financial assets and liabilities of the Bank. The fair values disclosed are based on relevant information available as of 31 December 2021 and 2020 and are not updated to reflect changes in market conditions which have occurred after these dates.

As of 31 December 2021 and 2020, the carrying value of the Bank's financial assets and liabilities approximates their fair value except for the following financial instruments:

	2020 <sup>*)</sup>	
	Nilai Tercatat/ Carrying Value	Nilai wajar/ Fair value
Investasi pada surat berharga	49,130,495	48,652,002

The tables below show the financial instruments recognised at fair value based on the hierarchy used by the Bank in determining and disclosing the fair value of financial instruments:

- (i) Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities which are accessible at the measurement date.
- (ii) Level 2: inputs other than quoted prices included in level 1 that are observable for the assets and liabilities, either directly or indirectly.
- (iii) Level 3: Fair value measurements are those derived from valuation techniques that include inputs for asset and liability that are not based on observable market data.

	2020 <sup>*)</sup>			
	Nilai Wajar/ Fair Value	Tingkat/ Level 1	Tingkat/ Level 2	Tingkat/ Level 3
Investasi pada surat berharga	49,130,495	49,130,495	-	-

Investments in marketable securities

Investments in marketable securities

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

<sup>\*)</sup> Restated, see Note 53

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**44. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN** (lanjutan)

Nilai wajar aset dan kewajiban keuangan tertentu, kecuali efek-efek dan sukuk Pemerintah yang dimiliki hingga jatuh tempo, piutang dan pembiayaan yang diberikan, dan surat berharga yang diterbitkan, mendekati nilai tercatatnya karena mempunyai jangka waktu jatuh tempo yang singkat.

- a. Giro dan penempatan pada Bank Indonesia, giro dan penempatan pada bank lain, tagihan akseptasi, dan aset lain-lain

Nilai tercatat dari giro dan penempatan pada Bank Indonesia dan bank lain, tagihan akseptasi, dan aset lain-lain adalah perkiraan yang layak atas nilai wajar.

- b. Investasi pada surat berharga

Nilai wajar untuk investasi pada surat berharga yang dimiliki hingga jatuh tempo ditetapkan berdasarkan harga pasar atau harga kuotasi perantara (*broker*)/pedagang efek (*dealer*). Jika informasi ini tidak tersedia, nilai wajar diestimasi dengan menggunakan harga pasar kuotasi efek yang memiliki karakteristik risiko kredit, jatuh tempo dan yield yang serupa atau dinilai dengan menggunakan metode penilaian.

- c. Liabilitas segera, simpanan *wadiah*, simpanan dari bank lain, liabilitas lain-lain dan dana *syirkah* temporer.

Estimasi nilai wajar dari liabilitas segera, simpanan mudharabah dan liabilitas lain-lain adalah sebesar jumlah yang harus dibayarkan kembali sewaktu-waktu.

Estimasi nilai wajar terhadap simpanan *wadiah* dan simpanan dari bank lain dengan tingkat margin tetap dan liabilitas akseptasi ditetapkan berdasarkan diskonto arus kas dengan menggunakan tingkat margin pasar uang dengan sisa jatuh tempo yang serupa.

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**44. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES** (continued)

*The fair values of certain financial assets and liabilities, except for securities and Government sukuk classified as held to maturity, receivables and financing, and marketable securities issued approximate their carrying values due to their short-term maturities.*

- a. *Current accounts and placements with Bank Indonesia, current accounts and placements with other bank, acceptance receivables, and other assets*

*The carrying amount of current accounts and placements with Bank Indonesia and other banks, acceptance receivables, and other assets are a reasonable approximation of fair value.*

- b. *Investments in marketable securities*

*The fair value for amortized cost investments in marketable securities are based on the market prices or broker/dealer price quotations. When this information is not available, the fair value is estimated using quoted market prices for securities with similar credit risk, maturity and yield characteristics or using internal valuation model.*

- c. *Obligations due immediately, wadiah deposits, deposits from other banks, other liabilities and temporary syirkah funds.*

*The estimated fair value of obligations due immediately, mudharabah deposits, and other liabilities are the amounts repayable on demand.*

*The estimated fair values of wadiah deposits and deposits from other banks with fixed rate margin and acceptance liabilities are determined based on discounted cash flows using money market margin rates for with similar remaining maturities.*

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**44. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)**

**d. Piutang dan pembiayaan**

Portofolio piutang dan pembiayaan Bank secara umum terdiri dari piutang dan pembiayaan yang diberikan dengan tingkat margin mengambang dan piutang dan pembiayaan yang diberikan dengan jangka pendek dengan tingkat margin tetap. Piutang dan pembiayaan yang diberikan dinyatakan berdasarkan *amortized cost*.

Estimasi nilai wajar terhadap piutang dan pembiayaan ditetapkan berdasarkan diskonto arus kas dengan menggunakan tingkat margin yang berlaku untuk piutang dan pembiayaan dengan risiko kredit dan sisa jatuh tempo yang serupa.

Nilai tercatat dari piutang dan pembiayaan yang diberikan dengan tingkat margin mengambang dan nilai tercatat atas piutang dengan tingkat margin tetap adalah perkiraan yang layak atas nilai wajar.

Nilai wajar dari piutang dan pembiayaan yang diberikan menunjukkan nilai diskon dari perkiraan arus kas masa depan yang diharapkan akan diterima oleh Bank dengan menggunakan tingkat margin pasar saat ini. Nilai tercatat dari piutang dan pembiayaan yang diberikan dengan tingkat margin mengambang dan nilai tercatat atas piutang dan pembiayaan jangka pendek dengan tingkat margin tetap adalah perkiraan yang layak atas nilai wajar.

**e. Efek-efek dan sukuk Pemerintah**

Nilai wajar untuk surat-surat berharga dan sukuk Pemerintah yang dimiliki hingga jatuh tempo ditetapkan berdasarkan harga pasar atau harga kuotasi perantara broker/pedagang efek (*dealer*). Jika informasi ini tidak tersedia, nilai wajar diestimasi dengan menggunakan harga pasar kuotasi efek yang memiliki karakteristik piutang dan pembiayaan, jatuh tempo dan *yield* yang serupa atau dinilai dengan menggunakan metode penilaian internal.

**44. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)**

**c. Receivables and financing**

*Generally, the Bank's receivables and financing portfolio consists of receivables and financing with variable margin rate and short-term receivables and financing with fixed margin rate. Receivables and financing are stated at amortized cost.*

*The estimated fair values of receivables and financing are determined based on discounted cash flows using margin rates applied for receivables and financing with similar credit risk and remaining maturities.*

*The carrying amount of receivables and financing with variable margin rate and short-term receivables and financing with fixed margin rate are the reasonable approximation of their fair values.*

*The estimated fair value of loans represent the discounted amount of estimated future cash flows expected to be received by the Bank using the current market rates. The carrying amounts of variable rate receivables and financing and short-term fixed rate receivables and financing are the reasonable approximation of their fair values.*

**e. Securities and Government sukuk**

*The fair values of held-to-maturity marketable securities and Government sukuk are based on the market prices or broker/dealer price quotations. When this information is not available, the fair value is estimated using quoted market prices for securities with similar credit, maturity and yield characteristics or using internal valuation model.*

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**45. INFORMASI PENTING LAINNYA**

- a. Pada tanggal 31 Desember 2021 dan 2020, rasio Kewajiban Penyediaan Modal Minimum (KPMM) Bank dihitung berdasarkan Peraturan Otoritas Jasa Keuangan (OJK) No. 21/POJK.03/2014 tanggal 19 November 2014 yang mencabut peraturan sebelumnya. Rasio KPMM tersebut adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
Modal inti	23,173,019	20,420,394
Modal pelengkap (maksimum 100% dari modal inti)	527,083	802,084
Cadangan umum penyisihan kerugian aset produktif (maksimum 1,25% dari ATMR)	<u>1,422,667</u>	<u>1,274,763</u>
	<u>25,122,769</u>	<u>22,497,241</u>
Aset Tertimbang Menurut Risiko (ATMR) Risiko Kredit	113,643,146	101,719,501
ATMR Risiko Pasar	103,913	1,035,985
ATMR Risiko Operasional	<u>-</u>	<u>20,569,561</u>
	<u>113,747,059</u>	<u>123,325,047</u>
Rasio KPMM Bank untuk Risiko Kredit, dan Risiko Operasional	22.11%	18.40%
Rasio KPMM Bank untuk Risiko Kredit, Risiko Pasar dan Risiko Operasional	<u>22.09%</u>	<u>18,24%</u>
Rasio KPMM yang diwajibkan	<u>9.98%</u>	<u>9.99%</u>

Berdasarkan profil risiko Bank pada tanggal 31 Desember 2021 dan 2020, yaitu *satisfactory*, maka CAR minimum pada tanggal 31 Desember 2021 dan 2020, ditetapkan sebesar 9% sampai dengan kurang dari 10%.

Selain wajib membentuk modal inti dan modal pelengkap, Bank wajib untuk memenuhi *Countercyclical Buffer* yang ditetapkan dalam kisaran 0% sampai dengan 2,5% dari ATMR sesuai dengan POJK No. 21/POJK.03/2014 tentang Kewajiban Penyediaan Modal Minimum Bank Umum Syariah.

Hasil penilaian menunjukkan bahwa Bank mampu untuk memenuhi KPMM sesuai dengan profil risiko dan mampu memenuhi ketentuan tambahan modal (*buffer*).

- b. Pada tanggal-tanggal 31 Desember 2021 dan 2020 rasio *Non-Performing Financing* (NPF) bruto dan bersih masing-masing adalah sebagai berikut:

	<u>2021</u>	<u>2020<sup>*)</sup></u>
NPF - Bruto	2.93%	2.88%
NPF - Bersih	0.87%	1.12%

<sup>\*)</sup> Disajikan kembali, lihat Catatan 53

**45. OTHER SIGNIFICANT INFORMATION**

- a. As of 31 December 2021 and 2020, the Minimum Required Capital Adequacy Ratio (CAR) are calculated based on Financial Service Authority (FSA) No. 21/POJK.03/2014 dated 19 November 2014, as amended in previous regulation. The CARs are as follows:

Core capital  
Supplementary capital (maximum 100% over core capital)  
General reserves of allowance for impairment losses of earning assets (maximum 1.25% of ATMR)

Risk Weighted Assets (RWA)  
for Financing Risk  
RWA for Market Risk  
RWA for Operational Risk

Bank's Capital Adequacy Ratio (CAR)  
for Credit Risk,  
and Operational Risk  
Bank's Capital Adequacy Ratio (CAR)  
for Credit Risk, Market Risk  
and Operational Risk

Minimum CAR

Based on the risk profile as of 31 December 2021 and 2020, which is *satisfactory*, the minimum CAR as of 31 December 2021 and 2020, was determined at 9% to less than 10%.

In addition to provide core capital and supplementary capital, the Bank is required to provide *Countercyclical Buffer* ranging from 0% to 2.5% of RWA based on POJK regulation (POJK) No. 21/POJK.03/2014 regarding the Minimum Required Capital Adequacy Ratio of Sharia Bank.

The assessment result shows that Bank has met the Minimum CAR in accordance to its risk profile, and met additional capital buffer requirement.

- b. As of 31 December 2021 and 2020, ratio of Non-Performing Financing (NPF) gross and net, respectively, are as follows:

NPF - Gross  
NPF - Net

<sup>\*)</sup> Restated, see Note 53

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**45. INFORMASI PENTING LAINNYA (lanjutan)**

- c. Rasio piutang, pembiayaan, dan pinjaman usaha kecil terhadap jumlah piutang, pembiayaan dan pinjaman syariah yang diberikan Bank adalah sebesar 23,02% dan 22,39% masing-masing pada tanggal 31 Desember 2021 dan 2020.
- d. Jumlah piutang, pembiayaan dan pinjaman yang diberikan yang telah direstrukturisasi oleh Bank sampai dengan tanggal-tanggal 31 Desember 2021 dan 2020 yang dilaporkan kepada Otoritas Jasa Keuangan masing-masing adalah sebesar Rp27.740.235 dan Rp29.701.858.

Jumlah pembiayaan yang direstrukturisasi akibat Covid-19 berdasarkan Peraturan OJK No. 11/POJK.03/2020 sampai dengan 31 Desember 2021 dan 2020 sebesar :

	<u>2021</u>	<u>2020<sup>1)</sup></u>
Lancar	15,785,699	21,682,865
Dalam Perhatian Khusus	871,531	913,547
Kurang Lancar	454,182	216,377
Diragukan	340,995	34,186
Macet	<u>282,552</u>	<u>28,356</u>
Jumlah	<u>17,734,959</u>	<u>22,875,331</u>

Skema restrukturisasi dilakukan dengan perpanjangan jangka waktu, penjadwalan kembali dan penambahan plafon pembiayaan bagi debitur.

- e. Dalam laporan Batas Maksimum Penyaluran Dana dan Penyaluran Dana Besar (BMPD) kepada Otoritas Jasa Keuangan kepada Bank Indonesia pada tanggal 31 Desember 2021 terdapat piutang, pembiayaan dan pinjaman pihak terkait yang melampaui ketentuan sebesar 0,51% dan pada tanggal 31 Desember 2020 tidak terdapat piutang, pembiayaan dan pinjaman yang melampaui ketentuan BMPD.

Pelampauan terjadi karena pembentukan *Holding* BUMN Ultra Mikro dimana PT Bank Rakyat Indonesia (Persero), Tbk ("Bank BRI") yang merupakan salah satu pemegang saham BSI, ditetapkan oleh Pemerintah sebagai induk dari *Holding* tersebut dan mengakibatkan PT Permodalan Nasional Madani (Persero) dan PT Pegadaian (Persero) yang merupakan nasabah PT Bank Syariah Indonesia, Tbk menjadi pihak berelasi BSI. Atas pelampauan tersebut, Bank akan menambah modal melalui pertumbuhan laba dan melakukan aksi korporasi lainnya dalam jangka waktu sesuai ketentuan.

**45. OTHER SIGNIFICANT INFORMATION (continued)**

- c. The ratio of small business receivables, financing and funds to total sharia receivables, financing and funds are 23.02% and 22.39% as of 31 December 2021 and 2020, respectively.
- d. Receivables, financing and funds that have been restructured by the Bank 31 December 2021 and 2020 which are reported to Financial Service Authority amounted to Rp27,740,235 and Rp29,701,858, respectively.

Total amount of restructured financing related Covid-19 based on FSA Regulation No. 11/POJK.03/2020 until 31 December 2021 and 2020 amounted to:

	Current
	Special Mention
	Substandard
	Doubtful
	Loss
	Total

Restructuring scheme involves extension of receivables/financing maturity date, rescheduling and additional plafond of debtor's receivables/financing.

- e. Based on the Maximum Limit for Distribution of Funds and Distribution of Large Funds (BMPD) to the Financial Services Authority as of 31 December 2021 there are receivables, financing and funds related parties which exceeded the regulation of 0.51% and as of 31 December 2020, there are no receivables, financing and funds which violated or exceeded the BMPD Regulation.

The excess occurred due to the formation of the Ultra Micro BUMN Holding where PT Bank Rakyat Indonesia (Persero), Tbk ("Bank BRI") which is one of the shareholders of BSI, which was determined by the Government as the Parent of the Holding and resulted in PT Permodalan Nasional Madani (Persero) and PT Pegadaian (Persero) which is a customer of PT Bank Syariah Indonesia, Tbk becomes a related party to BSI. For this excess, the Bank will increase capital through profit growth and perform other corporate actions within a period according to the regulation.

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**46. INFORMASI SEGMENT**

Segmen operasi PT Bank Syariah Indonesia Tbk dibagi berdasarkan beberapa segmen operasi sebagai berikut: *Wholesale*, SME, Konsumer, Mikro dan Lainnya. Dalam menentukan hasil segmen operasi, beberapa akun aset dan liabilitas dan pendapatan dan biaya yang terkait diatribusikan ke masing-masing segmen berdasarkan kebijakan pelaporan internal manajemen. Ringkasan berikut menjelaskan operasi masing-masing segmen dalam pelaporan segmen Bank:

- *Wholesale*: Segmen *Wholesale* PT Bank Syariah Indonesia Tbk melayani badan usaha seperti BUMN dan anak perusahaannya, BUMD dan anak Perusahaannya, Lembaga Negara, *Multinational Company*, Bank dan Lembaga Keuangan Bukan Bank (termasuk Modal Ventura *non linkage*), Pembiayaan sindikasi, Perusahaan Terbuka, Pemerintah Daerah, Rumah Sakit, Perguruan Tinggi Negeri dan Swasta, Surat Berharga.
- SME: Segmen SME melayani pembiayaan produktif kepada badan usaha swasta berbentuk Badan Hukum dan Non Badan Hukum, Pendidikan Dasar & Menengah, klinik, kepada/melalui koperasi, pola *linkage*, dan/atau inti plasma.
- Konsumer: Segmen Konsumer saat ini difokuskan untuk tujuan konsumtif/multiguna (antara lain produk Griya, Multiguna, Kendaraan, Pensiunan, Kartu Pembiayaan, Cicil emas dan Gadai Emas, pembiayaan program pemerintah).
- Mikro: Segmen mikro ditujukan untuk melayani nasabah individual dan pengusaha mikro, termasuk di dalamnya adalah penyaluran pembiayaan bersubsidi untuk mendukung program pemerintah dalam memberdayakan usaha masyarakat. Serta produk simpanan dan layanan perbankan lainnya bagi kebutuhan masing-masing nasabah.
- Lainnya: Segmen lainnya meliputi produk-produk diluar pembiayaan, produk simpanan dan non-simpanan.

Kinerja diukur berdasarkan laba segmen sebelum pajak penghasilan, sebagaimana dilaporkan dalam laporan internal manajemen yang di-review oleh Manajemen Bank. Keuntungan segmen digunakan untuk mengukur kinerja dimana manajemen berkeyakinan bahwa informasi tersebut paling relevan dalam mengevaluasi hasil segmen tersebut relatif terhadap entitas lain yang beroperasi dalam industri tersebut.

\*) Disajikan kembali, lihat Catatan 53

**46. SEGMENT INFORMATION**

*PT Bank Syariah Indonesia Tbk's operating segment is divided into several operating segments as follows: Wholesale, SME, Consumer, Micro and Other. In determining the results of the operating segment, several asset and liability accounts and related revenues and costs are attributed to each segment based on management's internal reporting policy. The following summary describes the operations of each segment in the Bank's segment reporting:*

- *Wholesale: PT Bank Syariah Indonesia Tbk Wholesale segment serves business entities such as BUMN and its subsidiaries, BUMD and its subsidiaries, State Institutions, Multinational Companies, Banks and Non-Bank Financial Institutions (including non-linkage Venture Capital), Syndicated Financing, Public Companies, Regional Governments, Hospitals, State and Private Universities, Securities.*
- *SME: The SME Segment serves productive financing to private business entities in the form of Legal Entities and Non Legal Entities, Primary & Secondary Education, clinics, to/through cooperatives, linkage patterns, and/or plasma nuclei.*
- *Consumer: The Consumer segment is currently focused on consumptive/multipurpose purposes (among others Griya products, Multipurpose, Vehicles, Pensioners, Financing Cards, Gold Installments and Gold Pawning, government program financing).*
- *Micro: The micro segment is intended to serve individual customers and micro entrepreneurs, including the distribution of subsidized financing to support government programs in empowering community businesses. As well as deposit products and other banking services for the needs of each customer.*
- *Others: Other segments include products outside of financing, savings and non-deposit products.*

*Performance is measured based on segment profit before income tax, as reported in an internal management report reviewed by Bank Management. Segment profit is used to measure performance where management believes that the information is most relevant in evaluating the results of the segment relative to other entities operating in the industry.*

\*) Restated, see Note 53

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**46. INFORMASI SEGMENT (lanjutan)**

**46. SEGMENT INFORMATION (continued)**

Berikut ini adalah informasi segmen Bank berdasarkan segmen operasi:

Information concerning the operating segments of the Bank are as follows:

Keterangan	2021					Jumlah/ Total	Descriptions
	Wholesale	SME	Konsumer/ Consumer	Mikro/ Micro	Lainnya/ Others		
Pendapatan pengelolaan dana sebagai <i>mudharib</i>	3,074,844	1,673,544	8,073,157	1,947,104	3,039,783	17,808,432	Revenue from fund management as <i>mudharib</i>
Hak pihak ketiga atas bagi hasil	(165,819)	(373,137)	(1,848,120)	(10,576)	(1,981,155)	(4,378,807)	Third parties' share on return
Hak bagi hasil milik Bank	2,909,025	1,300,407	6,225,037	1,936,528	1,058,628	13,429,625	Bank's share in profit sharing
Pendapatan (beban) usaha lainnya	520,101	283,075	1,365,552	329,347	514,171	3,012,246	Other operating income (expenses)
Beban usaha	(1,516,453)	(825,360)	(3,981,525)	(960,273)	(1,499,162)	(8,782,773)	Operating expenses
Beban cadangan kerugian penurunan nilai aset produktif dan non-produktif bersih	(1,556,506)	(740,589)	(1,085,395)	(168,759)	-	(3,551,249)	Provision for impairment losses on earning and non-earning assets - net
Total beban	(3,072,959)	(1,565,949)	(5,066,920)	(1,129,032)	(1,499,162)	(12,334,022)	Total expenses
Pendapatan / (Beban) non-operasional	(7,880)	(4,289)	(20,691)	(4,990)	(7,791)	(45,641)	Non-operating income/ (expenses)
Laba sebelum zakat dan beban pajak penghasilan	348,287	13,244	2,502,978	1,131,853	65,846	4,062,208	Income before zakat and income tax expenses
Zakat	(8,718)	(332)	(62,654)	(28,332)	(1,648)	(101,684)	Zakat
Beban pajak	(79,935)	(3,040)	(574,460)	(259,772)	(15,112)	(932,319)	Tax expense
Laba tahun berjalan	259,634	9,872	1,865,864	843,749	49,086	3,028,205	Net income

Keterangan	2021					Jumlah/ Total	Descriptions
	Wholesale	SME	Konsumer/ Consumer	Mikro/ Micro	Lainnya/ Others		
<b>Aset segmen</b>							<b>Segment of assets</b>
Piutang, pinjaman <i>qardh</i> , pembiayaan, dan aset yang diperoleh untuk <i>ijarah</i> - bersih	45,183,228	17,312,925	85,749,598	15,569,634	-	163,815,385	Receivables, funds of <i>qardh</i> , financing and assets acquired for <i>ijarah</i> - net
Non-piutang, pinjaman <i>qardh</i> dan pembiayaan	-	-	-	-	101,473,696	101,473,696	Non-receivables, funds of <i>qardh</i> and financing
	45,183,228	17,312,925	85,749,598	15,569,634	101,473,696	265,289,081	
<b>Liabilitas, dana <i>syirkah</i> temporer dan ekuitas segmen</b>							<b>Segment of liabilities, temporary <i>syirkah</i> funds and equity</b>
Pendanaan	12,807,174	7,199,056	35,656,377	1,467,512	177,247,380	234,377,499	Funding
Non-pendanaan	-	-	-	-	30,911,582	30,911,582	Non-funding
	12,807,174	7,199,056	35,656,377	1,467,512	208,158,962	265,289,081	

Keterangan	2020 <sup>*)</sup>					Jumlah/ Total	Descriptions
	Wholesale	SME	Konsumer/ Consumer	Mikro/ Micro	Lainnya/ Others		
Pendapatan pengelolaan dana sebagai <i>mudharib</i>	3,323,073	2,357,900	6,513,668	1,775,873	2,959,078	16,929,592	Revenue from fund management as <i>mudharib</i>
Hak pihak ketiga atas bagi hasil	(982,274)	(696,977)	(1,925,389)	(524,934)	(874,680)	(5,004,254)	Third parties' share on return
Hak bagi hasil milik Bank	2,340,799	1,660,923	4,588,279	1,250,939	2,084,398	11,925,338	Bank's share in profit sharing
Pendapatan usaha lainnya	545,033	386,730	1,068,337	291,269	485,332	2,776,701	Other operating income
Beban usaha	(1,561,514)	(1,107,979)	(3,060,777)	(834,484)	(1,390,473)	(7,955,227)	Operating expenses
Beban cadangan kerugian penurunan nilai aset produktif dan non-produktif bersih	(1,077,840)	(579,841)	(1,633,548)	(329,217)	-	(3,620,446)	Provision for impairment losses on earning and non-earning assets - net
Total beban	(2,639,354)	(1,687,820)	(4,694,325)	(1,163,701)	(1,390,473)	(11,575,673)	Total expenses
Pendapatan / (beban) non-operasional	(9,219)	(6,541)	(18,071)	(4,927)	(8,209)	(46,967)	Non-operating income/ (expenses)
Laba sebelum zakat dan beban pajak penghasilan	237,258	353,293	944,220	373,580	1,171,048	3,079,399	Income before zakat and income tax expenses
Zakat	(5,717)	(8,513)	(22,752)	(9,002)	(28,218)	(74,202)	Zakat
Beban pajak	(62,990)	(93,795)	(250,681)	(99,182)	(310,900)	(817,548)	Tax expense
Laba tahun berjalan	168,551	250,985	670,787	265,396	831,930	2,187,649	Net income

\*) Disajikan kembali, lihat Catatan 53

\*) Restated, see Note 53

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**46. INFORMASI SEGMENT (lanjutan)**

Berikut ini adalah informasi segmen Bank berdasarkan segmen operasi: (lanjutan)

**46. SEGMENT INFORMATION (continued)**

Information concerning the operating segments of the Bank are as follows: (continued)

Keterangan	2020 <sup>1)</sup>					Jumlah/ Total	Descriptions
	Wholesale	SME	Konsumer/ Consumer	Mikro/ Micro	Lainnya/ Others		
<b>Aset segmen</b>							<b>Segment of assets</b>
Piutang, pinjaman qardh, pembiayaan, dan aset yang diperoleh untuk ijarah - bersih	44,849,283	24,127,366	67,972,492	13,698,843	-	150,647,984	Receivables, funds of qardh, financing and assets acquired for ijarah - net
Non-piutang, pinjaman qardh dan pembiayaan	-	-	-	-	88,933,540	88,933,540	Non-receivables, funds of qardh and financing
	<u>44,849,283</u>	<u>24,127,366</u>	<u>67,972,492</u>	<u>13,698,843</u>	<u>88,933,540</u>	<u>239,581,524</u>	
<b>Liabilitas, dana syirkah temporer dan ekuitas segmen</b>							<b>Segment of liabilities, temporary syirkah funds and equity</b>
Pendanaan	7,351,931	29,388,606	84,528,662	1,336,349	89,027,613	211,633,161	Funding
Non-pendanaan	-	-	-	-	27,948,363	27,948,363	Non-funding
	<u>7,351,931</u>	<u>29,388,606</u>	<u>84,528,662</u>	<u>1,336,349</u>	<u>116,975,976</u>	<u>239,581,524</u>	

**47. PERJANJIAN, KOMITMEN DAN KONTINJENSI SIGNIFIKAN**

**Liabilitas kontinjensi**

Dalam melakukan usahanya, Bank menghadapi berbagai perkara hukum dan tuntutan dimana Bank sebagai tergugat, terutama sehubungan dengan kepatuhan dengan kontrak. Walaupun belum ada kepastian yang jelas, Bank berpendapat bahwa berdasarkan informasi yang ada dan keputusan terakhir dari perkara bahwa tuntutan hukum ini tidak akan berdampak secara material pada operasi, posisi keuangan atau tingkat likuiditas Bank.

Pada tanggal-tanggal 31 Desember 2021 dan 2020, Bank telah membentuk cadangan (disajikan dalam akun "Liabilitas Lain-lain") untuk sejumlah tuntutan hukum yang belum diputuskan masing-masing sebesar Rp9.167 dan Rp17.280. Manajemen berpendapat bahwa jumlah cadangan yang dibentuk atas kemungkinan timbulnya kerugian akibat hukum yang belum diputuskan atau masih dalam proses tersebut telah memadai.

**47. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES**

**Contingent liabilities**

In the conduct of its business, the Bank is a defendant in various litigation proceedings and legal claims mainly with respect to matters of contractual compliance. Although there is no clear assurance yet, the Bank believes that based on information currently available, the ultimate resolution of these legal proceedings and legal claims will not likely to have a material effect on the operations, financial position or liquidity level of the Bank.

As of 31 December 2021 and 2020, the Bank has established a provision (included in "Other Liabilities") for several pending lawsuits filed against the Bank amounted to Rp9,167 and Rp17,280, respectively. Management believes that the provision is adequate to cover possible losses arising from pending litigations or legal claims that are currently in progress.

**48. TAMBAHAN INFORMASI ARUS KAS**

Perubahan pada liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas adalah sebagai berikut:

**48. SUPPLEMENTARY CASH FLOW INFORMATION**

Changes in liabilities arising from financing activities in the cash flow statements are as follows:

Keterangan	2021					Jumlah/ Total	Descriptions
	1 Januari/ 1 January 2020	Aktivitas non-kas/ Non-cash activity	Arus kas/ Cash flow	Selisih kurs/ Foreign exchange difference	Lainnya/ Others		
Sukuk mudharabah subordinasi	1,375,000	-	-	-	-	1,375,000	Subordinated sukuk
Liabilitas sewa	<u>180,928</u>	<u>238,388</u>	<u>(130,215)</u>	-	-	<u>289,101</u>	Lease liabilities
Keterangan	2020 <sup>1)</sup>					Jumlah/ Total	Descriptions
	1 Januari/ 1 January 2020	Aktivitas non-kas/ Non-cash activity	Arus kas/ Cash flow	Selisih kurs/ Foreign exchange difference	Lainnya/ Others		
Sukuk mudharabah subordinasi	1,279,000	-	96,000	-	-	1,375,000	Subordinated sukuk
Liabilitas sewa	<u>34,960</u>	<u>266,320</u>	<u>(120,352)</u>	-	-	<u>180,928</u>	mudharabah Lease liabilities

\*) Disajikan kembali, lihat Catatan 53

\*) Restated, see Note 53



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**49. OPINI DEWAN PENGAWAS SYARIAH**

Berdasarkan surat No. 04/BSI/DPS/OPINI/I/2022 tanggal 13 Januari 2022, Dewan Pengawas Syariah (DPS) PT Bank Syariah Indonesia Tbk menyatakan bahwa secara umum aspek syariah dalam operasional dan produk PT Bank Syariah Indonesia Tbk untuk tahun yang berakhir pada tanggal 31 Desember 2021, telah mengikuti fatwa dan ketentuan syariah yang dikeluarkan oleh Dewan Syariah Nasional Majelis Ulama Indonesia (DSN-MUI), serta opini syariah dari DPS.

Berdasarkan surat No. 001/BRIS/DPS/01/2021 tanggal 21 Januari 2021, untuk tahun yang berakhir 31 Desember 2020, Dewan Pengawas Syariah (DPS) Bank BRISyariah menyatakan bahwa secara umum aspek syariah dalam operasional dan produk PT Bank BRISyariah Tbk telah mengikuti fatwa dan ketentuan syariah yang dikeluarkan oleh Dewan Syariah Nasional Majelis Ulama Indonesia (DSN-MUI), serta opini syariah dari DPS.

Berdasarkan surat No. 22/24/DPS/XII/2020 tanggal 30 Desember 2020, untuk tahun yang berakhir 31 Desember 2020, Dewan Pengawas Syariah (DPS) Bank Syariah Mandiri menyatakan bahwa secara umum aspek syariah dalam operasional dan produk PT Bank Syariah Mandiri telah mengikuti fatwa dan ketentuan syariah yang dikeluarkan oleh Dewan Syariah Nasional Majelis Ulama Indonesia (DSN-MUI), serta opini syariah dari DPS.

Berdasarkan surat No. BNISy/DPS/OPINI/IXX/2020/026 tanggal 31 Desember 2020, untuk periode yang berakhir pada tanggal 31 Desember 2020, Dewan Pengawas Syariah (DPS) BNI Syariah menyatakan bahwa secara umum aspek syariah dalam operasional dan produk PT Bank BNI Syariah telah mengikuti fatwa dan ketentuan syariah yang dikeluarkan oleh Dewan Syariah Nasional Majelis Ulama Indonesia (DSN-MUI), serta opini syariah dari DPS.

**50. RENCANA BARANG MODAL**

Bank memiliki komitmen barang modal terkait dengan pembangunan gedung kantor cabang serta pengadaan perlengkapan komputer dan ATM adalah sebesar Rp668.040 dan Rp131.795 masing-masing pada tanggal 31 Desember 2021 dan 31 Desember 2020 (tidak diaudit).

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**49. OPINION OF THE SHARIA SUPERVISORY BOARD**

Based on letter No. 04/BSI/DPS/OPINI/I/2022 dated 13 January 2022, the Sharia Supervisory Board (DPS) of PT Bank Syariah Indonesia Tbk expressed opinions that in general, the sharia aspects on products and operations of PT Bank Syariah Indonesia Tbk for the year ended 31 December 2021, have complied with fatwa and sharia regulations issued by National Sharia Board of Indonesian Ulama Council (DSN-MUI), and sharia opinion of DPS.

Based on letter No. 001/BRIS/DPS/01/2021 dated 21 January 2021 for the year ended 31 December 2020, the Sharia Supervisory Board (DPS) of Bank BRISyariah expressed opinions that in general, the sharia aspects on products and operations of PT Bank BRISyariah Tbk have complied with fatwa and sharia regulations issued by National Sharia Board of Indonesian Ulama Council (DSN-MUI), and sharia opinion of DPS.

Based on letter No. 22/24/DPS/XII/2020 dated 30 December 2020, for the year ended 31 December 2020, the Sharia Supervisory Board (DPS) of Bank Syariah Mandiri expressed opinions that in general, the sharia aspects on products and operations of PT Bank Syariah Mandiri have complied with fatwa and sharia regulations issued by National Sharia Board of Indonesian Ulama Council (DSN-MUI), and sharia opinion of DPS.

Based on letter No. BNISy/DPS/OPINI/IXX/2020/026 dated 31 December 2020, for the year ended 31 December 2020, the Sharia Supervisory Board (DPS) of BNI Syariah expressed opinions that in general, the sharia aspects on products and operations of PT Bank BNI Syariah have complied with fatwa and sharia regulations issued by National Sharia Board of Indonesian Ulama Council (DSN-MUI), and sharia opinion of DPS.

**50. CAPITAL EXPENDITURE COMMITMENTS**

The Bank has capital expenditure plans in relation to the construction of branch offices and procurement of computer equipment and ATMs amounting to Rp668,040 and Rp131,795 as of 31 December 2021 and 31 December 2020 (unaudited), respectively.

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**51. STANDAR AKUNTANSI KEUANGAN BARU  
YANG TELAH DISAHKAN NAMUN BELUM  
BERLAKU EFEKTIF**

Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK-IAI") telah menerbitkan standar baru, amandemen dan interpretasi berikut, namun belum berlaku efektif untuk tahun buku yang dimulai pada 1 Januari 2021 adalah sebagai berikut:

- Amendemen PSAK 22: "Kombinasi bisnis tentang referensi ke kerangka konseptual";
- Amendemen PSAK 57: "Provisi, liabilitas kontinjensi, dan aset kontinjensi tentang kontrak memberatkan - Biaya memenuhi kontrak";
- Penyesuaian tahunan PSAK 71: "Instrumen keuangan"; dan
- Penyesuaian tahunan PSAK 73: "Sewa".

Standar tersebut akan berlaku efektif pada 1 Januari 2022 dan penerapan dini diperbolehkan.

- Amendemen PSAK 1: "Penyajian laporan keuangan";
- Amendemen PSAK 16 "Aset Tetap";
- Amendemen PSAK 25: "Kebijakan akuntansi, Perubahan estimasi akuntansi, dan kesalahan".

Standar tersebut akan berlaku efektif pada 1 Januari 2023 dan penerapan dini diperbolehkan.

Pada saat penerbitan laporan keuangan, Bank masih mempelajari dampak yang mungkin timbul dari penerapan standar baru dan revisi tersebut serta pengaruhnya pada laporan keuangan.

**52. AKUISISI TERBALIK**

Seperti diungkapkan dalam Catatan 1c, efektif pada tanggal 1 Februari 2021, BRIS melakukan penggabungan usaha dengan BSM dan BNIS dimana BRIS menjadi entitas yang menerima penggabungan sedangkan BSM dan BNIS bubar demi hukum.

Transaksi merger Bank diperlakukan seperti akuisisi terbalik untuk tujuan akuntansi dengan mempertimbangkan beberapa faktor terkait kontrol atas Bank setelah penggabungan usaha, termasuk salah satunya yaitu pemegang saham BSM menjadi pemegang saham pengendali Bank.

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**51. NEW FINANCIAL ACCOUNTING STANDARDS  
ISSUED BUT NOT YET EFFECTIVE**

*Financial Accounting Standard Board of Indonesian Institute of Accountants ("DSAK-IAI") has issued the following new standards, amendments and interpretations, but not yet effective for the financial year beginning 1 January 2021 are as follows:*

- *Amendment of SFAS 22: "Business combination for reference to conceptual framework";*
- *Amendment of SFAS 57: "Provision, contingent liabilities, and contingent assets related to onerous contracts - Cost of fulfilling the contracts";*
- *Annual improvement SFAS 71: "Financial instruments"; and*
- *Annual improvement SFAS 73: "Leases".*

*The above standards will be effective on 1 January 2022 and early adoption is permitted.*

- *Amendment of SFAS 1: "Presentation of financial statement"*
- *Amendment of SFAS 16 "Fixed Assets";*
- *Amendment of SFAS 25: "Accounting policies, changes of accounting estimates, and error".*

*The above standards will be effective on 1 January 2023 and early adoption is permitted.*

*As at the authorization date of financial statements, the Bank is still evaluating the potential impact of these new and revised standards to the financial statements.*

**52. REVERSE ACQUISITION**

*As disclosed in Note 1c, the merger between BRIS, BSM and BNIS was effective on 1 February 2021, with BRIS as the surviving entity, BSM and BNIS being dissolved by the law.*

*The Bank's merger transactions are treated as reverse acquisitions for accounting purposes considering several factors related to the control over the Bank after the merger, one of them is the BSM's controlling shareholder as the controlling shareholder of the Bank.*

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**52. AKUISISI TERBALIK (lanjutan)**

Transaksi merger Bank diperlakukan seperti akuisisi terbalik untuk tujuan akuntansi dengan beberapa alasan sebagai berikut:

- Pemegang saham BSM menjadi pemegang saham pengendali Bank pada saat penyelesaian transaksi;
- Komposisi organ pengatur Bank didominasi oleh ex-legacy BSM;
- Komposisi manajemen senior Bank didominasi oleh ex-legacy BSM;
- Komposisi total aset, total pendapatan, dan laba pada saat penggabungan didominasi oleh ex-legacy BSM.

Dengan demikian, BSM dianggap sebagai pihak yang menerima bisnis dan BRIS (sebagai pihak yang mengakuisisi secara hukum) dianggap sebagai pihak yang diakuisisi untuk tujuan akuntansi. Laporan keuangan Bank merupakan keberlanjutan dari laporan keuangan BSM.

Pada 1 Februari 2021, BRIS menerbitkan 31.130.700.245 saham dengan nilai nominal Rp500 kepada pemegang saham BSM dan BNIS (setara dengan Rp15.565.350). Saham baru yang diterbitkan tersebut menghasilkan 51,18% kepemilikan pemegang saham BSM, 25,03% kepemilikan pemegang saham BNIS di entitas setelah penggabungan. Jumlah saham BRIS yang beredar per 1 Februari 2021 sebanyak 41.031.208.943 saham atau setara dengan Rp20.515.604.

Imbalan bersih yang dialihkan secara efektif yang timbul dari akuisisi terbalik sebesar Rp16.377.633 ditentukan dengan menggunakan nilai wajar saham BSM sebelum akuisisi, yaitu 599.437.496 saham dengan harga nilai wajar saham BSM sebesar Rp27.322 (Rupiah penuh) per saham. Imbalan bersih dihitung berdasarkan jumlah saham yang harus dikeluarkan BSM kepada entitas induk yang sah untuk memberi pemilik entitas induk yang sah persentase kepemilikan yang sama dalam entitas gabungan (BSI).

Selisih antara imbalan bersih yang secara efektif dialihkan dengan aset bersih yang diperoleh sebesar Rp11.003.573 sebesar Rp5.374.061 diakui sebagai "Selisih Nilai Transaksi Penggabungan Bisnis Entitas Sepengendali" dan disajikan sebagai bagian dari "Tambahan Modal Disetor" di bagian ekuitas laporan posisi keuangan.

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**52. REVERSE ACQUISITION (continued)**

*The Bank's merger transactions are treated as reverse acquisitions for accounting purposes for the following reasons:*

- *The shareholders of BSM become the controlling shareholders of the Bank at the time of transaction settlement;*
- *The composition of the Bank's regulatory organs is dominated by ex-legacy BSM;*
- *The composition of the Bank's senior management is dominated by ex-legacy BSM.*
- *The composition of total asset, total revenue, and profit at the merger date is dominated by ex-legacy BSM.*

*Thus, BSM is considered the acquirer in accounting terms, and BRIS (as the legal acquirer) is considered the acquiree for accounting purposes. The Bank's financial statements is a continuation of the BSM financial statements.*

*On 1 February 2021, BRIS issued 31,130,700,245 shares with a nominal value of Rp500 to BSM and BNIS shareholders (equivalent to Rp15,565,350). The newly issued shares resulted in 51.18% ownership of BSM's shareholder, 25.03% ownership of BNIS's shareholder in the entity after the merger. The number of outstanding BRIS shares as of 1 February 2021 was 41,031,208,943 shares or equivalent to Rp20,515,604.*

*The net consideration effectively transferred arising from the reverse acquisition amounting to Rp16,377,633 was determined using the fair value of BSM shares before the acquisition, which was 599,437,496 shares at a fair value price of BSM shares amounting to Rp27,322 (full amount) per share. The net consideration was calculated based on number of shares BSM would have had to have issued to the legal parent to give the owners of the legal parent the same percentage ownership in the combined entity (BSI).*

*The difference between net consideration effectively transferred and the net assets acquired of Rp11,003,573 amounting to Rp5,374,061 is recognised as "Difference in Value from Business Combination Transactions of Entities Under Common Control" and presented as part of "Additional Paid-in Capital" in the equity section of the statement of financial position.*

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**52. AKUISISI TERBALIK (lanjutan)**

Terkait dengan penggabungan usaha, berikut adalah rangkuman nilai buku neto atas jumlah aset dan jumlah liabilitas yang diserahkan oleh BRIS dan BNIS kepada BSM per tanggal 1 Februari 2021 :

	<u>1 Februari 2021/</u> <u>1 February 2021</u>
Total aset	114,463,592
Total liabilitas	(33,553,129)
Total dana <i>syirkah</i> temporer	<u>(69,906,890)</u>
Nilai buku neto	11,003,573
Imbalan neto yang secara efektif dialihkan	<u>(16,377,634)</u>
Selisih	(5,374,061)
Penyesuaian yang timbul dari akuisisi terbalik untuk mencerminkan modal menurut hukum dari Bank	<u>(995,952)</u>
Total tambahan modal disetor yang timbul dari akuisisi terbalik	<u>(6,370,013)</u>

Sebagai akibat dari akuisisi terbalik, modal saham Bank disesuaikan untuk mencerminkan modal saham dari pihak yang melepas bisnis secara akuntansi sebesar Rp995.952 dengan penyesuaian terkait ke dalam akun "Tambahan modal disetor".

Total tambahan modal disetor yang timbul dari akuisisi terbalik senilai Rp 6.370.013 merupakan penjumlahan antara selisih imbalan neto yang secara efektif dialihkan dengan nilai buku neto BNIS dan BRIS, ditambah dengan penyesuaian untuk mencerminkan modal Bank menurut hukum pada tanggal 1 Februari 2021.

**52. REVERSE ACQUISITION (continued)**

*In relation to the merger, below is a summary of the net book value of total assets and total liabilities transferred by BRIS and BNIS to the Bank as of 1 February 2021:*

	<u>1 Februari 2021/</u> <u>1 February 2021</u>
Total aset	114,463,592
Total liabilitas	(33,553,129)
Total dana <i>syirkah</i> temporer	<u>(69,906,890)</u>
Nilai buku neto	11,003,573
Imbalan neto yang secara efektif dialihkan	<u>(16,377,634)</u>
Selisih	(5,374,061)
Penyesuaian yang timbul dari akuisisi terbalik untuk mencerminkan modal menurut hukum dari Bank	<u>(995,952)</u>
Total tambahan modal disetor yang timbul dari akuisisi terbalik	<u>(6,370,013)</u>

*As a result of the reverse acquisition, the Bank's share capital was adjusted to reflect the share capital of the acquiree on an accounting basis amounting to Rp995,952 with a related adjustment to the "Additional paid-in capital" account.*

*The total additional paid-in capital arising from the reverse acquisition of Rp6,370,013 is the sum of the difference between the net consideration effectively transferred and the net book value of BNIS and BRIS, plus adjustments to reflect the Bank's legal capital as of 1 February 2021.*

**53. PENYAJIAN KEMBALI LAPORAN KEUANGAN TAHUN SEBELUMNYA**

Laporan keuangan pada dan untuk tahun yang berakhir tanggal 31 Desember 2020 dan 1 Januari 2020 disusun berdasarkan tiga laporan keuangan terpisah PT Bank BRISyariah Tbk, PT Bank Mandiri Syariah dan PT Bank BNI Syariah.

Penggabungan usaha ini merupakan kombinasi bisnis entitas sepengendali dan diperlakukan berdasarkan metode penyatuan kepemilikan sesuai Pernyataan Standar Akuntansi Keuangan ("PSAK") No. 38 (Revisi 2012), "Kombinasi Bisnis entitas Sepengendali". Untuk penyajian transaksi kombinasi bisnis entitas sepengendali berdasarkan metode penyatuan kepemilikan, laporan posisi keuangan pada tanggal 31 Desember 2020 disajikan seakan-akan penggabungan usaha tersebut terjadi sejak awal periode entitas yang bergabung berada dalam sepengendalian.

**53. RESTATEMENT OF THE PRIOR YEAR FINANCIAL STATEMENTS**

*The financial statements as of and for the year ended 31 December 2020 and 1 January 2020 are prepared based on three separate financial reports for PT Bank BRISyariah Tbk, PT Bank Mandiri Syariah and PT Bank BNI Syariah.*

*The merger constitutes a common control business combination and was accounted for under the pooling-of-interest method following the provisions of Statement of Financial Accounting Standards ("SFAS") No. 38 (Revised 2012), "Common Control Business Combination". In presenting the common control business combination transaction under the pooling-of-interests method, the statements of financial position as of 31 December 2020 were presented as if it had occurred since beginning period of the merged entity under common control.*

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**53. PENYAJIAN KEMBALI LAPORAN KEUANGAN**  
**TAHUN SEBELUMNYA (lanjutan)**

Pengaruh penyajian kembali pada laporan posisi keuangan pada tanggal 31 Desember 2020 adalah sebagai berikut:

**53. RESTATEMENT OF THE PRIOR YEAR**  
**FINANCIAL STATEMENTS (continued)**

The effects of the restatement to the statements of financial position as of 31 December 2020 are as follows:

2020*)						
Sebelum Penyajian Kembali / Before Restatement						
	PT Bank BRISyariah Tbk	PT Bank Syariah Mandiri	PT Bank BNI Syariah	Penyesuaian/ Adjustment	Reklasifikasi/ Reclassifications	Setelah penyajian Kembali/After restatement
<u>Laporan Posisi Keuangan</u>						<u>Statement of Financial Positions</u>
<b>ASET</b>						<b>ASSETS</b>
Kas	1,126,358	1,638,321	416,060	-	-	3,180,739
Giro dan penempatan pada Bank Indonesia	1,584,299	13,181,288	6,762,346	-	-	21,527,933
Giro dan penempatan pada bank lain	1,844,890	6,250,157	600,758	-	80,000	8,775,805
Investasi pada surat berharga	13,039,500	22,500,456	13,565,681	-	(80,000)	49,025,637
Tagihan akseptasi	43,693	174,740	76,671	(2,315)	-	292,789
Piutang, bersih	22,697,541	44,083,188	19,685,172	-	123,287	86,589,188
Pinjaman qardh, bersih	311,562	7,244,190	1,498,621	-	-	9,054,373
Pembiayaan mudharabah, bersih	307,597	793,678	1,497,512	-	-	2,598,787
Pembiayaan musyarakah, bersih	14,171,405	27,818,238	8,906,532	-	-	50,896,175
Aset yang diperoleh untuk ijarah - bersih	1,094,012	198,923	216,526	-	-	1,509,461
Biaya dibayar di muka	-	-	107,741	-	(107,741)	-
Aset tetap dan aset hak guna - bersih	434,818	1,793,564	1,168,153	-	540	3,397,075
Aset pajak tangguhan	305,228	596,182	207,871	-	-	1,109,281
Aset lain-lain - bersih	754,683	635,015	299,699	-	(65,116)	1,624,281
<b>Total aset</b>	<b>57,715,586</b>	<b>126,907,940</b>	<b>55,009,343</b>	<b>(2,315)</b>	<b>(49,030)</b>	<b>239,581,524</b>
<b>LIABILITAS</b>						<b>LIABILITIES</b>
Liabilitas segera	266,876	482,679	53,010	-	186,797	989,362
Bagi hasil yang belum dibagikan	67,283	78,810	30,337	-	(6,420)	170,010
Simpanan nasabah						
Giro wadiah	6,328,866	20,875,425	3,618,322	-	-	30,822,613
Tabungan wadiah	9,247,604	7,921,252	12,407,768	-	4,346	29,580,970
Simpanan dari Bank lain	704,536	84,015	18,009	-	-	806,560
Liabilitas akseptasi	43,693	176,505	77,454	(2,315)	-	295,337
Utang pajak	208,143	239,776	89,595	-	-	537,514
Imbalan kerja	58,260	-	689,557	-	160,934	908,751
Biaya yang masih harus dibayar	-	-	25,233	-	(25,233)	-
Estimasi kerugian komitmen dan kontinjensi	3,602	15,878	1,082	-	(239)	20,323
Liabilitas lain-lain	546,249	1,484,987	242,552	-	(364,867)	1,908,921
<b>Total liabilitas</b>	<b>17,475,112</b>	<b>31,359,327</b>	<b>17,252,919</b>	<b>(2,315)</b>	<b>(44,682)</b>	<b>66,040,361</b>
<b>DANA SYIRKAH TEMPORER</b>						<b>TEMPORARY SYIRKAH FUNDS</b>
Dana syirkah temporer						Temporary syirkah funds
Giro mudharabah	1,623,563	913,927	2,832,962	-	-	5,370,452
Tabungan mudharabah	6,147,015	39,670,511	13,195,754	-	(4,346)	59,008,934
Deposito mudharabah	26,025,608	43,749,616	16,268,408	-	-	86,043,632
Sukuk mudharabah subordinasi	1,000,000	375,000	-	-	-	1,375,000
<b>Total dana syirkah temporer</b>	<b>34,796,186</b>	<b>84,709,054</b>	<b>32,297,124</b>	<b>-</b>	<b>(4,346)</b>	<b>151,798,018</b>
<b>EKUITAS</b>						<b>EQUITY</b>
Modal saham	4,950,254	3,142,019	2,921,335	(7,871,589)	-	3,142,019
Tambahan modal disetor	14,964	-	-	(14,964)	-	-
Ekuitas Merging Entities	-	-	-	10,903,586	-	10,903,586
Keuntungan revaluasi aset tetap - setelah pajak	-	395,725	81,461	(81,461)	-	395,725
Pengukuran kembali program imbalan pasti - setelah pajak	5,007	53,998	(75,197)	70,190	-	53,998
Keuntungan yang belum direalisasi atas surat berharga dalam kelompok diukur pada nilai wajar melalui pendapatan komprehensif lainnya	-	-	1,083	(1,083)	-	-
Opsis saham	3,046	-	-	(3,046)	-	-
Saldo laba						
Telah ditentukan penggunaannya	78,470	597,804	454,016	(532,486)	-	597,804
Belum ditentukan penggunaannya	392,547	6,650,013	2,076,600	(2,469,147)	-	6,650,013
<b>Total ekuitas</b>	<b>5,444,288</b>	<b>10,839,559</b>	<b>5,459,298</b>	<b>-</b>	<b>-</b>	<b>21,743,145</b>

\*) Disajikan kembali, lihat Catatan 53

\*) Restated, see Note 53

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**53. PENYAJIAN KEMBALI LAPORAN KEUANGAN**  
**TAHUN SEBELUMNYA (lanjutan)**

Pengaruh penyajian kembali pada laporan posisi keuangan pada tanggal 1 Januari 2020 adalah sebagai berikut: (lanjutan)

**53. RESTATEMENT OF THE PRIOR YEAR**  
**FINANCIAL STATEMENTS (continued)**

The effects of the restatement to the statements of financial position as of 1 January 2020 are as follows: (continued)

		1 Januari 2020/ 1 January 2020					
		<u>Sebelum Penyajian Kembali / Before Restatement</u>				<u>Setelah penyajian kembali/After restatement</u>	
	PT Bank BRISyariah Tbk	PT Bank Syariah Mandiri	PT Bank BNI Syariah	Penyesuaian/ Adjustment	Reklasifikasi/ Reclassifications		
<u>Laporan Posisi Keuangan</u>							<u>Statement of Financial Positions</u>
<b>ASET</b>							<b>ASSETS</b>
Kas	262,485	1,591,962	355,843	-	-	2,210,290	Cash
Giro dan penempatan pada Bank Indonesia	4,600,895	11,010,935	8,228,726	-	-	23,840,556	Current Account and placements with Bank Indonesia
Giro dan penempatan pada bank lain	302,738	2,259,530	247,893	-	850,000	3,660,161	Current accounts and placements with other banks
Investasi pada surat berharga	10,268,270	21,088,127	8,349,580	(96,000)	(850,000)	38,759,977	Investments in marketable securities
Tagihan akseptasi	1,381	233,514	-	-	-	234,895	Acceptance receivables
Piutang - bersih	13,213,440	39,102,924	18,692,519	-	76,398	71,085,281	Receivables - net
Pinjaman qardh - bersih	399,335	6,441,269	1,629,692	-	-	8,470,296	Funds of qardh - net
Pembiayaan mudharabah - bersih	407,246	1,706,416	1,560,734	-	-	3,674,396	Mudharabah financing - net
Pembiayaan musyarakah - bersih	11,019,873	25,956,876	9,417,026	-	-	46,393,775	Musyarakah financing
Aset yang diperoleh untuk ijarah - bersih	1,597,231	367,516	286,519	-	-	2,251,266	Assets acquired for ijarah - net
Biaya dibayar di muka	-	-	190,302	-	(190,302)	-	Prepaid expenses
Aset tetap dan aset hak guna - bersih	224,050	1,121,079	528,379	-	2,742	1,876,250	Fixed assets and right of use asset - net
Aset pajak tangguhan	238,999	388,499	183,013	-	-	808,511	Deferred tax assets
Aset lain-lain - bersih	587,545	1,025,220	310,009	-	108,599	2,031,373	Other assets - net
<b>Total aset</b>	<b>43,123,488</b>	<b>112,291,867</b>	<b>49,980,235</b>	<b>(96,000)</b>	<b>(2,563)</b>	<b>205,297,027</b>	<b>Total assets</b>
<b>LIABILITAS</b>							<b>LIABILITIES</b>
Liabilitas segera	61,253	312,026	153,017	-	615,747	1,142,043	Obligations due immediately
Bagi hasil yang belum dibagikan	52,503	97,155	52,001	-	(759)	200,900	Undistributed revenue sharing
Simpanan nasabah							Deposits from customers
Giro wadiah	2,029,898	11,510,300	2,888,042	-	-	16,428,240	Wadiah demand deposits
Tabungan wadiah	6,951,688	5,126,726	9,052,362	-	4,852	21,135,628	Wadiah savings deposits
Simpanan dari bank lain	15,999	67,135	23,761	-	-	106,895	Deposits from other banks
Liabilitas akseptasi	1,381	235,873	-	-	-	237,254	Acceptance liabilities
Utang pajak	80,926	187,853	109,973	-	-	378,752	Taxes payable
Liabilitas Imbalan kerja	43,232	-	514,976	-	169,653	727,861	Employee benefit liabilities
Biaya yang masih harus dibayar	-	-	38,554	-	(38,554)	-	Accrued expense
Estimasi kerugian komitmen dan kontinjensi	1,972	16,740	1,079	-	(339)	19,452	Estimated losses on commitments and contingencies
Liabilitas lain-lain	2,641,184	1,498,495	238,448	-	(748,309)	3,629,818	Other liabilities
<b>Total liabilitas</b>	<b>11,880,036</b>	<b>19,052,303</b>	<b>13,072,213</b>	<b>-</b>	<b>2,291</b>	<b>44,006,843</b>	<b>Total liabilities</b>
<b>DANA SYIRKAH TEMPORER</b>							<b>TEMPORARY SYIRKAH FUNDS</b>
Dana syirkah temporer							Temporary syirkah funds
Giro mudharabah	4,080,803	2,969,821	4,829,580	-	-	11,880,204	Mudharabah demand deposits
Tabungan mudharabah	2,025,354	35,016,524	11,027,320	-	(4,852)	48,064,346	Mudharabah savings deposits
Deposito mudharabah	19,049,259	45,632,384	16,316,046	-	-	80,997,689	Mudharabah time deposits
Sukuk mudharabah subordinasi	1,000,000	375,000	-	(96,000)	-	1,279,000	Subordinated sukuk mudharabah
<b>Total dana syirkah temporer</b>	<b>26,155,416</b>	<b>83,993,729</b>	<b>32,172,946</b>	<b>(96,000)</b>	<b>(4,852)</b>	<b>142,221,239</b>	<b>Total temporary syirkah funds</b>
<b>EKUITAS</b>							<b>EQUITY</b>
Modal saham	4,858,057	2,989,022	2,501,500	(7,359,557)	-	2,989,022	Share capital
Tambahan modal disetor	517	-	-	(517)	-	-	Additional paid in capital
Ekuitas Merging Entities	-	-	-	9,823,110	-	9,823,110	Merging Entities Equity
Keuntungan revaluasi aset tetap - setelah pajak	-	395,725	81,461	(81,461)	-	395,725	Gain on revaluation of fixed assets - net of tax
Pengukuran kembali program imbalan pasti - setelah pajak	(2,181)	47,049	(26,877)	29,058	-	47,049	Remeasurement of defined benefit plan - net of tax
Keuntungan yang belum direalisasi atas surat berharga dalam kelompok diukur pada nilai wajar melalui pendapatan komprehensif lainnya	-	710	2,693	(2,693)	-	710	Unrealized gain on securities measured at fair value through other comprehensive income
Opsis saham	8,679	-	-	(8,679)	-	-	Stock option
Saldo laba							Retained earnings
Telah ditentukan penggunaannya	63,668	597,804	333,365	(397,033)	-	597,804	Appropriated
Belum ditentukan penggunaannya	159,296	5,215,525	1,842,932	(2,002,228)	-	5,215,525	Unappropriated
<b>Total ekuitas</b>	<b>5,088,036</b>	<b>9,245,835</b>	<b>4,735,074</b>	<b>-</b>	<b>-</b>	<b>19,068,945</b>	<b>Total equity</b>

# Appendix

## Financial Services Authority Circular Letter No. 10/SEOJK.03/2020 concerning Transparency and Publication of Reports for Islamic Commercial Banks and Sharia Business Units

DESCRIPTION	PAGE
<b>ANNUAL PERIOD</b>	
1. Scope	
a. Annual report of published financial statements and information on financial performance of Sharia Commercial Banks (BUS) covers:	✓
1) general information;	✓
2) information on financial performance;	✓
3) risk exposure and capital;	✓
4) governance;	✓
5) audited financial statements; and	✓
6) related information on BUS business group.	
b. Description of the respective scope of discussions are as follow:	
1) General Information	
General information in the annual report of published financial statements and information on financial performance of BUS cover at the very least:	1-189; 192-251
a) Financial Highlights	16-19
The Financial Highlights section presents financial information in a comparative format for 2 (two) financial years, or since the BUS began its business for BUS that has been in business for less than 2 (two) years. At the very least, financial highlights covers:	16-19
(1) net revenues after distribution of profit sharing, fees and bonuses;	18
(2) operating profit/loss;	18
(3) profit/loss before taxes;	18
(4) net profit/loss;	18
(5) total comprehensive profit/loss;	18
(6) net income per share;	18
(7) total assets;	16
(8) total liabilities;	16
(9) total equity;	17
(10) earning assets;	16
(11) third party funds;	17
(12) borrowings;	16
(13) financial ratios, at least of:	19
i. CAR;	19
ii. ROA;	19
iii. ROE;	19
iv. BOPO;	19
v. CIR;	19
vi. percentage of LLL violation and exceedance;	19
vii. mandatory minimum reserves;	19
viii. net open position;	19
ix. NPF gross and NPF net; and	19
x. profit/loss to revenue ratio; and	19
(14) other relevant information	16-19

DESCRIPTION	PAGE
b) Profile of BUS	
The profile of BUS covers at least:	
(1) the name of BUS, including if there has been a change of name, the reason for the change, and effective date of name in the Fiscal Year;	70
(2) information on the head office of BUS where the general public may obtain information about the BUS, covering:	71
i. address;	✓
ii. telephone number;	✓
iii. fax number;	✓
iv. e-mail address; and	✓
v. web site address;	✓
(3) brief profile of BUS;	72-73
(4) vision and mission of BUS;	76
(5) line(s) of business according to the latest articles of association, business activities performed in the Fiscal Year, and types of products and activities;	78-88
(6) organization structure of BUS, at the very least to 1 (one) level below the Directors, with name and position;	102-103
(7) shareholding structure and composition, that is, names of shareholders and percentage of share-ownership, including:	180-182
i. shareholders with a minimum of 5% (five percent) of shares of the BUS;	180
ii. members of the board of directors and board of commissioners that hold shares of the BUS;	181
iii. public shareholders, that is, shareholders that each held less than 5% (five percent) of shares of the BUS (if any); and	182
iv. information on the controlling shareholder(s) of the BUS, up to the individual ultimate shareholders, presented in a schematic diagram or chart;	183
(8) profiles of the Board of Directors, Board of Commissioners, and the DPS (Sharia Supervisory Board), covering at least:	105-129
i. structure of the Board of Directors, Board of Commissioners and DPS, as well as position and curriculum vitae.	✓
In the event of changes in the membership composition of the Board of Directors, Board of Commissioners and/or DPS occurring subsequent to the end of the Fiscal Year and up to the deadline for submission of the annual report of published financial statements and information on financial performance, membership composition of the Board of Directors, Board of Commissioners and DPS shall be presented both prior and after the change;	✓
ii. latest photograph;	✓
iii. age;	✓
iv. citizenship;	✓
v. education;	✓
vi. work history, with information on:	✓
(i) number and date of deed of ratification, letter of approval and/or record from the relevant authority regarding the appointment as member of the Board of Directors, Board of Commissioners or DPS;	✓
(ii) concurrent position(s) of members of the Board of Directors, Board of Commissioners and DPS (if any); and	✓
(iii) prior work experience and period of service, in or outside the BUS;	✓
vii. education and/or training attended by members of the Board of Directors, Board of Commissioners, and DPS during the Fiscal Year (if any); and	✓
viii. financial, management and share ownership relations, and/or family relationship with members of the Board of Directors, members of the Board of Commissioners, and/or controlling shareholders (if any) and names of the members of the Board of Directors, members of the Board of Commissioners, and/or the controlling shareholder;	✓
(9) brief profiles of executive officers, with structure, position and summary curriculum vitae;	128-140
(10) number of employees and employee grouping by education and age in the Fiscal Year;	141-146



DESCRIPTION	PAGE
(11) names and address of supporting professionals/institutions.	186-187
In the event of supporting professionals/institutions that provide regular services to the BUS, such as a public accountant firm or notary, should be disclosed information on services provided, commission (fee) paid, and period of assignment; and	✓
(12) award and/or certification received by the BUS, at the national and international level, in the last Fiscal Year (if any), that covers:	24-29
i. name of award and/or certification;	✓
ii. organization/institution that issued the award and/or certification; and	✓
iii. validity period of award and/or certification (if any).	✓
c) Report of the Board of Directors	49-57
The report of the Board of Directors should at least present brief information on the performance of the BUS, comprising of:	
(1) strategy and policies taken;	53
(2) comparison between achievements and targets;	54
(3) constraints faced by the BUS;	52
(4) overview of business prospects;	54
(5) implementation of governance at the BUS;	55-56
(6) changes in membership composition of the Board of Directors and the reason for such changes (if any);	57
(7) primary activities;	-
(8) information technology;	56
(9) financing to customers in the MSME segment;	54
(10) percentage of fees in funding and financing;	54
(11) economic development and market target;	52
(12) business partners and networks, domestic and/or overseas;	89
(13) number, type and location of branch offices of BUS;	92-101
(14) ownership by the Board of Directors, Board of Commissioners and shareholders in the business group of BUS;	181
(15) significant changes occurring at the BUS and business group of BUS in the current year;	55
(16) prediction of significant future issues; and	55
(17) information on human resources, covering number, education level, training and competence development programs attended.	56
d) Report of the Board of Commissioners	39-45
The report of the Board of Commissioners should at least covers:	
(1) assessment of the performance of the Board of Directors in the management of the BUS;	42
(2) supervision on the implementation of strategies of the BUS;	42-43
(3) opinion on the business prospects of BUS as prepared by the Board of Directors;	43
(4) opinion on the implementation of governance at the BUS;	43-44
(5) changes in the membership composition of the Board of Commissioners and the reason for such changes (if any); and	44-45
(6) frequency and mechanism for advising the members of the Board of Directors.	44
2) Information on Financial Performance	192-251
Information on financial performance includes a management discussion and analysis presenting an analysis and discussion of financial statements accounts and other important information with an emphasis on material changes that occurred during the Fiscal Year, which at least includes:	
a) review of performance by business segments, such as consumer, retail or corporate segments, at least covering:	198-207
(1) revenues; and	✓
(2) profitability;	✓
b) review of financial performance, comparing current year financial performance with those in the preceding year, as well as explanation for changes in the accounts and the impact of such changes, covering at least:	208-215
(1) fund disbursement (investment and financing) and total assets;	211
(2) third party funds and other sources of funding;	212
(3) equity;	212

DESCRIPTION	PAGE
(4) revenues, expenses, profit/loss, other comprehensive income, and total comprehensive profit/loss; and	213
(5) cash flows;	214
c) analysis of earning asset quality and financial ratios;	214
d) capital structure;	221-222
e) material information or fact subsequent to the date of public accountant report (if any);	223
f) marketing aspects of products and activities of the BUS, containing at least information on marketing strategy and market share;	226-230
g) description of dividend distribution during the last 2 (two) Fiscal Years (if any), disclosing at least:	230
(1) dividend policy;	-
(2) date of payment of cash dividend and/or date of distribution of non-cash dividend;	-
(3) earning per share, cash or non-cash;	-
(4) amount of dividend payment in the year;	-
(5) changes in laws and regulations with significant impact to the BUS and the impact thereof to the financial statements (if any); and	241-248
(6) changes in accounting policies, reason for such changes, and the impact thereof to the financial statements (if any);	248-249
h) report of distribution of profit sharing;	215-216
i) report of sources and utilization of zakat and wakaf funds; and	216
j) report of sources and utilization of social donation funds.	217
3) Risk exposure and capital	275-329
The scope of discussions on risk exposure and capital shall refers to the Attachment to this OJK Circular Letter.	
4) Governance	332-513
a) Information on governance	√
In the event that BUS discloses information on governance as an inseparable part of the annual report of published financial statements and information on financial performance, the scope of governance information is in accordance with the provisions of laws and regulations regarding the implementation of good corporate governance for sharia commercial banks and sharia business units as well as regulations of the Financial Services Authority concerning the implementation of governance in providing remuneration for sharia commercial banks and sharia business units.	
b) Sustainability Report	√
(1) The sustainability report should conform with relevant regulations from OJK on the implementation of sustainable finance for financial services institutions, issuers, and public companies.	√
In the event that BUS prepares the sustainability report as an inseparable part of the annual report of published financial statements and information on financial performance, the scope of such sustainability report should conform with relevant regulations from OJK on the implementation of sustainable finance for financial services institutions, issuers, and public companies.	√
(2) Social and environmental responsibility report of the BUS in accordance with laws and regulations on social and environmental responsibility for limited liability companies.	
Information on social and environmental responsibility covers management policies, types of programs, and costs expended, among other things in aspects of:	516-550
(a) environment;	526-528
(b) labor practices;	528-532
(c) sound institutional practices;	521-526
(d) consumer; and	533-538
(e) community development.	539-550
In the event that BUS presents information on social and environmental responsibility in a separate report such as in a social and environmental responsibility report or a sustainability report, the BUS is exempted from disclosing information regarding social and environmental responsibility in the annual report of published financial statements and information on financial performance.	

DESCRIPTION	PAGE
5) Audited Financial Statements	✓
The financial statements that have been audited by a public accountant and public accountant firm registered with the OJK, which covers:	✓
a) statement of financial position;	✓
b) statement of profit or loss and other comprehensive income;	✓
c) statement of changes in equity;	✓
d) statement of cash flows; and	✓
e) notes to the financial statements, including information on commitments and contingencies.	
6) Information related to the business group of BUS	183
For BUS that is part of a business group and/or that have a Subsidiary Entity, the following information should be included in the annual report of published financial statements and information on financial performance:	
a) structure of BUS business group, covering:	
(1) structure of BUS business group, comprising the BUS, Subsidiary Entity, Related Entity, Parent Entity, and up to the ultimate shareholder;	
(2) management relationship among companies in the BUS business group; and	
(3) shareholders acting in concert	-
Shareholders acting in concert refer to individual or institutional shareholders with a common objective of controlling the BUS, with or without a formal agreement;	-
b) transactions between the BUS and related parties in the BUS business group, with consideration of the followings:	233-240
(1) information on transactions with related parties, whether conducted by BUS or by any entity in the BUS business group in the financial sector;	233-240
(2) related parties are parties defined as such in relevant financial accounting standards;	233-240
(3) types of transaction with related parties, including:	
(a) cross shareholding;	✓
(b) transactions by a business group performed in the interest of another business group;	✓
(c) short-term liquidity management in the business group;	✓
(d) funding provided to, or received by, another entity in a business group;	✓
(e) exposure to a majority shareholder in the form of, among others, loans, commitments and contingencies; and	✓
(f) transactions for the purchase, sale and/or rental of assets with another entity in the business group, including transactions with repurchase agreement (repo);	✓
c) transactions with related parties conducted by each entity in the BUS business group in the financial sector;	233-240
d) the provision of funding, commitments or equivalent facilities from an entity in the BUS business group to the customers and/or parties that already received financing from the BUS;	-
e) existence of a prohibition, restriction, and/or other significant constraint to transfer funds or to fulfil the required regulatory capital between BUS and other entities in a business group; and	-
f) name and address of Subsidiary Entity, associated entities and joint venture entities where the BUS have a common control with the entity, along with the percentage of share-ownership, line of business, total assets and operational status of the BUS (if any).	-
c. The BUS that is an Issuer and/or a Public Company should include in addition the scope of information in accordance with the provisions of OJK Regulation regarding the annual report of issuer or public company.	✓

# SEOJK REFERENCE

## No. 30/SEOJK.04/2021: Annual Report of Public Company

DESCRIPTION		PAGE
I.	General Provision	
1.	In this Financial Services Authority Circular Letter what is meant by:	✓
a.	The Annual Report is a report on the Board of Directors and Board of Commissioners accountability in managing and supervising issuers or public companies within a period of 1 (one) fiscal year to the general meeting of shareholders prepared based on the provisions of the Financial Services Authority Regulation concerning the Annual Report of issuers or public companies	✓
b.	Issuers are parties who make public offerings	✓
c.	A Public Company is a company whose shares are owned by at least 300 (three hundred) shareholders and has a paid-up capital of at least Rp3,000,000,000.00 (three billion rupiah) or a number of shareholders and paid-up capital as determined by the Financial Services Authority	✓
d.	A Public Company is an Issuer that has made a public offering of equity securities or a Publicly-listed Company	✓
e.	A Sustainability Report is a report published to the public that contains the economic, financial, social, and environmental performance of a financial service institution, Issuer, and Public Company in running a sustainable business	✓
f.	Board of Directors:	
1)	For an Issuer or a Public Company in the form of a limited liability company, it is the Board of Directors as referred to in the Financial Services Authority Regulation concerning the Board of Directors and Board of Commissioners of an Issuer or Public Company; and	✓
2)	For an Issuer or a Public Company in the form of a legal entity other than a limited liability company, it is the body that carries out the management of the legal entity as referred to in the laws and regulations concerning the legal entity.	✓
g.	Board of Commissioners:	
1)	For an Issuer or a Public Company in the form of a limited liability company, the Board of Commissioners as referred to in the Financial Services Authority Regulation concerning the Board of Directors and Board of Commissioners of an Issuer or Public Company; and	✓
2)	For the Issuer or Public Company in the form of a legal entity other than a limited liability company, it is the body that supervises the legal entity as referred to in the laws and regulations concerning the legal entity.	✓
h.	General Meeting of Shareholders hereinafter abbreviated as GMS:	
1)	For an Issuer or a Public Company in the form of a limited liability company, it is the GMS as referred to in the Financial Services Authority Regulation concerning the Planning and Organizing of the General Meeting of Shareholders of a Public Company; and	✓
2)	For an Issuer or Public Company in the form of a legal entity other than a limited liability company, it is the body that has authority that is not given to any other body that carries out management and supervisory functions, within the limits specified in the legislation and/or articles of association governing the legal entity.	
2.	The Annual Report of Issuers or Public Companies is an important source of information for investors or shareholders as one of the basic considerations in making investment decisions and a means of supervision of Issuers or Public Companies.	✓
3.	Along with the development of the capital market and the increasing need for information disclosure by investors or shareholders, the Board of Directors and the Board of Commissioners are required to present quality, accurate, and accountable information through the Annual Reports of Issuers or Public Companies.	✓
4.	Annual Reports that are prepared regularly and informatively can provide convenience for investors or shareholders and stakeholders in obtaining the required information.	✓

DESCRIPTION		PAGE
5	This Financial Services Authority Circular is a guideline for Issuers or Public Companies that must be applied in preparing Annual Reports and Sustainability Reports.	
II.	Format of Annual Report	
1.	Annual Report should be presented in the printed format and in electronic document copy.	✓
2.	The printed version of the Annual Report should be printed on light-colored paper of fine quality, in A4 size, bound and can be reproduced in good quality.	✓
3.	The Annual Report may present information in the form of pictures, graphs, tables, and/or diagrams by including clear titles and/or descriptions, so that they are easy to read and understand.	✓
4.	The Annual Report presented in electronic document format is the Annual Report converted into pdf format.	✓
III.	Content of Annual Report	
1.	Annual Report should contain at least the following information:	
a.	Summary of key financial information;	16-19
b.	Stock information (if any);	20-21
c.	The Board of Directors report;	49-57
d.	The Board of Commissioners report;	39-45
e.	Profile of Issuer or Public Company;	68-189
f.	Management discussion and analysis;	190-251
g.	Corporate governance applied by the Issuer or Public Company;	330-513
h.	Corporate social and environmental responsibility of the Issuer or Public Company;	514-550
i.	Audited annual report; and	551-712
j.	Statement that the Board of Directors and the Board of Commissioners are fully responsible for the Annual Report;	66-67
2.	Description of Content of Annual Report	
a.	Ikhtisar Data Keuangan Penting	16-19
	Summary of Key Financial Information contains financial information presented in comparison with previous 3 (three) fiscal years or since commencement of business if the Issuers or the Public Company commencing the business less than 3 (three) years, at least contain:	
1)	income/sales;	19
2)	gross profit;	19
3)	profit (loss);	19
4)	total profit (loss) attributable to equity holders of the parent entity and non-controlling interest;	19
5)	total comprehensive profit (loss);	19
6)	total comprehensive profit (loss) attributable to equity holders of the parent entity and non controlling interest;	19
7)	earning (loss) per share;	19
8)	total assets;	16
9)	total liabilities;	16
10)	total equities;	17
11)	profit (loss) to total assets ratio;	19
12)	profit (loss) to equities ratio;	19
13)	profit (loss) to income ratio;	19
14)	current ratio;	19
15)	liabilities to equities ratio;	19
16)	liabilities to total assets ratio; and	19

	DESCRIPTION	PAGE
	17) other information and financial ratios relevant to the Issuer or Public Company and type of industry;	19
b.	Stock Information	20-21
	Stock Information (if any) at least contains:	
	1) shares issued for each three-month period in the last 2 (two) fiscal years (if any), at least covering:	20-21
	a) number of outstanding shares;	20
	b) market capitalization based on the price at the Stock Exchange where the shares listed on;	20
	c) highest share price, lowest share price, closing share price at the Stock Exchange where the shares listed on; and	20
	d) share volume at the Stock Exchange where the shares listed on;	20
	Information in point a) should be disclosed by the Issuer, the public company whose shares is listed or not listed in the Stock Exchange;	✓
	Information in point b), point c), and point d) only be disclosed if the Issuer is a public company whose shares is listed in the Stock Exchange;	✓
	2) in the event of corporate actions, including stock split, reverse stock, dividend, bonus share, and change in par value of shares, then the share price referred to in point 1), should be added with explanation on:	22
	a) date of corporate action;	-
	b) stock split ratio, reverse stock, dividend, bonus shares, and change in par value of shares;	-
	c) number of outstanding shares prior to and after corporate action; and	-
	d) The number of convertible securities exercised (if any); and	-
	e) share price prior to and after corporate action;	-
	3) in the event that the company's shares were suspended and/or delisted from trading during the year under review, then the Issuers or Public Company should provide explanation on the reason for the suspension and/or delisting; and	22
	4) in the event that the suspension and/or delisting as referred to in point 3) was still in effect until the date of the Annual Report, then the Issuer or the Public Company should also explain the corporate actions taken by the company in resolving the suspension and/or delisting;	-
c.	The Board of Directors Report	49-57
	The Board of Directors Report should at least contain the following items:	
	1) the performance of the Issuer or Public Company, at least covering:	52-54
	a) strategy and strategic policies of the Issuer or Public Company;	53
	b) Role of the Board of Directors in formulating strategies and strategic policies of Issuers or Public Companies;	53-54
	c) Process carried out by the Board of Directors to ensure the implementation of the Issuer's or Public Company's strategy;	53-54
	d) comparison between achievement of results and targets; and	54
	e) challenges faced by the Issuer or Public Company;	52
	2) description on business prospects;	54
	3) implementation of good corporate governance by Issuer or Public Company; and	55-56
	4) changes in the composition of the Board of Directors and the reason behind (if any);	57
d.	The Board of Commissioners Report	39-45
	The Board of Commissioners Report should at least contain the following items:	
	1) Assessment on the performance of the Board of Directors in managing the Issuer or the Public Company;	42
	2) Supervision on the implementation of the strategy of the Issuer or Public Company;	42-43

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3)	View on the business prospects of the Issuer or Public Company as established by the Board of Directors;	43
4)	View on the implementation of the corporate governance by the Issuer or Public Company;	43-44
5)	Changes in the composition of the Board of Commissioners and the reason behind (if any); and	45
6)	Frequency and method of providing advice to members of the Board of Directors;	44
e.	Profile of the Issuer or Public Company	68-189
	Profile of the Issuer or Public Company should cover at least:	
1)	Name of Issuer or Public Company, including change of name, reason of change, and the effective date of the change of name during the year under review;	70
2)	access to Issuer or Public Company, including branch office or representative office, where public can have access of information of the Issuer or Public Company, which include:	71
a)	Address;	✓
b)	Telephone number;	✓
c)	Facsimile number;	✓
d)	E-mail address; and	✓
e)	Website address;	✓
3)	Brief history of the Issuer or Public Company;	72-73
4)	Vision and mission of the Issuer or Public Company;	76
5)	Line of business according to the latest Articles of Association, and types of products and/or services produced;	78-88
6)	Operational area of the Issuer or Public Company	89-91
7)	Structure of organization of the Issuer or Public Company in chart form, at least 1 (one) level below the Board of Directors, with the names and titles;	102-103
8)	List of industry association memberships both on a national and international scale related to the implementation of sustainable finance;	104
9)	The Board of Directors profiles include:	118-127
a)	Name and short description of duties and functions;	✓
b)	Latest photograph;	✓
c)	Age;	✓
d)	Citizenship;	✓
e)	Education;	✓
f)	history position, covering information on:	✓
(1)	Legal basis for appointment as member of the Board of Directors to the said Issuer or Public Company;	✓
(2)	Dual position, as member of the Board of Directors, member of the Board of Commissioners, and/or member of committee, and other position (if any); and	✓
(3)	Working experience and period in and outside the Issuer or Public Company;	✓
g)	Affiliation with other members of the Board of Directors, members of the Board of Commissioners, majority and controlling shareholders, either directly or indirectly to individual owners, including names of affiliated parties. In the event that a member of the Board of Directors has no affiliation, the Issuer or Public Company shall disclose this matter; and	✓
h)	Changes in the composition of the members of the Board of Directors and the reasons for the changes. In the event that there is no change in the composition of the members of the Board of Directors, this matter shall be disclosed;	57
10)	The Board of Commissioners profiles, at least include:	105-113
a)	Name;	✓
b)	Latest photograph;	✓
c)	Age;	✓
d)	Citizenship;	✓

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e)	Education;	✓
f)	History position, covering information on:	✓
(1)	Legal basis for the appointment as member of the Board of Commissioners who is not Independent Commissioner at the said Issuer or Public Company;	✓
(2)	Legal bases for the first appointment as member of the Board of Commissioners who also Independent Commissioner at the said Issuer or Public Company;	✓
(3)	Dual position; as member of the Board of Commissioners, member of the Board of Directors, and/or member of committee and other position (if any); and	✓
(4)	Working experience and period in and outside the Issuer or Public Company;	✓
g)	Affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners, including names of affiliated parties; In the event that a member of the Board of Commissioners has no affiliation, the Issuer or Public Company shall disclose this matter;	✓
h)	Statement of independence of Independent Commissioner in the event that the Independent Commissioner has been appointed more than 2 (two) periods (if any);	-
i)	Changes in the composition of the members of the Board of Commissioners and the reasons for the changes. In the event that there is no change in the composition of the members of the Board of Commissioners, this matter shall be disclosed;	45
11)	In the event that there were changes in the composition of the Board of Commissioners and/or the Board of Directors occurring between the period after year-end until the date the Annual Report submitted, then the last and the previous composition of the Board of Commissioners and/or the Board of Directors shall be stated in the Annual Report;	-
12)	Number of employees by gender, position, age, education level, and employment status (permanent/contracted) in the fiscal year; Disclosure of information can be presented in tabular form.	141-146
13)	Names of shareholders and ownership percentage at the end of the fiscal year, including:	180-182
a)	Shareholders having 5% (five percent) or more shares of Issuer or Public Company;	180
b)	Commissioners and Directors who own shares of the Issuers or Public Company; and	181
c)	Groups of public shareholders, or groups of shareholders, each with less than 5% (five percent) ownership shares of the Issuers or Public Company;	182
14)	The percentage of indirect ownership of the shares of the Issuer or Public Company by members of the Board of Directors and members of the Board of Commissioners at the beginning and end of the fiscal year, including information on shareholders registered in the shareholder register for the benefit of indirect ownership of members of the Board of Directors and members of the Board of Commissioners;	181
15)	Number of shareholders and ownership percentage at the end of the fiscal year, based on:	180
a)	Ownership of local institutions;	180
b)	Ownership of foreign institutions;	180
c)	Ownership of local individual; and	180
d)	Ownership of foreign individual;	180
16)	Information on major shareholders and controlling shareholders the Issuers of Public Company, directly or indirectly, and also individual shareholder, presented in the form of scheme or diagram;	183
17)	Name of subsidiaries, associated companies, joint venture controlled by Issuers or Public Company, with entity, percentage of stock ownership, line of business, total assets and operating status of the Issuers of Public Company (if any);	184
	For subsidiaries, include the addresses of the said subsidiaries;	-
18)	Chronology of share listing, number of shares, par value, and bid price from the beginning of listing up to the end of the financial year, and name of Stock Exchange where the Issuers of Public Company shares are listed;	184



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19)	Other securities listing information other than the securities as referred to in number 18), which have not yet matured in the fiscal year, at least contain the name of the securities, year of issue, interest rate/yield, maturity date, offering value, and securities rating (if any);	185
20)	Information on the use of a Public Accountant (AP) and a Public Accounting firm (KAP) services and their networks/associations/alliances include:	185
a)	name and address;	✓
b)	period of assignment;	✓
c)	informasi jasa audit dan/atau non audit yang diberikan;	✓
d)	Audit and/or non-audit fees for each assignment given during the fiscal year; and	✓
e)	In the event that AP and KAP and their network/association/alliance, which are appointed do not provide non-audit services, then the information is disclosed; and	-
21)	Name and address of capital market supporting institutions and/or professionals other than AP and KAP	186-187
f.	Management Discussion and Analysis	190-251
	Management Analysis and Discussion Annual should contain discussion and analysis on financial statements and other material information emphasizing material changes that occurred during the year under review, at least including:	
1)	Operational review per business segment, according to the type of industry of the Issuer or Public Company including:	198-207
a)	Production, including process, capacity, and growth;	✓
b)	Income/sales; and	✓
c)	Profitability;	✓
2)	comprehensive financial performance analysis which includes a comparison between the financial performance of the last 2 (two) fiscal years, and explanation on the causes and effects of such changes, among others concerning:	208-215
a)	Current assets, non-current assets, and total assets;	209-210
b)	Short term liabilities, long term liabilities, total liabilities;	210-212
c)	Equities;	212
d)	Sales/operating revenues, expenses and profit (loss), other comprehensive revenues, and total comprehensive profit (loss); and	212-214
e)	Cash flows	214
3)	The capacity to pay debts by including the computation of relevant ratios;	217-218
4)	Accounts receivable collectability of the Issuer or Public Company, including the computation of the relevant ratios;	219-220
5)	Capital structure and management policies concerning capital structure, including the basis for determining the said policy;	221-222
6)	discussion on material ties for the investment of capital goods, including the explanation on at least:	222
a)	The purpose of such ties;	-
b)	Source of funds expected to fulfill the said ties;	-
c)	Currency of denomination; and	-
d)	Steps taken by the Issuer of Public Company to protect the position of a related foreign currency against risks;	-
7)	Discussion on investment of capital goods which was realized in the last fiscal year, at least include:	223
a)	Type of investment of capital goods;	223
b)	Objective of the investment of capital goods; and	-
c)	Value of the investment of capital goods;	223
8)	Material Information and facts that occurring after the date of the accountant's report (if any);	223

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9)	Information on the prospects of the Issuer or the Company in connection with industry, economy in general, accompanied with supporting quantitative data if there is a reliable data source;	223-224, 250-251
10)	Comparison between target/projection at beginning of year and result (realization), concerning:	225
a)	Income/sales;	√
b)	Profit (loss);	√
c)	Capital structure; or	√
d)	Dividend policy; or	-
e)	Others that deemed necessary for the Issuer or Public Company;	√
11)	Target/projection at most for the next one year of the Issuer or Public Company, concerning:	225
a)	Income/sales;	√
b)	Profit (loss);	√
c)	Capital structure; or	√
d)	Dividend policy; or	-
e)	Others that deemed necessary for the Issuer or Public Company;	√
12)	Marketing aspects of the company's products and/or services the Issuer or Public Company, among others marketing strategy and market share;	226-230
13)	Description regarding the dividend policy during the last 2 (two) fiscal years, at least:	230
a)	Dividend policy;	-
b)	The date of the payment of cash dividend and/or date of distribution of non-cash dividend;	-
c)	Amount of cash per share (cash and/or non cash); and	-
d)	Amount of dividend per year paid;	-
	Disclosure of information can be presented in tabular form. In the event that the Issuer or Public Company does not distribute dividends in the last 2 (two) years, this matter shall be disclosed.	
14)	Use of proceeds from Public Offerings, under the condition of:	231
a)	during the year under review, on which the Issuer has the obligation to report the realization of the use of proceeds, then the realization of the cumulative use of proceeds until the year end should be disclosed; and	√
b)	In the event that there were changes in the use of proceeds as stipulated in the Regulation of the Financial Services Authority on the Report of the Utilization of Proceeds from Public Offering, then Issuer should explain the said changes;	-
15)	Material information (if any), among others concerning investment, expansion, divestment, acquisition, debt/capital restructuring, transactions with related parties and transactions with conflict of interest that occurred during the year under review, among others include:	232-240
a)	Transaction date, value, and object;	-
b)	Name of transacting parties;	234-239
c)	Nature of related parties (if any);	234-239
d)	Description of the fairness of the transaction; and	240
e)	Compliance with related rules and regulations;	240
f)	In the event that there is an affiliation relationship, apart from disclosing the information as referred to in letter a) to letter e), the Issuer or Public Company also discloses information:	240
1)	A statement from the Board of Directors that the affiliate transaction has gone through adequate procedures to ensure that the affiliate transaction is carried out in accordance with generally accepted business practices, by complying with the arms-length principle; and	240

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2)	The role of the Board of Commissioners and the audit committee in carrying out adequate procedures to ensure that affiliated transactions are carried out in accordance with generally accepted business practices, by complying with the arms-length principle;	240
g)	For affiliated transactions or material transactions which are business activities carried out to generate business income and are carried out regularly, repeatedly, and/or continuously, an explanation is added that the affiliated transactions or material transactions are business activities carried out to generate operating income. and run regularly, repeatedly, and/or continuously;	-
h)	For disclosure of affiliated transactions and/or conflict of interest transactions resulting from the implementation of affiliated transactions and/or conflict of interest transactions that have been approved by independent shareholders, additional information regarding the date of the GMS which approved the affiliated transactions and/or conflict of interest transactions is added;	-
i)	In the event that there is no affiliated transaction and/or conflict of interest transaction, then this shall be disclosed;	233
16)	Changes in regulation which have a significant effect on the Issuer or Public Company and impacts on the company (if any); and	241-248
17)	Changes in the accounting policy, rationale and impact on the financial statement (if any);	248-249
g.	Corporate Governance of the Issuer or Public Company	330-513
	Corporate Governance of the Issuer or Public Company contains at least:	
1)	GMS, at least contains:	336-354
a)	Information regarding the resolutions of the GMS in the fiscal year and 1 (one) year prior to the fiscal year include:	✓
1)	Resolutions of the GMS in the fiscal year and 1 (one) year before the fiscal year realized in the fiscal year; and	✓
2)	Resolutions of the GMS in the fiscal year and 1 (one) year before the fiscal year that have not been realized and the reasons for not realizing them;	✓
b)	In the event that the Issuer or Public Company uses an independent party in the conduct of the GMS to calculate the votes, then this matter shall be disclosed;	✓
2)	The Board of Directors, covering:	373-391
a)	The tasks and responsibilities of each member of the Board of Directors;	373
b)	Statement that the Board of Directors has already have board manual or charter;	375
c)	Policies and implementation of the frequency of meetings of the Board of Directors, meetings of the Board of Directors with the Board of Commissioners, and the level of attendance of members of the Board of Directors in the meeting including attendance at the GMS;	378-382, 339, 347
d)	Training and/or competency development of members of the Board of Directors:	382, 160-169
(1)	Policies for training and/or improving the competence of members of the Board of Directors, including an orientation program for newly appointed members of the Board of Directors (if any); and	382
(2)	Training and/or competency improvement attended by members of the Board of Directors in the fiscal year (if any);	160-169
e)	The Board of Directors' assessment of the performance of the committees that support the implementation of the Board of Directors' duties for the fiscal year shall at least contain:	384-385
(1)	Performance appraisal procedures; and	✓
(2)	The criteria used are performance achievements during the fiscal year, are competence and attendance at meetings; and	✓
f)	In the event that the Issuer or Public Company does not have a committee that supports the implementation of the duties of the Board of Directors, this matter shall be disclosed.	-
3)	The Board of Commissioners, among others include:	354-368
a)	Duties and responsibilities of the Board of Commissioners;	355
b)	Statement that the Board of Commissioner has already have the board manual or charter;	356-357

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c)	Policies and implementation of the frequency of meetings of the Board of Commissioners, meetings of the Board of Commissioners with the Board of Directors and the level of attendance of members of the Board of Commissioners in these meetings including attendance at the GMS;	362-364, 339, 347
d)	Training and/or competency improvement of members of the Board of Commissioners:	365, 151-158
(1)	Policy on competency training and/or development of members of the Board of Commissioners, including orientation programs for newly appointed members of the Board of Commissioners (if any); and	365
(2)	Competency training and/or development attended by members of the Board of Commissioners in the fiscal year (if any);	151-158
e)	The assessment on the performance of the Board of Directors and Board of Commissioners and the implementation, at least covering:	383, 365
(1)	procedure for the implementation of performance assessment;	✓
(2)	Criteria used are performance achievements during the fiscal year, competency and attendance at meetings; and	✓
(3)	Assessor;	✓
f)	Board of Commissioners' assessment of the performance of the Committees that support the implementation of the duties of the Board of Commissioners in the fiscal year includes:	367
(1)	Performance appraisal procedures; and	✓
(2)	The criteria used are performance achievements during the fiscal year, competency and attendance at meetings;	✓
4)	The nomination and remuneration of the Board of Directors and the Board of Commissioners shall at least contain:	392-394
a)	Nomination procedure, including a brief description of the policies and process for nomination of members of the Board of Directors and/or members of the Board of Commissioners; and	392
b)	Procedures and implementation of remuneration for the Board of Directors and the Board of Commissioners, among others:	392-394
(1)	Procedures for determining remuneration for the Board of Directors and the Board of Commissioners;	392
(2)	The remuneration structure of the Board of Directors and the Board of Commissioners such as salary, allowances, tantien/bonus and others; and	393
(3)	The amount of remuneration for each member of the Board of Directors and member of the Board of Commissioners	-
5)	Sharia Supervisory Board, for Issuer or Public Company that conduct business based on sharia law, as stipulated in the articles of association, at least containing:	368-373
a)	name;	114-117
b)	Legal basis for the appointment of the sharia supervisory board;	114-117
c)	Period of assignment of the sharia supervisory board;	368
d)	duty and responsibility of Sharia Supervisory Board; and	368
e)	frequency and procedure in providing advice and suggestion, as well as the compliance of Sharia Principles by the Issuer or Public Company in the Capital Market;	-
6)	Audit Committee, among others covering:	394-406
a)	Name and position in the committee;	398-399
b)	Age;	398-399
c)	Citizenship;	398-399
d)	Education background;	398-399
e)	History of position; including:	398-399
(1)	Legal basis for appointment as committee member;	398-399
(2)	Dual position, as member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and	398-399
(3)	working experience and period in and outside the Issuer or Public Company;	398-399
f)	Period and terms of office of the member of Audit Committee;	397

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	g) statement of independence of the Audit Committee;	400-401
	h) Training and/or competency improvement that have been followed in the fiscal year (if any);	174-175
	i) Policies and implementation of the frequency of audit committee meetings and the level of attendance of audit committee members in those meetings; and	402-406
	j) the activities of the Audit Committee in the year under review, in accordance with the Audit Committee Charter;	406
7)	The nomination and remuneration committee or function of the Issuer or Public Company, at least containing:	406-413
	a) Name and position in committee membership;	408-409
	b) Age;	408-409
	c) Nationality;	408-409
	d) Educational history;	408-409
	e) Position history, including information on:	408-409
	(1) Legal basis for appointment as committee member;	408-409
	(2) Concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or committee member and other positions (if any); and	408-409
	(3) Work experience and period of time both inside and outside the Issuer or Public Company;	408-409
	f) Period and term of office of the committee members;	408
	g) Statement of committee independence;	410
	h) Training and/or competency improvement that have been followed in the fiscal year (if any);	-
	i) Description of duties and responsibilities;	407
	j) A statement that it has a guideline or charter;	-
	k) Policies and implementation of the frequency of meetings and the level of attendance of members at the meeting;	411-412
	l) Brief description of the implementation of activities in the fiscal year; and	413
	m) In the event that no nomination and remuneration committee is formed, the Issuer or Public Company is sufficient to disclose the information as referred to in letter i) to letter l) and disclose:	-
	(1) Reasons for not forming the committee; and	-
	(2) The party carrying out the nomination and remuneration function;	-
8)	Other committees owned by Issuers or Public Companies in order to support the functions and tasks of the Board of Directors (if any) and / or committees that support the functions and duties of the Board of Commissioners, the least contains:	413-439
	a) Name and position in the Committee;	✓
	b) Age;	✓
	c) Citizenship;	✓
	d) Education background;	✓
	e) History of position, including:	✓
	(1) Legal basis for the appointment as member of the committee;	✓
	(2) Dual position, as member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and	✓
	(3) Working experience and period in and outside the Issuer or Public Company;	✓
	f) Period and terms of office of the member of Audit Committee;	✓
	g) Statement of committee independence;	✓
	h) Training and/or competency improvement that have been followed in the fiscal year (if any); and	✓
	i) Description of duties and responsibilities;	✓
	j) A statement that the committee has had guidelines or charters;	✓

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	k) Policies and implementation of the frequency of committee meetings and the level of attendance of committee members at the meeting; and	√
	l) A brief description of the committee's activities for the fiscal year;	√
9)	Corporate Secretary, including:	428-430
	a) name;	428
	b) domicile;	428
	c) history of position, including:	428
	(1) legal basis for the appointment as Corporate Secretary; and	428
	(2) working experience and period in and outside the Issuer or Public Company;	428
	d) education background;	428
	e) education and/or training during the year under review; and	179
	f) brief description on the implementation of duties of the Corporate Secretary in the year under review;	430
10)	Internal Audit Unit, among others including:	439-448
	a) Name of Head of Internal Audit Unit;	440
	b) History of position, including:	440
	(1) Legal basis for the appointment as Head of Internal Audit Unit; and	440
	(2) Working experience and period in and outside the Issuer or Public Company;	440
	c) Qualification or certification as internal auditor (if any);	442-443
	d) Education and/or training during the year under review;	179, 444-445
	e) Structure and position of Internal Audit Unit;	439-440
	f) Description of duties and responsibilities;	441-442
	g) Statement that the Internal Audit Unit has already have Internal Audit Unit charter; and	-
	h) Brief description on the implementation of duty of Internal Audit Unit during the year under review;	445-446
11)	Description on internal control system adopted by the Issuer or Public Company, at least covering:	446-452
	a) Financial and operational control, and compliance to the other prevailing rules; and	446-452
	b) Review on the effectiveness of internal control systems;	452
	c) Statement of the Board of Directors and/or Board of Commissioners on the adequacy of the internal control system;	452
12)	Risk management system implemented by the company, at least includes:	266-329
	a) General description about the company's risk management system the Issuer or Public Company;	267-274
	b) Types of risk and the management; and	275-285
	c) Review the effectiveness of the risk management system applied by the Issuer or Public Company;	274
	d) Statement of the Board of Directors and/or the Board of Commissioners or the audit committee on the adequacy of the risk management system;	274
13)	Legal cases that have a material impact faced by Issuers or Public Companies, subsidiaries, members of the Board of Directors and members of the Board of Commissioners (if any), at least contain:	467-475
	a) Substance of the case/claim;	467-475
	b) Status of settlement of case/claim; and	467-475
	c) Potential impacts on the condition of the Issuer or Public Company;	467-475
14)	information about administrative sanctions imposed to Issuer or Public Company, members of the Board of Commissioners and the Board of Directors, by the Capital Market Authority and other authorities during the last fiscal year (if any);	472-475



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15)	information about codes of conduct of the Issuer or Public Company, includes:	496-498
	a) Key points of the code of conduct;	497
	b) Socialization of the code of conduct and enforcement; and	497
	c) Statement that the code of conduct is applicable for the Board of Commissioners, the Board of Directors, and employees of the Issuer of Public Company;	497
16)	A brief description of the policy of providing long-term performance-based compensation to management and/or employees owned by the Issuer or Public Company (if any), including the management stock ownership program (MSOP) and/or program employee stock ownership (ESOP);	231, 504
	a) Number of shares and/or options;	231
	b) Implementation period;	231
	c) Requirements for eligible employees and/or management; and	231
	d) Exercise price or determination of exercise price;	231
17)	A brief description of the information disclosure policy regarding:	360
	a) Share ownership of members of the Board of Directors and members of the Board of Commissioners no later than 3 (three) working days after the occurrence of ownership or any change in ownership of shares of a Public Company; and	√
	b) Implementation of the policy;	√
18)	Description of whistleblowing system at the Issuer or Public Company (if any), among others include:	498-500
	a) Mechanism for violation reporting;	498
	b) Protection for the whistleblower;	499
	c) Handling of violation reports;	499
	d) Unit responsible for handling of violation report; and	499
	e) Results from violation report handling, at least includes:	499-500
	(1) Number of complaints received and processed during the fiscal year; and	499
	(2) Follow up of complaints;	500
19)	A description of the anti-corruption policy of the Issuer or Public Company, at least containing:	493
	a) Programs and procedures implemented in overcoming corrupt practices, kickbacks, fraud, bribery and/or gratification in Issuers or Public Companies; and	494
	b) Anti-corruption training/socialization to employees of Issuers or Public Companies;	494-495
20)	Implementation of the Guidelines of Corporate Governance for Public Companies for Issuer issuing Equity-based Securities or Public Company, including:	509-513
	a) statement regarding recommendation that have been implemented; and/or	
	b) description of recommendation that have not been implemented, along with the reason and alternatives of implementation (if any);	
h.	Social and Environmental Responsibility of the Issuer or Public Company	514-550
1)	The information disclosed in the social and environmental responsibility section is a Sustainability Report as referred to in the Financial Services Authority Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, at least includes:	
	a) Explanation of the sustainability strategy;	
	b) Overview of sustainability aspects (economic, social, and environmental);	
	c) Brief profile of the Issuer or Public Company;	
	d) Explanation of the Board of Directors;	

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	e) Sustainability governance;	
	f) Sustainability performance;	
	g) Written verification from an independent party, if any;	
	h) Feedback sheet for readers, if any; and	
	i) The response of the Issuer or Public Company to the previous year's report feedback;	
2)	The Sustainability Report as referred to in number 1) must be prepared in accordance with the Technical Guidelines for the Preparation of a Sustainability Report for Issuers and Public Companies as contained in Appendix II which is an integral part of this Financial Services Authority Circular Letter;	
3)	Information on the Sustainability Report in number 1) can:	
	a) Disclosed in other relevant sections outside the Social and Environmental Responsibility section, such as the Directors' explanation regarding the Sustainability Report disclosed in the section related to the Directors' Report; and/or	
	b) Refers to other sections outside the Social and Environmental Responsibility section by still referring to the Technical Guidelines for the Preparation of Sustainability Reports for Issuers and Public Companies as listed in Appendix II which is an integral part of this Financial Services Authority Circular Letter, such as the profile of the Issuer or Public Company;	
4)	The Sustainability Report as referred to in number 1) is an inseparable part of the Annual Report but can be presented separately from the Annual Report;	
5)	In the event that the Sustainability Report is presented separately from the Annual Report, the information disclosed in the Sustainability Report must:	
	a) Contains all the information as referred to in number 1); and	
	b) Prepared in accordance with the Technical Guidelines for the Preparation of a Sustainability Report for Issuers and Public Companies as listed in Appendix II which is an integral part of this Financial Services Authority Circular Letter;	
6)	In the event that the Sustainability Report is presented separately from the Annual Report, then the Social and Environmental Responsibility section contains information that information on Social and Environmental Responsibility has been disclosed in the Sustainability Report which is presented separately from the Annual Report; and	
7)	Submission of the Sustainability Report which is presented separately from the Annual Report must be submitted together with the Annual Report.	
i	Audited Annual Financial Statement	
	Financial Statements included in Annual Report should be prepared in accordance with the Financial Accounting Standards in Indonesia and audited by an Accountant. The said financial statement should be included with statement of responsibility for financial report as stipulated in the legislations in the Capital Markets sector governing the responsibility of the Board of Directors on the financial report or the legislations in the Capital Markets sector governing the periodic reports of securities company in the event the Issuer is a Securities Company; and	
j	Letter of Statement of the Board of Directors and the Board of Commissioners regarding the Responsibility for Annual Reporting	66-67
	Letter of statement of the Board of Directors and the Board of Commissioners regarding the responsibility for Annual Reporting should be prepared according to the format of letter of statement of member of Board of Directors and the Board of Commissioners regarding the responsibility for Annual Reporting as attached in the Attachment, which is an integral part of this Circulation Letter of the Financial Services Authority.	66-67



# Annual Report Award Criteria

DESCRIPTION		PAGE
<b>I. General</b>		
1	The Annual Report shall be written in good and correct Indonesian, and is recommended to be presented in English	✓
2	The Annual Report shall be printed with good quality using readable type and size of fonts	
3	The Annual Report shall present clear identity of the company	✓
4	Company name and the Annual Report financial year shall be presented on:	✓
	a. Front Cover;	
	b. Side Cover;	✓
	c. Back Cover; and	✓
	d. Every page	✓
5	The Annual Report shall be posted in the company's website	✓
	Including the latest Annual Report as well as those for the last four years, at least.	✓
<b>II. Key Financial Highlights</b>		
1	Income statement in comparison for 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years Information contains the following:	18
	a. Income;	18
	b. Profit (loss):	18
	• Attributable to equity holders of the parent entity; and	18
	• Attributable to non controlling interest;	18
	c. Total comprehensive profit (loss):	18
	• Attributable to equity holders of the parent entity; and	18
	• Attributable to non controlling interest;	18
	d. Earning (loss) per share.	18
	Note: If the company does not have subsidiaries, the profit (loss) and other comprehensive income is presented in total.	
2	Financial position in comparison for 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years Information contains the following:	16-17
	a. Total investment on associates;	-
	b. Total assets	16
	c. Total liabilities; and	16
	d. Total equity.	17
3	Financial ratio in comparison for 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years	19
	Information covers 5 (five) financial ratios, which are generally applied and relevant to the company's industry.	19

	DESCRIPTION	PAGE
4	Share price information in tables and charts	20
	a. Number of shares outstanding;	20
	b. The table forms contain the following information:	20
	• Market capitalization based on share price on the Stock Exchange where the shares are listed;	20
	• Highest, lowest and closing share price based on share price on the Stock Exchange where the shares are listed; and	21
	• Trading volume of shares on the Stock Exchange where the shares are listed.	21
	c. The graph forms contain at least the following information:	21
	• The closing price of shares based on share price on the Stock Exchange where the shares are listed; and	21
	• Trading volume of shares on the Stock Exchange where the shares are listed	
	For each quarter in the latest 2 (two) financial years.	
	Note: Should be disclosed if the company does not have market capitalization, share price, and share trading volume.	
5	Informasi mengenai obligasi, sukuk atau obligasi konversi yang masih beredar dalam 2 (dua) tahun buku terakhir	23
	Informasi memuat:	23
	a. Jumlah obligasi/sukuk/obligasi konversi yang beredar ( <i>outstanding</i> );	23
	b. Tingkat bunga/imbilan;	23
	c. Tanggal jatuh tempo; dan	23
	d. Peringkat obligasi/sukuk tahun 2018 dan 2019.	
	Catatan: apabila perusahaan tidak memiliki obligasi/sukuk/obligasi konversi, agar diungkapkan.	-
<b>III.</b>	<b>Board of Commissioners and Board of Directors' Reports</b>	
1	Board of Commissioners' Report Contain the following:	39-45
	a. Assessment on the performance of the Board of Directors in managing the company and the basis for such evaluation;	42
	b. Views on the business prospects of the company as prepared by the Board of Directors and the basis for such consideration;	43
	c. Views on the implementation/management of the company's whistleblowing system (WBS), and the role of the Board of Commissioners in the WBS; and	43-44
	d. Changes in the composition of the Board of Commissioners (if any) and the reason for such changes.	45
2	Board of Directors' report Contain the following:	49-57
	a. Analysis of the company's performance, covering among others:	52-54
	• strategic policies;	53
	• comparison between targets and achievements; and	54
	• challenges faced by the company and initiatives to deal with those challenges;	52
	b. Analysis on business prospects;	54
	c. Developments in the implementation of GCG during the fiscal year; and	55-56
	d. Changes in the composition of the Board of Directors (if any) and the reason for such changes.	57
3	Signatures of members of the Board of Commissioners and Board of Directors Contain the following:	66-67
	a. Signatures on a separate page;	66-67
	b. Statement of responsibility of the Board of Commissioners and Board of Directors for the accuracy of the contents of the Annual Report;	66-67
	c. Signed by all members of the Board of Commissioners and Board of Directors by stating their names and position; and	66-67
	d. Written explanation in separate letter from the person(s) concerned in the event that member(s) of Board of Commissioners or Board of Directors fail to sign the annual report; or: written explanation in separate letter from other member(s) in the event that there is no written explanation from the person(s) concerned.	-

	DESCRIPTION	PAGE
<b>IV.</b>	<b>Company Profile</b>	<b>68-189</b>
1	Name and complete address of the company Information contains, among others, name and address, post code, telephone number, fax, e-mail and website.	70-71
2	Brief history of the company Contain among others: date/year of establishment, name of the company, change of name (if any), and effective date of the change of name.  Note: to be disclosed if the company never had a change of name	73  -
3	Line of business Description of, among others:	78-88
	a. The line of business as stated in the latest Articles of Association;	78-79
	b. Business activities; and	79
	c. Product and/or services offered.	80-88
4	Organization structure Diagram of organization structure, containing name and position of personnel up to one level below Director, at least.	102-103
5	Vision, Mission and Corporate Culture Covers:	76-77
	a. Vision;	76
	b. Mission;	76
	c. Statement that the vision and mission have been reviewed and approved by the Board of Commissioners/Directors in the fiscal year; and	-
	d. Statement on the corporate culture.	77
6	Profiles of members of the Board of Commissioners Contain information on:	105-113
	a. Name;	105-113
	b. Position and period in position (including position(s) held at other company/institution);	105-113
	c. Age;	105-113
	d. Domicile;	105-113
	e. Education (study field and education institution);	105-113
	f. Work experience (position, company, and period in position); and	105-113
	g. History of assignments (period and position) as member of the Board of Commissioners at the company since the first appointment.	105-113
7	Profiles of members of the Board of Directors Contain information on:	118-127
	a. Name;	118-127
	b. Position and period in position (including position(s) held at other company/institution);	118-127
	c. Age;	118-127
	d. Domicile;	118-127
	e. Education (study field and education institution);	118-127
	f. Work experience (position, company, and period in position); and	118-127
	g. History of assignments (period and position) as member of the Board of Directors at the company since the first appointment.	118-127
8	Total number of employees (comparative for 2 years) and data on employee competence development programs reflecting equal opportunities for each level of the organization Information contains, among others:	141-146
	a. Number of employees at each level of the organization;	√
	b. Number of employees by education;	√
	c. Number of employees by employment status;	√
	d. Data on employee competence development programs during the fiscal year, concerning position of participants, type of training, and purpose of training; and	145-150
	e. The costs of employee competence development programs in the fiscal year.	150

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9	Shareholders composition Covering among others:	180-182
	a. Names of the 20 largest shareholders and their shareholding percentage;	180
	b. Details of shareholders and shareholding percentage:	180-182
	• Names of shareholders with 5% or more shareholding; and	180
	• Group of public shareholders with individual shareholding of less than 5% each.	182
	c. Names of Director and Commissioner with direct or indirect share-ownership and the percentage of such shareholding.	181
	Note: should be disclosed if the Director and Commissioner does not own shares, directly or indirectly.	
10	List of subsidiaries and/or associated entities In table form, containing:	184
	a. Name of subsidiary and/or associated entity;	184
	b. Share-ownership percentage;	184
	c. Line of business of subsidiary and/or associated entity; and	184
	d. Operational status of subsidiary and/or associated entity (in commercial operation/not yet in commercial operation).	184
11	Corporate group structure Diagram of corporate group structure involving relationship of the parent company, subsidiary, associated entity, joint venture, and special purpose vehicle (SPV).	183
12	Chronology of share listing (including private placement) and/or share listing from the share issuance up to the end of the fiscal year Covers, among others:	184
	a. Year of share issuance, number of shares issued, par value, and share offer price, for each separate corporate action;	184
	b. Total number of shares outstanding following the corporate action; and	184
	c. The stock exchange where the shares are listed.	184
	Note: should be disclosed if the company does not have a chronology of share listing.	-
13	Chronology of other securities issuance and/or listing from the time of issuance up until the end of the fiscal year Covers, among others:	183
	a. Name of security instrument, year of issuance, interest rate/yield of securities, and maturity date;	183
	b. Offering price of other securities;	183
	c. The stock exchange where the securities are listed; and	183
	d. Rating of securities.	183
	Note: should be disclosed if the company does not have chronology of other securities issuance/listing	-
14	Name and address of supporting institutions and/or professionals Covers, among others:	186-187
	a. Name and address of the company's Share Registrar;	186
	b. Name and address of Public Accountant Firm; and	185
	c. Name and address of rating agencies.	186
15	Awards received during the fiscal year, or valid certification in the fiscal year, at both national and international levels Covers, among others:	24-29
	a. Name of award and/or certification;	24-29
	b. Year received/issued;	24-29
	c. Name of institution that issued the award/certification; and	24-29
	d. Validity period (certification).	24-29

	DESCRIPTION	PAGE
16	Name and address of subsidiaries and/or branch offices or representative offices (if any) Covers information on:	92-101
	a. Name and address of subsidiaries; and	-
	b. Name and address of branch/representative office.	92-101
	Note: should be disclosed if the company does not have a subsidiary, branch office or representative office.	-
17	Information in the corporate website Covers at the very least:	188-189
	a. Information of shareholders up to the individual ultimate shareholder;	-
	b. Contents of the Code of Conduct;	189
	c. Information on the General Meeting of Shareholders (GMS), covering at least agenda of the GMS, summary of GMS resolutions, and information of pertinent dates, namely the dates of GMS announcement, GMS invitation, GMS event, and announcement of summary GMS resolutions;	188
	d. Annual financial statements (last 5 years);	188
	e. Profiles of the Board of Commissioners and Directors; and	188
	f. Board manual/Charter of the BoC, BoD, Committees and Internal Audit Unit.	189
18	Training and education for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit Cover at least information of type of training and participant of:	150-179
	a. Training and/or education for Board of Commissioners;	150-158
	b. Training and/or education for Board of Directors;	160-169
	c. Training and/or education for Audit Committee;	174-175
	d. Training and/or education for Nomination and Remuneration Committee;	-
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	f. Training and/or education for Corporate Secretary; and	179
	g. Training and/or education for Internal Audit Unit. During the fiscal year.	179
	Note: should be disclosed if there is no training and/or education during the fiscal year	-
<b>V.</b>	<b>Management Discussion and Analysis on the Company Performance</b>	<b>190-251</b>
1	Operation review per business segment Includes analysis on:	198-207
	a. Elaboration on each business segment.	198-207
	b. Performance of each business segment, among others:	198-207
	• Production;	√
	• Increase/Decrease of production capacity;	√
	• Sales/income; and	√
	• Profitability.	√
2	Description on the Company's financial performance An analysis comparing the performance of the current year and that of the previous year (in the form of narration and tables) and the reasons for the increase/decrease of the accounts, including in:	208-215
	a. Current assets, non-current assets, and total assets;	209-210
	b. Short-term liabilities, long-term liabilities, and total liabilities;	210-212
	c. Equity;	212
	d. Sales/operating revenues, expenses, Profit (Loss), other comprehensive income, comprehensive income for the current year; and	212-214
	e. Cash flows.	214

	DESCRIPTION	PAGE
3	Discussion and analysis on solvability and level of the company receivables collectibility, by presenting relevant ratio calculation in line with the company's type of industry Explanation on:	217-220
	a. Solvability, both short term and long term; and	217-218
	b. Level of receivables collectibility.	219-220
4	Discussion on capital structure, and management policy on capital structure Explanation of:	221-222
	a. Details of capital structure comprising of interest-bearing debts/sukuk and equity;	221-222
	b. Capital structure policies; and	221
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5	Discussion on material commitments of capital investments (instead of funding commitments) in the last fiscal year Explanation on:	222
	a. Parties in the commitments;	-
	b. Objectives of the commitments;	-
	c. Sources of funds to meet the commitments;	-
	d. Denomination currency of commitments; and	-
	e. Initiatives taken to mitigate exchange rate risk.	-
	Note: should be disclosed if the company does not have any material commitment for capital investments in the fiscal year.	-
6	Discussion on capital investment realized at the latest financial year Explanation on:	223
	a. Type of capital investment;	223
	b. Objectives of capital investment; and	-
	c. Nominal value of capital investment realized in the last fiscal year.	223
	Note: should be disclosed if there are no capital investment.	-
7	Information on the comparison between initial target at the beginning of financial year and the realization and target or projection for the next year concerning income, profit, capital structure, and others considered significant target for the company. Contain information on:	225
	a. Comparison of targets at the beginning of fiscal year and achievements; and	225
	b. Targets or projections set for the next 1 (one) year.	225
8	Information and material facts following the date of accounting report (Subsequent events) Description of significant events following the date of accounting report including its impact on business risk and performance in the future.	223
	Note: should be disclosed if there are no subsequent events.	223
9	Business prospects Description on business prospects related to the general industry and economy including quantitative supporting data from reliable resources	223-224, 250-251
10	Marketing aspects Description on marketing aspects of the company's products and/or services, among others marketing strategy and market shares	226-230
11	Description on dividend policy and total cash dividend per share and total dividend per year that are published or disbursed during last 2 (two) financial years Contain information on:	230
	a. Dividend payout policy;	-
	b. Total dividend disbursement;	-
	c. Total cash dividend per share;	-
	d. Payout ratio; and	-
	e. Announcement date and cash dividend payout for each year.	-
	Note: To disclose if there are no dividend disbursement and its reasons.	230

	DESCRIPTION	PAGE
12	Employee/Management Share Ownership Program (ESOP/MSOP) still ongoing in the fiscal year Contain information on:	231
	a. Number of ESOP/MSOP shares and its execution;	231
	b. Period;	231
	c. Eligible employee/management; and	231
	b. Exercise price.	231
	Note: should be disclosed if there are no such programs	-
13	Realization of initial public offering proceeds (in the event of the company is obligated to submit the report) Covers the following:	231
	a. Total proceeds;	231
	b. Proceeds utilization plan;	231
	c. Proceeds utilization details;	231
	d. Proceeds balance; and	231
	d. The date of GMS/GMB resolution on the change of proceeds utilization (if any).	-
	Note: should be disclosed if there are no such information of realization of proceeds of public offering.	-
14	Material transaction information with conflict of interest and/or transaction with related parties Covers the following:	233-240
	a. Name of transacting parties and the nature of related parties;	234-239
	b. Description of the transaction fairness;	240
	c. Transaction background;	240
	d. Transaction realization at the last financial year;	240
	e. Company policy related with transaction review mechanism; and	240
	f. Compliance to relevant regulations and provisions.	240
	Note: To disclose if there are no transactions.	-
15	Description on changes in laws and regulations during the fiscal year that impacted on the company Covers information on:	241-248
	a. Name of regulations; and	241-248
	b. The impact (quantitative and/or qualitative) on the company, or statement of the insignificant impact	241-248
	Note: To disclose if there are no changes in the laws and regulations that have significant impacts	-
16	Description on the changes in accounting policy implemented by the company at the last financial year Descriptions include among others:	248-249
	a. Changes in accounting policy;	248-249
	b. Reasons for the change; and	248-249
	c. Quantitative impact on the financial statements	248-249
	Note: To disclose if there are no changes in accounting policies during the fiscal year	-
17	Information on business continuity Disclosures on:	249
	a. Significant issues on the company business continuity at the last financial year;	249
	b. Management assessment on point 1; and	249
	c. Assumption implemented by the management in conducting the assessment.	249
	Note: if there are no issues that potentially have significant influences to the company's business continuity at the last financial year, to disclose the basis of management assumption in ensuring that there are no issues that potentially have significant influences to the company's business continuity at the last financial year.	-

	DESCRIPTION	PAGE
<b>VI.</b>	<b>Good Corporate Governance</b>	<b>330-550</b>
1	Description on the Board of Commissioners Covers the following:	354-367
	a. Board of Commissioners responsibilities;	355
	b. Assessment of performance of committees under the Board and the basis for such assessment; and	367
	c. Board Charter disclosures (Board of Commissioners work guidelines and procedures)	356-357
2	Independent Commissioners (at least 30% of the total personnel of the Board of Commissioners) Covers the following:	361-362
	a. Assignment criteria of Independent Commissioners; and	361
	b. Independency statement of each Independent Commissioner.	362
3	Description on the Board of Directors Covers information on, among others:	373-391
	a. Duties and responsibilities of each member of the Board of Directors;	373
	b. Assessment of performance of committees under the Board (if any); and	384-385
	c. Board Charter disclosures (Board of Directors work guidelines and procedures)	375
4	GCG implementation assessment for 2019, at least for aspects of the Board of Commissioners and/or Board of Directors Covers the following:	367, 384
	a. Assessment criteria;	367, 384
	b. Assessor;	367, 384
	c. Assessment score on each criteria;	367, 384
	d. Recommendations on results of assessment; and	-
	e. Reasons for the delay or non implementation of such recommendations.	-
	Note: should be disclosed if there are no GCG assessments for fiscal 2019.	-
5	Description of the remuneration policy for the Board of Commissioners and Board of Directors Covers the following:	392-394
	a. Disclosure of procedure for the proposal and determination of remuneration for the Board of Commissioners;	392
	b. Disclosure of procedure for the proposal and determination of remuneration for the Board of Directors;	392
	c. Remuneration structure showing the remuneration components and amounts per component for each member of the Board of Commissioners;	393
	d. Remuneration structure showing the remuneration components and amounts per component for each member of the Board of Directors;	393
	e. Disclosure of indicators for the remuneration of the Board of Directors; and	393
	f. Disclosure of performance bonus, non-performance bonus, and/or share option received by each members of the Board of Commissioners and Directors (if any).	393
	Note: should be disclosed if there are no performance bonus, non-performance bonus, and/or share option received by each members of the Board of Commissioners and Directors.	
6	Meeting frequency and attendance of Board of Commissioners (at least once in 2 months), Board of Directors (at least once in a month), and joint meetings of BoC and BoD (at least once in 4 months) Covers among others:	362-364, 377-382
	a. Date;	√
	b. Attendance; and	√
	c. Agenda.	√
	of each of the meetings of BoC, BoD and Joint Meetings of BoC and BoD.	
7	Information on majority and controlling shareholders, direct or indirect, up to the ultimate individual shareholder  Diagram with separate illustration for majority shareholders and controlling shareholders  Note: majority shareholders are parties that own, directly or indirectly, at least 20% of the voting rights of the total share with voting rights issued by the company, but is not the controlling shareholder	336



	DESCRIPTION	PAGE
8	Disclosure of affiliation between members of the Board of Directors, Board of Commissioners and Majority/Controlling Shareholders Covers, among others:	359, 376
	a. Affiliation between a member of the Board of Directors with fellow members of the Board of Directors;	376
	b. Affiliation between a member of the Board of Directors with members of the Board of Commissioners;	376
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	d. Affiliation between a member of the Board of Commissioners with fellow members of the Board of Commissioners; and	359
	e. Affiliation between a member of the Board of Commissioners with Majority and/or Controlling Shareholder.	359
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9	Audit Committee Includes the following:	394-406
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	e. Brief report of Audit Committee activity; and	406
	f. Meeting frequency and attendance of Audit Committee.	398-402
10	Nomination and/or Remuneration Committee Includes the following:	402-413
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	d. Brief report of committee activity in the fiscal year;	413
	e. Meeting frequency and attendance;	411-412
	f. Statement of committee charter; and	-
	g. Policies on Director succession.	412
11	Other committees under the Board of Commissioners Includes the following:	413-427
	a. Name, position and brief profile of members of committee;	
	b. Independence of committee;	
	c. Duties and responsibilities;	√
	d. Committee activity in the fiscal year; and	
	e. Committee meeting frequency and attendance.	
12	Description of duties and functions of Corporate Secretary Information on, among others:	428-430
	a. Name and brief work experience of Corporate Secretary;	428
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	c. Duties and responsibilities; and	429-430
	d. Report of activities of Corporate Secretary in the fiscal year.	430

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13	Description on Internal Audit Unit Includes the following:	439-446
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	b. Total employees (internal auditors) in Internal Audit Unit;	442
	c. Certification on Internal Audit profession;	442-443
	d. Internal Audit Unit composition in the company's structure;	439-440
	e. Brief report on Internal Audit Unit activity implementation; and	445-446
	f. The parties responsible to appoint/terminate the Internal Audit Unit head.	441
14	Public Accountant Includes the following:	453-454
	a. Name and year of public accountant that audits the annual financial statements in the last 5 years;	454
	b. Name and year of Public Accountant Firm that audits the annual financial statements in the last 5 years;	454
	c. The amount of fee for each service provided by public accountant at the last financial year; and	454
	Note: to disclose if there are no other services rendered	-
15	Description on risk management of the company Includes the following:	266-329
	a. Explanation on risk management system implemented by the company;	267-274
	b. Explanation on risk management system effectiveness evaluation;	274
	c. Explanation on risks faced by the company; and	275-285
	d. Risk mitigation.	275-285
16	Description of internal control system Includes the following:	446-452
	a. Brief explanation on internal control system, among others on financial and operational control;	446-452
	b. Explanation on internal control system alignment with international standard framework (COSO – internal control framework); and	452
	c. Explanation on internal control system effectiveness evaluation.	452
17	Description of Corporate Social Responsibility related to organizational governance of social responsibility:	516
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	b. Information on methods and scope of due diligence on the social, economic and environmental impacts of Company's activities;	518
	c. Information on significant stakeholders that are impacted by, or having an influence to the impact of, the Company's activities;	518
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	e. Information on the scope of the Company's Corporate Social Responsibility, both obligatory as well as beyond obligatory;	520
	f. Information on the Company's strategy and work programs in the management of social, economic and environmental issues, as a form of stakeholder engagement and in creating value for stakeholders and shareholders;	520
	g. Information on programs that are beyond the minimum obligatory level for the Company as relevant with its business activities;	520
	h. Information on the funding and budgeting of social responsibility programs.	520
18	Description of Corporate Social Responsibility related to core subject - Human Rights:	520-521
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	b. Information on Company's definition on the scope of social responsibility core subject - Human Rights;	520
	c. Information on the planning of CSR initiatives in the area of Human Rights;	521
	d. Information on the execution of CSR initiatives in the area of Human Rights;	521
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19	Description of Corporate Social Responsibility related to fair operation core subject	521-526
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	b. Information about the company's definition of the scope of social responsibility, the core subject of fair operations	522
	c. Informasi tentang perencanaan Corporate Social Responsibility bidang operasi yang adil	523-524
	d. Information on Corporate Social Responsibility planning in fair operations	524-526
	e. Information on achievements and awards of fair operations CSR initiatives	526
20	Description of Corporate Social Responsibility related to the environment:	526-528
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	b. Information on significant environmental impact and risks, both directly or indirectly related to the Company;	-
	c. Information on 2020 activity target/plan established by the Management;	528
	d. Information on environment-related activities or programs undertaken as related to the Company's operational activities;	526-528
	e. Information on the execution of CSR initiatives related to the environment;	526-528
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21	Description of Corporate Social Responsibility related to labor practices, covering information on, among others:	528
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	b. Information on scope and definition of social responsibility related to labor practices;	528
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	d. Information on initiatives undertaken and the quantitative impact of such initiatives;	529-531
	e. Information related to labor practices and work health and safety, such as gender equality and equal work opportunity, work health and safety equipment, employee turnover rate, work accident rate, employee remuneration, mechanism for labor-related complaints, and others.	531-532
22	Description of Corporate Social Responsibility related to consumer issues, covering among others:	533-538
	a. Information on activity target/plan established by the Management;	534
	b. Initiatives undertaken and the impact of such initiatives;	534-537
	c. Information related to product stewardship, such as consumer health and safety issues, product information, mechanism, number and resolution of consumer complaints, and others.	537-538
23	Description of Corporate Social Responsibility related to community involvement and development, covering among others:	539-550
	a. Commitment and policies on social responsibility core subject-community involvement and development;	539
	b. Information on social issues relevant to the Company;	-
	c. Information on social risks managed by the Company;	-
	d. Information on scope and definition of social responsibility related to community involvement and development;	-
	e. Information on activity target/plan established by the Management;	-
	f. Initiatives undertaken and the impact of such initiatives;	539-547
	g. Budget spent;	547-550
	h. Information related to community involvement and development, such as use of local workers, empowerment of surrounding communities, improvement of public facilities or infrastructure, other forms of donations, communications on anti-corruption policies and procedures, training on anti-corruption, and others.	√

	DESCRIPTION	PAGE
24	Significant litigation currently faced by the company, subsidiaries, and members of the Board of Commissioners and Board of Directors that served the position at the annual report period Includes the following:	467-475
	a. The principal litigation/claims;	467-471
	b. Settlement status of litigation/claims;	467-471
	c. Impact to the company's condition; and	467-471
	d. Administration sanctions charged to the company, members of the Board of Commissioners and Board of Directors, by relevant authorities (capital market, banking and others) at the last fiscal year (or a statement of no administration sanction being charged)	467-475
	Note: To disclose in the event of no litigation	
25	Description on the availability of company information and data for public access, including dissemination through company website (in Bahasa and English), mass media, mailing list, bulletin, analyst gatherings, and others.	479-493
26	Discussion on Code of Conduct Includes the following:	496-498
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	b. Disclosure of Code of Conduct application in all level of organization;	497
	c. Code of Conduct dissemination;	497
	d. Sanctions on Code of Conduct violations; and	497
	e. Number of violation and sanction in the last fiscal year.	498
	Note: should be disclosed if there are no violations of Code of Conduct in the last fiscal year.	-
27	Disclosure on whistleblowing system Includes the following mechanism of whistleblowing system:	498-500
	a. Violations report submission;	498
	b. Whistleblowers protection;	499
	c. Claims handling;	499
	d. Claims managers; and	499
	e. Total claims registered; and	499
	f. Sanctions/report processed at the last fiscal year including its follow up measures.	499-500
	Note: should be disclosed if there is no report and follow up action in the last fiscal year.	-
28	Diversity of the Board of Commissioners and Board of Directors Composition Description of written policy regarding diversity of the Board of Commissioners and Board of Directors composition regarding education, work experience, age, and gender	385-391
	Note: to disclose the reasons and considerations, if there is no policy applied	

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<b>VII. Financial Information</b>		
1	Board of Directors and/or Board of Commissioners' Statements regarding the Responsibility for the Financial Statements Conformity with related regulations regarding the Financial Statements Responsibility	66
2	Independent Auditor opinion on financial statements	✓
3	Independent Auditor Description in the Opinion Description contains the following:	✓
	a. Name & signatures;	✓
	b. Audit Report date; and	✓
	c. License of Public Accountant Firm and license of Public Accountant	✓
4	Comprehensive financial statements Comprehensively covers the financial statements elements:	551
	a. Statements of financial position;	✓
	b. Statements of comprehensive income and other comprehensive income;	✓
	c. Statements of changes in equity;	✓
	d. Statements of cash flows;	✓
	e. Notes to financial statements;	✓
	f. Comparative information on previous periods; and	✓
	g. Statements of financial position at the beginning of previous periods upon the application of retrospective accounting policy by the entity or representation of financial statements postings, or reclassifications of postings in the financial statements (if relevant).	✓
5	Profitability level comparison Comparison of current profit (loss) with the previous year	212-214
6	Statements of Cash Flows Conformity to the following provisions:	214
	a. Grouping into three category of activities of operations, investment, and financing;	
	b. Direct method application in the statements of cash flows from operations activity;	
	c. Separation of presentation between cash in and or cash out during current year in the operation, investment and financing activities;	214
	d. Disclosure of non cash transaction shall be stated in the notes to financial statements.	
7	Summary of accounting policies Including at least:	
	a. Compliance statement to SAK;	
	b. Basis of measurement and formulation of financial statements;	
	c. Recognition of income and expense;	✓
	d. Employee benefits; and	
	e. Financial instrument.	
8	Disclosure of related parties transactions The disclosures includes:	
	a. Name of related parties, and the nature and relationship with related parties;	
	b. Transaction values and its percentage to total income and expense; and	✓
	c. Total balance and its percentage to total assets or liabilities.	

DESCRIPTION		PAGE
9	<p>Disclosure related to taxes The disclosures shall includes:</p> <p>a. Fiscal reconciliation and current tax expense calculation;</p> <p>b. Explanation of relationship between tax expenses (income) and accounting profit;</p> <p>c. Statement that Taxable Income as a result of reconciliation is use as the basis in completing the 2016 Annual corporate income tax return;</p> <p>d. The details of deferred tax assets and liabilities recognized in the financial position statements for every presentation period, and total deferred tax expenses (income) recognized in the income statements if the total are not visible from the total deferred tax assets or liabilities recognized in the financial position statements; and</p> <p>e. Disclosure of availability or un-availability of tax disputes.</p>	√
10	<p>Disclosure related to fixed assets The disclosures shall includes:</p> <p>a. Used depreciation method;</p> <p>b. Description on accounting policies selected between revaluation model and cost model;</p> <p>c. Significant methods and assumptions used in estimation of fixed assets fair value (for revaluation model) or disclosure of fixed assets fair value (for cost model); and</p> <p>d. Reconciliation of gross total recorded and accumulation of fixed assets depreciation at the beginning and end of period by presenting: addition, deduction and reclassification.</p>	√
11	<p>Disclosure related to operations segments The disclosures shall includes:</p> <p>a. General information covering factors used to identify reported segments;</p> <p>b. Information on segment's reported profit loss, assets, and liabilities;</p> <p>c. Reconciliation of segment's total revenues, segment's reported profit loss, segment's assets, segment's liabilities, and segment's other material elements to related total in entity; and</p> <p>d. Disclosure of entity level, which covers information on products and/or services, geographic areas and main customers.</p>	√
12	<p>Disclosure related to Financial Instruments The disclosures shall includes:</p> <p>a. Financial instrument classification;</p> <p>b. Fair value of every financial instrument group;</p> <p>c. Explanation on risks related to financial instrument: market risk, credit risk and liquidity risk; and</p> <p>d. Risk management objectives and policies;</p> <p>e. Risk analysis related to financial instrument in quantitative way.</p>	√
13	<p>Financial statements publication The disclosures includes:</p> <p>a. Date of financial statements authorized for publication; and</p> <p>b. Parties responsible to authorize the financial statements.</p>	√





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